CITY OF BRANTFORD

Downtown Revitalization

Downtown Brantford Community Improvement Plan

A CITY OF BRANTFORD PLAN - MAY 26, 2014

TABLE OF CONTENTS

Page

Preamble – The Importance of Downtowns 2

1.0 INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction …… 2
1.2 Community Improvement in Downtown Brantford…… 3
1.3 Downtown Brantford Studies and Strategies…… 5
1.4 Downtown Brantford Community Improvement Plan Area Boundaries…… 7
1.5 Community Improvement Plan Preparation…….. 8
1.6 Legislative Authority…….. 9
1.7 Official Plan Community Improvement Plan Policies……..... 10
1.8 Official Plan Growth Management and Urban Growth Centre Policies…… 11
1.9 Land Use …….. 13
1.10 Brantford Official Plan Land Use Designations……... 13
1.11 Zoning By-law No.160-90……... 17
1.12 Population Density and Demographics…… 18
1.13 Employment……. 19
1.14 Post-Secondary Expansion…… 20

2.0 DOWNTOWN ISSUES

2.1 Issues Identified by Stakeholders…… 21
2.2 Economic Issues and Indicators…… 22
2.3 Building Conditions and Construction Activity……. 23

3.0 COMMUNITY IMPROVEMENT PLAN

3.1 Activities to Implement the Community Improvement Plan……. 24
3.2 Grant Programs…….. 25
3.3 Other Incentives……. 26
3.4 General Rules……. 26

4.0 COMMUNITY DEVELOPMENT BUDGET

4.1 Funding Sources…… 27

5.0 IMPLEMENTATION……. 27

6.0 INTERPRETATION…….. 27

Appendix No. 1 Grant and Loan Programs…….. 29

NOTE Sections 3.0, 4.0, 5.0, 6.0 and Exhibit No.1 constitute the Downtown Brantford Community Improvement Plan as adopted by By-law No.---2014 pursuant to Section 28 (4) of the Planning Act, R.S.O., 1990. Sections 1.0, 2.0 and Appendix 1 of this document are provided for information purposes only.

Preamble – The Importance of Downtowns

Building a healthy Downtown is important for creating a prosperous city. The City of Brantford Downtown Master Plan describes the importance of a Downtown in stating that:

"A Downtown – as the heart of a community and only genuinely shared meeting space that is accessible to all – symbolizes the heritage of a community and provides a sense of identity for a city.

Thriving Downtowns are typified by high levels of pedestrian activity, a differentiated retail offer, well preserved historic reference points (buildings, monuments and parks), strong tourist appeal and the presence of a range of residential accommodations, respected civic & institutional amenities. Downtown living is critical to bring activity, create safe spaces and generate on-going demand for services.

Revitalizing a Downtown stimulates residential and business growth in the City Centre, maximizes the utilization of public resources and provides tax diversification. Features such as unique shopping and dining opportunities, tourist attractions, residential living, employment possibilities and recreational outlets translate into economic stability and a positive image of the City. A healthy core is integral to a city's overall social and economic success."

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1.0 BACKGROUND INFORMATION

1.1 Introduction

The purpose of the Downtown Brantford Community Improvement Plan (CIP) is to be a planning tool to stimulate the revitalization of and investment in the expanded Downtown Brantford Community Improvement Plan area and to achieve positive change to the existing physical and social landscape, either through direct public sector investment or through private sector investment including municipally driven incentive-based programs. In accordance with Section 28 of the *Planning Act*, the Downtown Brantford CIP encourages investment in Downtown by providing financial incentives that may be applied to eligible properties for purposes that conform to the goals, objectives and policies of the CIP.

This Plan is organized to be read as sections 1.0, 2.0 and Appendix 1 providing background information. Sections 3.0, 4.0, 5.0, 6.0 and Exhibit No. 1 constitute the Downtown Brantford Community Improvement Plan.

In 2012 the Downtown Brantford Business Improvement Area (DBBIA) initiated a campaign to expand its boundaries to coincide with the boundaries of the Urban Growth Centre as identified in the Province's Growth Plan for the Greater Golden Horseshoe.

This process was completed in June 2013.The City of Brantford is now expanding the Downtown Brantford Community Improvement Plan area to coincide with the DBBIA's new boundaries and to incorporate all of the Urban Growth Centre.

1.2 Community Improvement in Downtown Brantford

Previous Downtown Community Improvement Plans (1979-2013)

The City of Brantford has a rich history of involvement in efforts to improve downtown. Urban renewal initiatives were identified as early as the 1970s as follows:

Redevelopment Plan for Downtown - By-laws 55-79, 70-79, 55-80,129-81.
Pride Area 1 - Downtown - By-law 37-89
Pride Area 8 – Downtown Phase II – By-laws 211-89 and 54-90
Core Property Revitalization Loan program - Bylaw 158-90
Special Pride – By-law 71-91

In March 2002 City Council passed By-law 125-2002, which established the Downtown Community Improvement Project Area and later enabled the Community Improvement Plan in November 2002 through By-law 133-2002. The Downtown Business Performance Grants which was initiated as part of the CIP has subsequently resulted in approximately $34 million in private sector investments over the past 10 years.

The Growth Plan for the Greater Golden Horseshoe (2006), specifically identifies Downtown Brantford as an Urban Growth Centre (UGC) which was then incorporated within the Brantford Official Plan through the approval of OPA 125 (2007). The Growth Plan notes that UGCs such as Downtown Brantford will be planned to achieve 150 residents and jobs combined per hectare, and be used:

a. As focal areas for investment in institutional and region-wide public services, as well as commercial, recreational, cultural and entertainment uses.
b. To accommodate and support major transit infrastructure.
c. To serve as high density major employment centres that will attract provincially, nationally or internationally significant employment uses.
d. To accommodate a significant share of population and employment growth.

Thereafter, the City of Brantford undertook the Downtown Master Plan which was approved by City Council in July 2008.This was followed in 2010 by preparation of the Laurier Campus Master Plan by IBI which augmented the Downtown Master Plan with greater detail on the university's growth and development projections. In response to the post-secondary expansion and the identification of the Urban Growth Centre in the Growth Plan, the Downtown Brantford Business Improvement Area (DBBIA) undertook to expand its boundaries. The enlarged DBBIA was approved in June 2013.

EXHIBIT 1: DOWNTOWN BRANTFORD COMMUNITY IMPROVEMENT PLAN PROJECT AREA

1.3 Downtown Brantford Studies and Strategies

The City of Brantford has undertaken a number of planning initiatives that have considered and made recommendations intended to guide the future of the Downtown Brantford Community Improvement Plan area. These policies are articulated in a variety of reports, plans and studies, including the **Downtown Master Plan**, the **Waterfront Master Plan**, the **Wilfrid Laurier University Campus Master Plan**, the **Downtown Streetscape Design Plan,** the **Victoria Park Square Heritage Conservation District Study** and the **City of Brantford Intensification Strategy**. The various documents that inform downtown development provide differing degrees of detail and different tools for implementation. The documents now guide the implementation of the Downtown Brantford Community Improvement Plan.

