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City of London

# Hamilton Road Area Community Improvement Plan





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# Hamilton Road Area Community Improvement Plan

Adopted pursuant to section 28 of the *Planning Act*.

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Section 1

# **Introduction**



# Community Improvement Plan Overview

## What is a Community Improvement Plan?

A Community Improvement Plan (CIP) is a strategy that guides redevelopment and improvements within a defined area of need. To achieve the strategy, CIPs allow a municipality to take actions such as:

- Identify changes needed to land use planning policy, zoning, other by-laws and practices;
- Acquire, rehabilitate, and dispose of land;
- Provide grants and loans to property owners that would otherwise be unavailable; and,
- Direct investments made to infrastructure and public space.

## Purpose of this Community Improvement Plan

The City of London has prepared this CIP for the Hamilton Road Area which is intended to result in its revitalization and re-development by:

- Identifying the strengths, weaknesses, opportunities, and threats to the Hamilton Road Area;
- Establishing a vision and objectives for the Hamilton Road Area CIP;
- Recording and prioritizing actions for how the Hamilton Road Area will be improved; and,
- Proposing incentive programs that can be offered to stimulate private sector investment in the revitalization and re-development.

## How This Plan Was Prepared

These main tasks were completed to provide a comprehensive foundation for the preparation of this CIP:

- Review of relevant Provincial and City policy documents;
- Review of existing City of London Community Improvement Plans and incentive programs;
- Review of best practises used in CIPs provided by other Ontario municipalities;
- Analysis of the Hamilton Road Area based on:
  - Secondary information (such as Statistics Canada data);
  - Visual audit and first-hand data collection;
  - Input received from the Project Team, Hamilton Road Area Business Association, and Hamilton Road Community Association; and,
  - Information collected during community meetings and workshop sessions.



# Hamilton Road Area

## Study Area & Community Improvement Project Area

When a CIP is being prepared, a Study Area is established early in the process to maintain focus and to help avoid “scope creep” as the project moves forward. From the Study Area, a Project Area is then identified as the area for improvement and included in the final CIP document that is adopted by Municipal Council. According to Provincial regulations, the Project Area is to be based on an area that in the opinion of Municipal Council, improvement is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social, or community economic development reason.



The Hamilton Road Area as identified for this Community Improvement Plan is situated in the southeast area of the city's core. It encompasses the main corridor of Hamilton Road and the surrounding side streets, with the westerly portion containing the properties fronting on Hamilton Road from its origin point at Bathurst Street. The north boundary is adjacent to one of the main railway lines within London, while the south boundary is the Thames River. The easterly boundary is Highbury Avenue.