The **Victoria Park Square Heritage Conservation District Study,1991**, established the 6.5 hectare heritage conservation district under Part V of the Ontario Heritage Act through By-law 119-91.

The **Downtown Master Plan (DMP), 2008** was prepared to support Council's ambition for making the Downtown a "vibrant and successful hub for all", including its citizens, students, businesses, visitors and government. To guide the transformation of Downtown over the long term, the DMP identifies a number of "Guiding Principles" to attract new investment, promote architectural excellence, recognize history, encourage various forms of movement, and protect existing neighbourhoods.

The DMP makes recommendations on achieving these through:

- Providing direction about where to focus retail and commercial land uses, including a recommendation to transform Market Square into an office hub supported by small scale retail;
- Retaining the transit terminal and expanding its capacity;
- Undertaking a review of redevelopment opportunities for residential and commercial development, including opportunities for land assembly and the conversion of upper floors to residential where appropriate;
- Working with post-secondary institutions to facilitate further post-secondary expansion in the Downtown
- Considering the location of the Farmers Market to a higher profile site;
- Continuing the investment incentive programs; and
- Encouraging a variety of public realm improvements;

The DMP goes on to provide specific recommendations concerning built form, open space, streetscapes, the public realm, transportation and parking as a well as urban design guidelines.

The **Laurier Campus Master Plan, 2010**, revised 2013, was prepared by Wilfrid Laurier University, and presents targets to accommodate up to 15,000 post-secondary students within 2.5 million square feet of post-secondary academic and office space in the Downtown by 2031.

The **City of Brantford Economic Development Strategy, 2010**, was prepared for the City of Brantford. The plan guides the City's economic development activities. 12 strategic directions were identified including business retention and recruitment, arts and culture in downtown with recommendations divided into short, medium and long-term implementations

The **Waterfront Master Plan (WMP), 2011**, was prepared for the City of Brantford, to guide decisions with respect to lands along the Grand River, its tributaries and canals. The WMP identifies the Lower Downtown as an area of particular interest, and includes substantial discussion and recommendations to guide further land use planning and growth-related decisions in this area.

The **Downtown Streetscape Design Plan, 2011** was prepared for the City of Brantford, Wilfrid Laurier University and the Downtown Brantford Business Improvement Area, and recommends cooperative initiatives to implement streetscape improvements.

The **Intensification Strategy, 2011**, was prepared for the City of Brantford to guide future intensification in the Community. One of the objectives of the Intensification Strategy is to provide a framework for review of development applications within the key intensification areas that result in a high standard of urban design, and supports the vision of the City's residents and stakeholders for high quality redevelopment that is compatible with the existing built fabric.

The Intensification Strategy has created priority directions for the UGC particularly as outlined in Section 2.2.1 Established Areas.

As redevelopment occurs within Established Areas such as Downtown Brantford, streets (i.e. Market Street, Dalhousie Street, and Colborne Street) should transition to mixed–use main streets, or downtown commercial streets with active, pedestrian-supportive streetscapes. Opportunities for intensification within the Urban Growth Centre and Colborne Street West include:

- Additions and renovations to existing buildings;
- Redevelopment of vacant or underutilized sites (i.e. single story buildings); and
- Development on vacant parcels

In the short-term, the Intensification Strategy encourages redevelopment to be focused at key locations including:

- Underutilized properties along either side of Market Street, between the CN Rail corridor and Wellington Street, within the Urban Growth Centre.

The Intensification Strategy also provides a number of priority directions to be considered when reviewing new development or redevelopment in Downtown Brantford. These priority directions include:

- Ensuring a consistent, high-quality urban frontage along the Grand River riverfront, downtown main streets, and Colborne Street West
- Having new buildings, open spaces and street design build on the unique character of the Urban Growth Centre and Colborne Street West (i.e. human-scaled building base, street trees, active at grade uses, riverfront views, cultural heritage resources), adjacent neighbourhoods and the riverfront setting by being context specific, appropriately scaled , and containing an appropriate mix of uses;
- Establishing a generally low-rise street wall height (two to four stories) for redevelopment sites, which will take the form of a podium where taller building elements are proposed;
- Allowing opportunities for taller building elements where appropriate; and
- Ensuring building mass and height, and streets and open space design, contributes to compatible development within the Urban Growth Centre and along Colborne Street West.

1.4 Downtown Brantford Community Improvement Plan Area Boundaries

The boundaries of the Downtown Brantford Community Improvement Plan Area identified on Exhibit No. 1 are based on the boundaries of the Downtown Urban Growth Centre designation in the Brantford Official Plan and the Growth Plan . The boundaries also reflect the expanded area of the Downtown Brantford Business Improvement Area, which was approved by City Council in June 2013. This is a mixed use area and contains a significant concentration of retail, service, residential, cultural, institutional and transportation uses in the City of Brantford.

1.5 Community Improvement Plan Preparation

Expansion of the Downtown CIP was initiated as a result of several meetings and public consultations as follows:

- March and September 2012 - Downtown Stakeholders meetings resulted in a general review of issues and topics related to downtown with the primary stakeholders including the DBBIA, Wilfrid Laurier University, Brantford Heritage Committee and Chamber of Commerce.

- January-June 2013, BIA Expansion - consultation process with the DBBIA membership culminating in Council Approval in June 2013

- October 2013 - Formal request from DBBIA to expand the Downtown CIP area as follows:

  THAT the DBBIA Board of Management REQUEST that City Council expand the Downtown CIP area to include the entire UGC and assist in the public consultation process in the role as the requester for the expansion within one year.

- March 19, 2014 - Community Open House. No concerns were expressed by the public regarding the amendment. One property owner adjacent to the proposed boundary line asked to be incorporated to the CIP area.

- May 12, 2014 - Statutory Public Meeting

Downtown panorama

1.6 Legislative Authority

The legislative authority for Community Improvement Plans, together with their related incentives and powers, is derived from the *Planning Act* and the *Municipal Act*.

1.6.1 Planning Act

The *Planning Act* gives municipalities the authority to establish community improvement project areas where: a) the Official Plan contains provisions related to community improvement; and, b) the "Community Improvement Project area" is designated by by-law pursuant to Section 28 of the *Planning Act*.

Once a "Community Improvement Project Area" has been designated by by-law, a municipality may then prepare a "community improvement plan" for the project area.

Under Section 28 of the *Planning Act*, "Community Improvement" means:

> "the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment , construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational , institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities , or spaces therefore, as may be appropriate or necessary."

For the purpose of carrying out a Community Improvement Plan that has come into effect, subsection 28 of the *Planning Act* gives municipalities the authority to engage in the following activities within the Community Improvement Project Area:

a. Acquire, hold, clear, grade or otherwise prepare land for community improvement;
b. Construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community improvement project area in conformity with the community improvement plan ;
c. Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in the community improvement project area to any person or government authority for use in conformity with the community improvement plan; and
d. Make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan.

Sub-section 28 (7) of the *Planning Act* also allows municipalities to consider grants and loans for eligible costs established in an approved CIP related to:

- Environmental site assessment;
- Environmental remediation;
- Development; redevelopment; construction and reconstruction of lands and buildings for rehabilitation purposes; and,
- The provision of energy efficient uses, buildings, structures, works improvements or facilities.

The *Planning Act* restricts the total value of all grants and loans made under the *Planning Act* and tax incentives under the *Municipal Act* (where applicable) from exceeding the eligible costs defined in the CIP.

1.6.2 Municipal Act

Pursuant to Section 106 (3) of the *Municipal Act*, municipalities are exempt from the prohibition on providing assistance through the granting of bonuses when exercising its authority under Section 28 (6), (7) or (7.2) of the *Planning Act* within Community Improvement Areas. These exempted activities include: bonusing, giving or lending any property of the municipality including money, guaranteed borrowing, leasing or selling any municipal property at below fair market value; and giving a total or partial exemption from any levy, charge or fee.

1.7 Official Plan Community Improvement Plan Policies

The Brantford Official Plan contains Community Improvement Project area policies and a map -Schedule 6, identifying the limits of the CIP area boundary. Downtown Brantford falls within the Community Improvement Project Area delineated on Schedule 6.

The City of Brantford Official Plan, in Section 16, contains the following general policy:

> *16.1.1 The City shall encourage community improvement through the preservation, rehabilitation, renewal and redevelopment, where appropriate of certain areas of the City in order to improve safety; and quality of buildings, structures and facilities.*

The Downtown Brantford Community Improvement Plan area still demonstrates many of the criteria for consideration as a CIP when it was first identified as a project area needing greater attention in the Official Plan. These characteristics include:

- The area is substantially developed with little vacant developable land;

- Inadequacies related to municipal services including road, sanitary sewer, water supply, storm sewer, sidewalk and street lighting facilities; and
- The area contains heritage resources.

Furthermore, many of the issues of downtown as a commercial CIP area still need to be addressed as follows:

- There is a large proportion of commercial land uses;
- Many commercial buildings require interior and exterior renovation in order to function as contemporary commercial operation;
- There is a large proportion of vacant or underutilized commercial floor space; and
- There is a need to improve the commercial streetscape within the area.

1.8 Official Plan Growth Management and Urban Growth Centre Policies

In Sections 6 and 15 of the Official Plan are policies to guide the growth and development of Downtown and the Urban Growth Centre. Subsection 6.2.14 provides a goal for Downtown Brantford that it be vibrant and successful. The associated objectives to that goal recommends that downtown revitalization includes promoting a mixture of commercial, office, residential entertainment, educational, institutional and recreational facilities. It further specifies that post-secondary expansion in downtown be supported.

Section 15 identifies that the Urban Growth Centre is planned to:

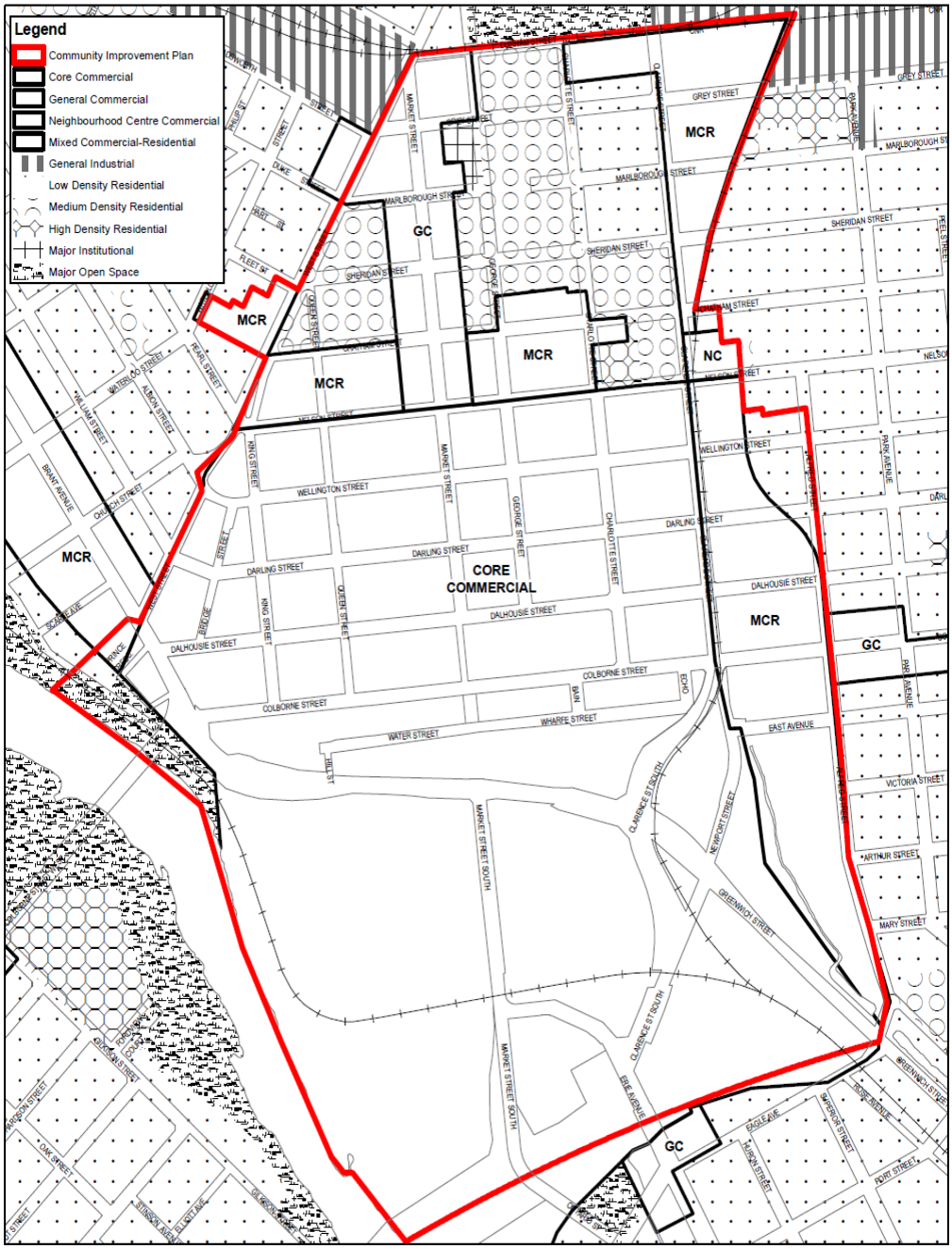
- Accommodate a significant share of the City's population and employment growth.

- Be the focal point of investment in institutional and region- wide public services, that it accommodate major transit infrastructure and;

- Achieve a gross density target of 150 residents and jobs per hectare by 2031.

In summary, both Sections 6 and 15 clearly identify goals and objectives related to both the Downtown and the Urban Growth Centre. The primary intent is to integrate the post-secondary expansion into a mixed-use environment while achieving specific provincial employment and population targets.

EXHIBIT 2: Downtown Brantford Official Plan Land Use Designations



1.9 Land Use

Downtown was once the dominant regional centre, but is now one of several commercial centres in the City of Brantford. Nonetheless, the area retains the civic, judicial and increasingly post-secondary functions as well as the focal point of the public transit and inter-city rail service. Within the Downtown Brantford Community Improvement Plan area Colborne and Dalhousie Streets are major east/west arterial streets, with much of the traditional main street land uses organized along these two streets. Dalhousie Street in recent years has become the dominant commercial street, and where it intersects with Market Street, is the focal point of downtown. There are many historic buildings located within the Victoria Park Square Heritage Conservation District. This area is also become the focus of the growing post-secondary campus. The lower downtown is a former industrialized area that has recently become the venue for entertainment uses and new format retailing.

1.10 Brantford Official Plan Land Use Designations

The various land use designations of the City of Brantford Official Plan that fall within the expanded Downtown Brantford CIP area are shown in Exhibit 2. The area devoted to each of these land use designations, and their relative percentage of the entire downtown area are shown in Table 1.

Table 1: UGC Land Use by Area

UGC Land Use by Area		
Land Use	Hectares	% of Total
Core Commercial	89.58	66.8 %
General Commercial	6.03	4.5 %
Neighbourhood Commercial	0.13	0.1 %
Mixed Commercial-Residential	21.45	16.0 %
High Density -Residential	0.51	0.4 %
Medium Density Residential	10.92	8.1 %
Low Density Residential	5.01	3.7%
Major Institutional	0.45	0.3 %
Total	134.08	100 %

As seen in Table 1 the Downtown Brantford CIP area is primarily "Core Commercial" in the Official Plan. The Core Commercial designation is intended to be the primary cultural, entertainment and office commercial activity area serving the city, and permits a wide range of commercial, residential and other uses subject to various specific Official Plan policies and zoning provisions. The city encourages new development which shall not exceed 8 storeys in height and retail and other pedestrian–related uses will be encouraged at grade. New development should enhance the heritage character, pedestrian orientation and attractive streetscape character of this district.

Other predominant land use designations in the expanded Downtown Brantford CIP area include:

The "General Commercial" designation, which includes retail and service commercial uses that benefit from access and visibility from major roads to provide service to pedestrian and automobile borne trade.

The "Mixed Commercial-Residential" designation, which includes a restricted range of retail and service commercial uses and residential uses.

The "Medium Density Residential" designation, which permits uses including townhouse, rowhouse, low-rise apartments and other low-rise multiple unit dwellings.

Harmony Square

EXHIBIT 3: Downtown Brantford CIP Area – Zoning Designations

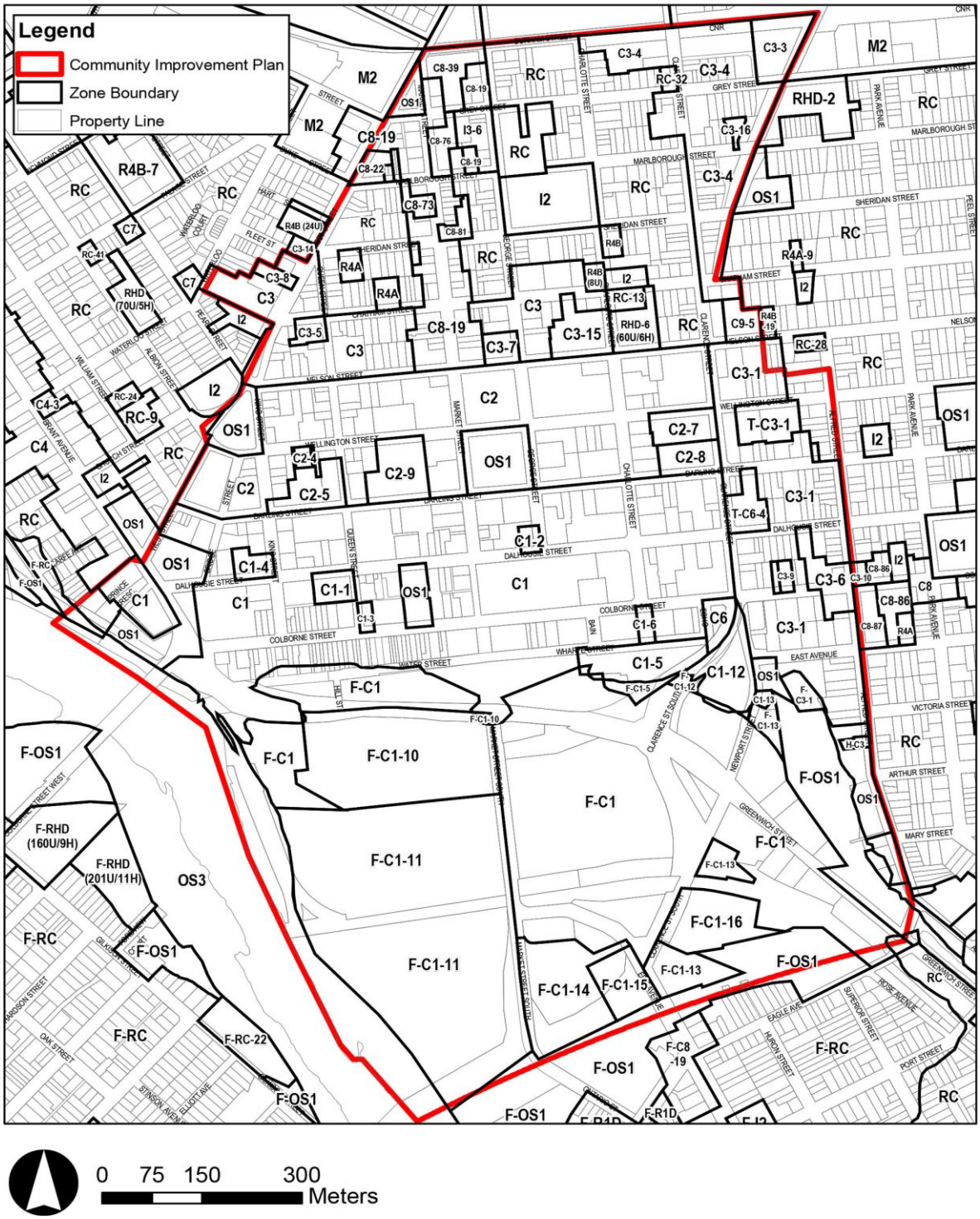
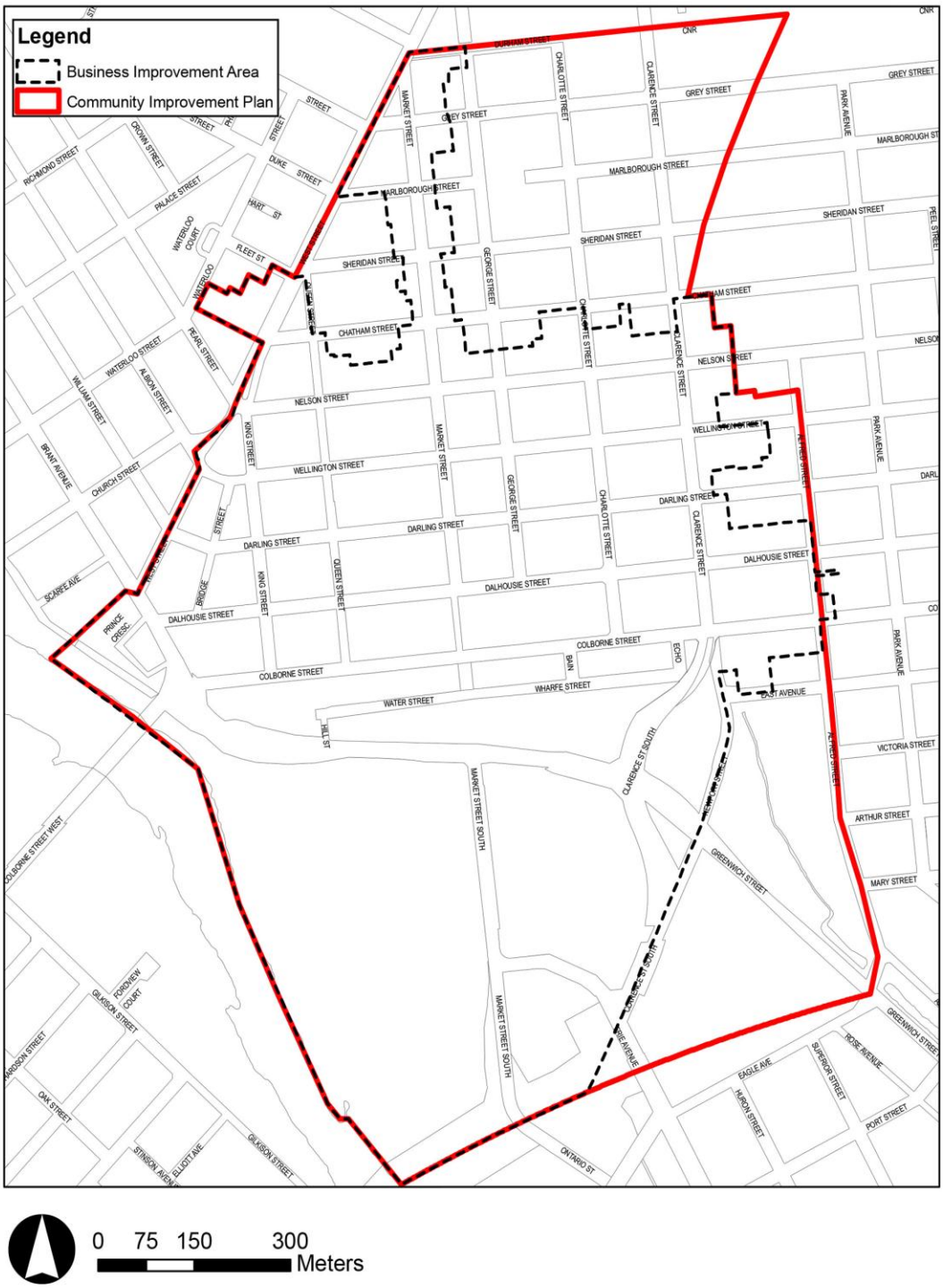


EXHIBIT 4: Boundaries of the Downtown Brantford Business Improvement Area



1.11 Zoning By-law No. 160-90

As seen in Exhibit No. 3, the zoning categories applicable to the expanded Downtown Brantford CIP area are mainly characterized by commercial and residential zones. These zones include:

- (C-1) Core Commercial Zone
- (C-2) Fringe Core Commercial Zone
- (C-3) Mixed Commercial Residential Zone
- (C-8) General Commercial Zone
- (RC) Residential Conversion Zone
- (R4) Residential Medium Density Zone

The '(C1) Core Commercial Zone' and the '(C2) Fringe Core Commercial Zone' are focused on the historical city centre and permit the broadest variety of uses including apartment dwellings, cultural uses such as museums and theatres, places of assembly and entertainment and recreation. Medical clinics and offices are also permitted as well as a wide variety of commercial uses ranging from specialty retail stores to department stores and grocery stores. Only the C1 Zone is identified as an area where public transit facilities are permitted.

The '(C3) Mixed Commercial Residential Zone' is generally located beyond lands zoned C2 and include a wider variety of residential uses ranging from single- detached dwellings to apartments. Service type uses are permitted, but the commercial uses are more limited and smaller in scale as compared to the uses permitted in the C1 and C2 Zones.

Lands to the north of the historical City Centre (along Market Street) are subject to a number of special exceptions relating to the '(C8) General Commercial Zone'. Lands abutting both sides of Market Street for example are zoned C8-19, which is described as an 'Established General Commercial Area' permitting uses such as art galleries and arts schools, existing grocery stores, general offices, medical clinics and offices, retail stores and all types of restaurants; typically the types of uses that would be found along a traditional main street / shopping area.

Also to the north are many residential properties zoned '(RC) Residential Conversion Zone', which recognizes the existing housing stock which typically is characterized by dwelling houses of three units or less and allows for conversions to slightly more intensive forms of housing within the dwelling itself. Also located within this area are a few properties which are zoned '(R4A) Residential Medium Density Type A Zone' permitting slightly more intensive housing including block and street townhouse dwellings as well as homes for the aged and nursing homes.

1.12 Population Density and Demographics

The Places to Grow legislation directed that the Downtown Brantford Urban Growth Centre is to achieve a gross density target of 150 residents and jobs combined per hectare by 2031. Table 2 highlights that Downtown Brantford's density has increased, but still must achieve a greater density to achieve the provincial target. Using the province's formula there were 68 residents and jobs combined per hectare in 2011.

Table 2: Estimated Density of the Urban Growth Centre (UGC)

Estimated Density of Urban Growth Centre (UGC) City of Brantford*			
UGC	2001	2006	2011
Population	2,500	2,700	2,900
Employment	4,100	4,300	4,600
Total	6,600	7,000	7,500
Land Area		**110 ha**	
***Growth Plan* density**	60	64	68

*Source: Hemson. Note: variation in population numbers between Tables 2 and 3 is due to estimated versus actual data.

When census data and student enrollment data from Wilfrid Laurier University are cumulatively combined to determine an estimated density based on both these sources, the UGC density is 100 residents/jobs/enrolled students combined per hectare in 2012. We see a pattern of increasing numbers of housing units being created for students while the number of permanent residents has fallen slightly.

Table 3: Population and Post-Secondary in the Downtown Brantford CIP area

Population (2006)	2,568	**Occupied Dwellings Units (2006)**	1,601
Population (2011)	2,486	**Occupied Dwelling Units (2011)**	1,841
Population Change (2006-2011)	-82	**Change in Number of Dwelling Units**	+240
Land Area (hectares)	110	**Registered Students (2008)**	2,580
2012 Estimated Population Density (residents/jobs/ enrolled students per hectare)*	100	**Registered FTE Students (2012)**	3,800

*The 2012 Estimated Population Density includes two estimates. The first is the Growth Plan estimate of residents/jobs per hectare which in 2012 was about 70. The second estimate is the impact of Wilfrid Laurier University which includes an average percentage of students living in off-campus housing being about 70% (about 1,700) and 625 in residence for a total of up to 2,324 students in the UGC. In addition, WLU full and part time faculty and staff are about 272. Therefore, it is estimated that WLU had a density of 30 students/jobs per hectare in the UGC in 2012 / 2013.

1.13 Employment

Between 2001 and 2012, over 600 jobs have been added to the expanded Downtown Brantford CIP area. In 2012 the total number of employees in downtown was 4,700, which represents nearly 11 % of all jobs (45,060) in the City of Brantford (Source: Hemson). What is also significant is the diverse range of jobs and significant concentrations of professional jobs in areas such as the government, law, technology and higher education. Of particular note is several high-value employment categories concentrated in the expanded Downtown Brantford CIP area as follows:

- Public Administration - Municipal, Federal / Canada Post – 630
- Technology/Technical Support/ Call Centres – 500
- Higher Education - 390
- Provincial and Superior Courts of Justice / Legal Services - 285
- FIRE (Finance, Insurance and Real Estate) – 260

Table 4: Employment by Type

Sector	Number of Employees	% of total UGC
Business and Personal Services	1100	23.4%
Entertainment / OLG Casino	1100	23.4%
Retail Trade/Restaurants	1100	23.4%
Public Administration	760	16%
Post-Secondary (4 institutions)	390	8.2%
Finance / Insurance / Real Estate	260	5.5%
Total	**4,700**	**100%**

Source: Hemson and staff census of major employers in 2012

Federal Building

1.14 Post-Secondary Expansion

In 2010 Wilfrid Laurier University prepared the Laurier Campus Master Plan outlining its vision for future campus growth over the next twenty-five years. Laurier's projections are shown as Table 5. There are many projects proposed in this vision, and several must be implemented in the short term in order for Laurier Brantford to achieve a crucial target of 8,000 FTE students in 2020-21. Such projects include:

- Laurier Brantford/YMCA Athletic Complex (completion 2016);
- Laurier Brantford Library and Learning Commons (interim project complete);
- Laurier Brantford student residences and dining hall(s); and
- Post-Secondary Retail Complex.

Laurier Brantford will require about 1 million square feet of academic and office space by 2020.It is anticipated that total Post-Secondary growth potentially may achieve the target of 15,000 FTE students, staff and faculty within 10 years (2024).

A key attribute of the post-secondary expansion is the role the other post-secondary institutions (Nipissing, Conestoga) will play in growth. It remains unknown if Mohawk College will continue on in any capacity in Downtown Brantford in the future. Maximum total build out by 2032 could mean over 20,000 FTE students and 2,400 staff/ faculty.

Table 5: Post -Secondary Expansion – Brantford Campus Projections 2013-31

Laurier Students[1]	**2013-14**	**2018-19**	**2023-24**	**2028-29**	**2031-32**
Enrollment[2]	2,585	3,740	8,778	12,667	15,000
Residence Beds	630	1,626	3,072	4,432	5,250
Laurier Employment					
Staff [3]	121	175	411	593	702
Faculty [4]	158	229	537	774	917
Total: Laurier Students / Employees	**2,864**	**4,144**	**9,726**	**14,034**	**16,619**
All Post-Secondary					
Other Post-Secondary (at constant 40% of Laurier total)	1,145[5]	1,657	3,890	5,613	6,647
Total: All Post-Secondary	**4,009**	**5,801**	**13,616**	**19,647**	**23,266**

1-Students full-time equivalent (FTE). Includes both undergraduate and graduate students. Does not include Nipissing registrations for joint Laurier/Nipissing students. Projections based after 2015 are based on estimates and current Laurier Campus Master Plan (2010).
2-Projections based on the current Laurier Campus Master Plan (2010).
3- Employee headcount. Projections based on estimated 2013/2014 student to staff numbers as provided above.
4- Includes both full-time and part-time faculty headcounts. Projections based on estimated 2013/2014 student to faculty numbers as provided above.
5-2013- based on 650 Mohawk College, 345 Nipissing University, and35 Conestoga College students and 115 employees.

2.0 DOWNTOWN ISSUES

2.1 Issues Identified by Stakeholders

The expanded Downtown Brantford CIP area is a community in rapid transition. Important improvements have been made, however challenges remain. In a report by Adventus Research (2012) for the Grand Valley Educational Society indicated that the public has noticed that there has been a significant improvement in both the physical appearance and social fabric of Downtown Brantford.

As part of the CIP review a survey was sent to the members of the Downtown Action Committee, The Downtown Business Performance Grants Program Advisory Committee and the Board of the Downtown Brantford Business Improvement Area asking their opinions on development and incentives in the Downtown Brantford CIP area The survey found that there are three primary areas of comment / concern expressed by downtown stakeholders related to both municipal capital projects and post-secondary expansion as follows:

Infrastructure Renewal and Replacement
Infrastructure renewal and replacement continue to be identified as the primary concern raised by downtown stakeholders. Both the Master Servicing Plan and the Transportation Master Plan will outline these deficiencies. Many are concerned that pushing infrastructure replacement further into the future may prove very disruptive to economic growth and business expansion when it does occur.

Transit Terminal and Improved Transit Services
The second priority is renewal and expansion of transit services. A new Transit Terminal with a car parking deck is central to this priority. Downtown has been reaffirmed by the Transit Terminal Site Selection Review Process as the hub of frequent, high-quality transit service to enable residential intensification within mixed - use buildings, places of employment and post-secondary expansion. A key feature of enhanced transit service is the provision of GO Transit to provide inter-city service to augment VIA Rail. Associated with transit is the enhancement of infrastructure supportive of pedestrians and cyclists.

Post-Secondary Expansion
The third priority is Post-Secondary Expansion in general, and achieving the targets identified in the Laurier Campus Master Plan in particular. There are many facets to the Laurier Campus Master Plan, but the most compelling are the growth targets related to a final build out which includes 15,000 FTE students operating within 2.25 million square feet of academic and office space by 2031.

2.2 Economic Issues and Indicators

The expanded Downtown Brantford CIP area still contains the largest mix of land uses and experiences in Brantford. Museums, restaurants, theatres, offices (public and private), residential, retail, meeting spaces, and post-secondary institutions combine to create the city's diverse downtown. The current office market in the downtown core is typical of a small/ medium-sized city, serving a regional market including municipal offices and provincial and federal office employment. Power Centre retail and an established and recently renovated Farmer's Market occupy the area along Icomm Drive.

Downtown Brantford CIP area is no longer the dominant commercial centre of Brantford but rather one of several commercial centres across the city. However, the Downtown Brantford CIP area is a resilient and growing economy. This is borne out by the fact that 600 jobs have been added to the downtown economy between 2001 and 2012. The Downtown workforce represents about 11 % of all employees in the City of Brantford.

The post-secondary institutions increasingly provide the primary economic engine for downtown. In 2013 post-secondary institutions are estimated to be using over 500,000 square feet of owned or leased space in the Downtown Brantford CIP area. Laurier Brantford estimates it will require 1 million square feet of office and academic space by 2021 to house 13,000 students, staff and faculty.

Commercial retail vacancy rate remains at about of 10%.

Census data indicates the decrease in the number of permanent residents, despite the increased number of housing units which is mainly student housing. This finding demonstrates the increasing importance of the post-secondary institutions changing the social as well as the physical face of downtown.

Over time, downtown's economy will become increasingly aligned with the post-secondary expansion and the 8 month academic year. For example, the summer months (May-August) continue to experience relative academic inactivity. This is a significant and real barrier to fully maximizing downtown economic revitalization. Adventus Research indicates that the economic tipping point will arrive when the number of all post-secondary students and employees in the downtown reaches about 5,000 in 2015. At that point, it is estimated that significant business investment will begin to take place. Downtown stakeholders do not envisage large-scale developments, but rather smaller, specialty retail development.

One of the primary challenges to a "post-secondary downtown" is that after the school day is over student activity and traffic greatly decreases.

One of the goals of downtown diversification should be to ensure non-academic activities and destinations are available for the greater community in the downtown, in particular in the summer, in the evening and on weekends. Harmony Square provides a good example of how to solve this. Harmony Square annually attracts 100,000 people to downtown. The square built by the city in 2008, is host to over 120 days of year-round programming. Students, residents and visitors now have many options for dining, arts and entertainment here.

2.3 Building Conditions and Construction Activity

In 2002 Downtown Brantford was characterized by high vacancy, deteriorating building stock, and underutilization of buildings, land and infrastructure. Ten years later there has been significant upgrading of existing buildings as well as new construction. Building sites have become scarce and significant transference in building ownership is occurring.

There are still areas of deterioration and underutilization east of Clarence Street, north of Chatham Street and south of Icomm Drive. Offering grants and other incentives to these areas should have the same positive results now seen in the original CIP area.

Land development in the Downtown Brantford Community Improvement Plan area continues to demonstrate concerns. The current pattern demonstrates periods of intense activity and investment followed by protracted periods of inactivity.

Land redevelopment activity remains fragile and unpredictable with some proponents failing to launch some projects even with municipal approvals and grant funding in place. A goal is to achieve a more consistent and predictable pattern of construction activity and investment in the expanded Downtown Brantford CIP area.

3.0 COMMUNITY IMPROVEMENT PLAN

The Downtown Brantford Community Improvement Plan consists of the following:

3.1 Activities to Implement the Community Improvement Plan

The Downtown Brantford Community Improvement Plan will be implemented through the provisions of Section 16 of the City of Brantford Official Plan and Section 28 of the *Planning Act*, 1990, R.S.O. Specifically, Council may undertake any or a combination of any of the following activities within the Downtown Community Improvement Project Area for the purposes of implementing the Downtown Community Improvement Plan.

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

i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);

ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));

iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28 (6)); and

iv) make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan (Section 28 (7)).

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

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

3.2 Grant Programs

Within the Downtown Brantford Community Improvement Plan area, the City of Brantford has been offering the Downtown Business Performance Grants since 2002 and this program has resulted in over $34 million dollars in documented investment by the private sector. The Façade and Design Grants program have been in place since 2009 and these grants have resulted in over $1 million of reinvestment in the downtown area. In addition, the Brownfield Sites CIP enables the City of Brantford to offer incentive programs to stimulate private sector investment in revitalizing downtown brownfield sites. Among the incentives available are the Brownfield Financial Tax Incentive Program (BFTIP) and Development Charges Credits.

3.2.1 Downtown Business Performance Grant Program

The City of Brantford may provide a grant for the cost of rehabilitating such lands and buildings in conformity with the community improvement plan provided the total assistance provided does not exceed the cost of rehabilitating the land and buildings. The City of Brantford will continue offering the Downtown Business Performance Grants and make them available throughout the Downtown Brantford Community Improvement Plan Project Area.

3.2.2 Façade Grant Program

The City of Brantford may provide a grant for of up to $7,500 for the repair and rehabilitation of a primary façade(s) of a building. The City of Brantford will continue offering the Façade Grants Program and make them available throughout the Downtown Brantford Community Improvement Plan Project Area.

3.2.3 Design Grant Program

The City of Brantford may offer a maximum $2000 Design Grant to help with the costs of hiring a professional architect to assist in the in preparation of a building evaluation report, a concept drawing and/ or construction drawings associated with the work to be undertaken with either a Downtown Business Performance Grant or a Façade Grant. The City of Brantford will continue offering the Design Grants and make them available throughout the Downtown Brantford Community Improvement Project Area.

3.2.4 Brownfields Tax Incentive

The City of Brantford may provide financial assistance for the redevelopment of a brownfield site through the rebate of annual property taxes equal to the cost of remediating the brownfield site. The eligibility requirements include being located within the Brownfields Sites CIP area, completing a Phase one and Phase Two Environmental Site Assessment which confirms the presence of contamination requiring clean-up, and a redevelopment plan to be approved by Council.

3.3. Other Incentives

The City of Brantford currently provides other “non-financial” incentives to encourage downtown revitalization as follows:

- The City of Brantford provides relief from Development Charges in the original CIP area. This incentive will remain in effect. Relief from Development Charges will not be expanded to throughout the CIP area.

- Downtown parking is subject to several features in the Zoning by-law and in the Official Plan to assist with relief from normal parking requirements encountered in the rest of the City of Brantford. These include Parking Exemption Areas 1, 2 and 3 shown in Schedule C of the Zoning Bylaw. The City of Brantford will continue implementing the parking exemption areas as outlined in Zoning By-law Parking Standards (section 6.18.7) and they will remain in effect.

- There is provision for taking cash-in- lieu in Section 11.6.5 of the City of Brantford Official Plan. Cash-in-lieu can be provided for relief of on-site parking in the Core Commercial Area. These general provisions were refined with the passage of By-law 177-95. This By-law enables the owners of properties within the defined area to enter onto written agreements with the City of Brantford to make a cash-in-lieu payment for off-street parking and the loading spaces for all new developments, redevelopments or changes of use that are unable to meet the off-street parking and loading requirements of By-law 160-90. The rate of the cash in lieu payment is established at one dollar ($1.00) per development, redevelopment or change of use on an individual property. This incentive will remain in effect within the defined core commercial area but will not be expanded to throughout the CIP area.

3.4 General Rules

The provision of any grant, loan or incentive as described in Sections 3.2.1, 3.2.2 and 3.2.3 shall be administered on a first come first served basis to the limited available funding. Specific details regarding the grants and administrative procedures are contained in Appendix No.1 to the Plan. Terms and conditions of any grant and administrative procedures detailed in Appendix No.1 may be changed, altered, amended or modified by the City without the necessity of an amendment to this Community Improvement Plan. The addition of a grant or loan program will require an amendment to this Community Improvement Plan; however, the City may modify or discontinue any program or incentive without requiring an amendment to this Plan.

4.0 COMMUNITY IMPROVEMENT PLAN BUDGET

4.1 Funding Sources

All of the grants programs described in Section 3.2 and further detailed in Appendix 1 are funded solely by the City of Brantford.

5.0 IMPLEMENTATION

The Downtown Brantford Community Improvement Plan will be implemented through the provisions of Section 16 of the Brantford Official Plan and Section 28 of the Planning Act, 1990, R.S.O.

The overall implementation of the grants programs, including liaison with the Ministry of Municipal Affairs and Housing, shall be the responsibility of the Planning Department, Community Development Services.

All of the grant and loan programs will be administered on a first come first served basis due to the limit of available funding in accordance with the administrative rules governing this and other grant or loan programs.

6.0 INTERPRETATION

Sections 3.0, 4.0, 5.0, and 6.0 of this document, along with Exhibit No.1 shall form the actual Community Improvement Plan for the Downtown Brantford Community Improvement Plan Area. Sections 1.0, 2.0 and Exhibits 2, 3 and 4, and Appendix 1 do not constitute part of the actual Downtown Brantford Community Improvement Plan.

Changes to the Downtown Brantford Community Improvement Plan area boundary or addition of grant or loan programs shall require an amendment to this Plan. This Plan has been prepared in accordance with and shall be deemed to conform to the City of Brantford Official Plan.

This Plan shall be referred to as the Downtown Brantford Community Improvement Plan for the City of Brantford. At such time as other Community Improvement Plans are prepared for this or other areas, this title may be modified for clarification purposes without requiring an amendment to this Plan.

APPENDIX 1

APPENDIX 1: GRANT AND LOAN PROGRAMS

1.0 Grant Programs

1.1 Downtown Business Performance Grants Program

This grant program is intended to assist applicants by providing financial incentives to stimulate redevelopment, renovation and improvement to buildings in the downtown. This program is geared to projects valued over $100,000.The grant can range from 10-25 % of the project total. The amount of the grant depends on:

- The strength of the project's business plan; and
- How well the project meets City Council's goal of improving downtown.

Area of Application

The Downtown Business Performance Grant is available to all eligible property owners within the Downtown Brantford CIP area. Grant applications will be received throughout the year and if funds are available.

Eligibility for Grant

The applicants for a Downtown Business Performance Grant must be the registered owner(s) of commercial, office and mixed-use buildings or their designated agents. The existing enterprise, a proposed enterprise and building must located in the Downtown Brantford Community Improvement Plan area, and be current with all city, provincial and federal financial obligations, taxes and in compliance with zoning regulations. The provision of the Downtown Business Performance Grant will be administered on a first come first served basis to the limit of available funding in accordance with any administrative rules governing this and other grant or loan programs.

Each applicant must submit:

- A completed application form
- A sound business plan
- Identification of total project value by component including written quotes for construction/renovation costs
- Offer of purchase and sale agreement (if applicable)
- Floor plans
- Façade or concept drawing(s)
- Meet with the grants committee to present their application.

Applicants must enter into a Grant Agreement with the City of Brantford. The Grant Agreement will outline the contractual obligations, scope of work that is eligible for funding reimbursement and payment conditions which may vary from project to project. In addition before payment begins the City of Brantford will engage the services of a Quantity Surveyor to review the project invoices against a site inspection to ensure

value for money. An outside auditor will also be engaged to scrutinize the project and make recommendation on payment and any deficiencies found. In addition a Certificate of Completion must be issued by the Building Department before payment can proceed.

Work Already Commenced
Applicants risk disqualification if they undertake work before receiving and signing a Grant Agreement. Projects will not be funded retroactively.

Procedures
The applicant is required to submit a completed Grant application form to the Senior Planner-Projects in the Planning Department. The Downtown Business Performance Grant Advisory Committee will review all the eligible applications received and will recommend projects to City Council for approval. The Committee will only recommend to Council approval of projects that meet all program requirements and will determine a funding amount appropriate for each individual project based on relevant costs and budgetary limitations. Once City Council approves the grant, applicants will enter into a grant agreement thereby confirming that the project has been approved. Payment will occur when all the work outlined in the Grant Agreement has been completed and paid invoices have been submitted (exclusive of HST).

1.2 Façade Grant Program

This grant program is intended to assist property owners and tenants with financing front façade improvements within the Downtown Brantford CIP area by providing a maximum grant of $7,500.

Area of Application
The Façade Grant is available to all registered commercial property owners within the Downtown Brantford CIP area.

Eligibility for Grant
The applicants for a Façade Grant must be the registered owner(s) of commercial, office and mixed-use buildings or their designated agents. Tenants in commercial or office buildings can also apply if they have a lease agreement and the written permission of the building owners. Please note this program does not apply to strictly residential buildings. The property where the façade renewal is to be undertaken must be located within the Downtown Brantford CIP project area. **Please note**: past applicants in default of the previous Downtown Façade Loan Program are ineligible to apply to this program.

General Terms of Grant Program
The City of Brantford will provide a one-time grant up to a maximum of $7,500 to help property owners to improve the exterior appearance and or structural quality of their

building. Grants are allocated per address. To achieve the maximum grant of $7,500, the project must have a minimum construction value of $15,000. Minimum grants are $2,500 and must have a minimum construction value of $5,000. The work must commence within 6 months of approval, and be completed by December 31st of the calendar year. Applicants may request extensions. The Manager of Policy Planning (Community Development Services) may grant project extensions when justified. Uncompleted projects risk loss of the grant allocated.

Work Already Commenced

Applicants risk disqualification if they undertake work before receiving and signing an Approval Letter. Projects will not be funded retroactively.

Procedures

The applicant is required to submit a completed Façade Grant application form to the Senior Policy Planner-Projects in the Planning Department. The Downtown Business Performance Grant Advisory Committee will review all the applications received at intake meetings held once (in mid-March) and possibly twice a year, and will recommend projects to City Council for approval within the budgetary limitations. Once City Council approves the grant, applicants will receive an approval letter confirming that the project has been approved. Payment will occur when all the work outlined in the Approval Letter has been completed and paid invoices have been submitted. One lump sum check for exterior construction costs will be issued to the approved applicant when construction is completed and all copies of invoices have been submitted to the City of Brantford (exclusive of HST).

1.3 Design Grant Program

This grant program is intended to assist applicants to hire an architect (for preparing designs, estimates, etc.), an engineer (for structural analysis) or accredited designer (landscape, interior, lighting or graphics/signage) to develop the project concept and can be applied for before the applicant applies for a Downtown Business Performance or Façade grant.

Area of Application

The Design Grant is available to all registered commercial property owners within the Downtown Brantford Community Improvement Plan area. Buildings must be located in the Downtown Community Improvement Plan Project Area.

Eligibility for Grant

The City of Brantford will fund up to 50% of the professional service design fees (exclusive of HST). Please note the maximum grant is $2,000. Design Grants can be applied for at any time of the year if funds are available. Please note this program does not apply to strictly residential buildings. Design work for commercial, office, retail and mixed-use buildings are eligible.

Work Already Commenced

Please note applicants risk disqualification if they undertake work before receiving and signing an Approval Letter. Projects will not be funded retroactively.

Procedures

The applicant is required to submit a completed Façade Grant application form to the Senior Policy Planner-Projects in the Planning Department. The Downtown Business Performance Grant Advisory Committee will review the applications received and will recommend projects to City Council for approval. Once City Council approves the grant, applicants will receive an approval letter confirming that the project has been approved. Payment will occur when all the work outlined in the Approval Letter has been completed and paid invoices have been submitted. One lump sum check for design services will be issued to the approved applicant. Two copies of the "product" (i.e. drawings or written recommendations), a copy of the design professionals invoice(s) to the applicant for exterior building design services and invoices (and /or acknowledgement that the design professional has been paid) are required in order to receive the grant payment. The grant payment will be issued after approval of the application; drawings have been forwarded to the City of Brantford and upon receipt of the copy of the invoice for the architect, engineer or designer (exclusive of HST).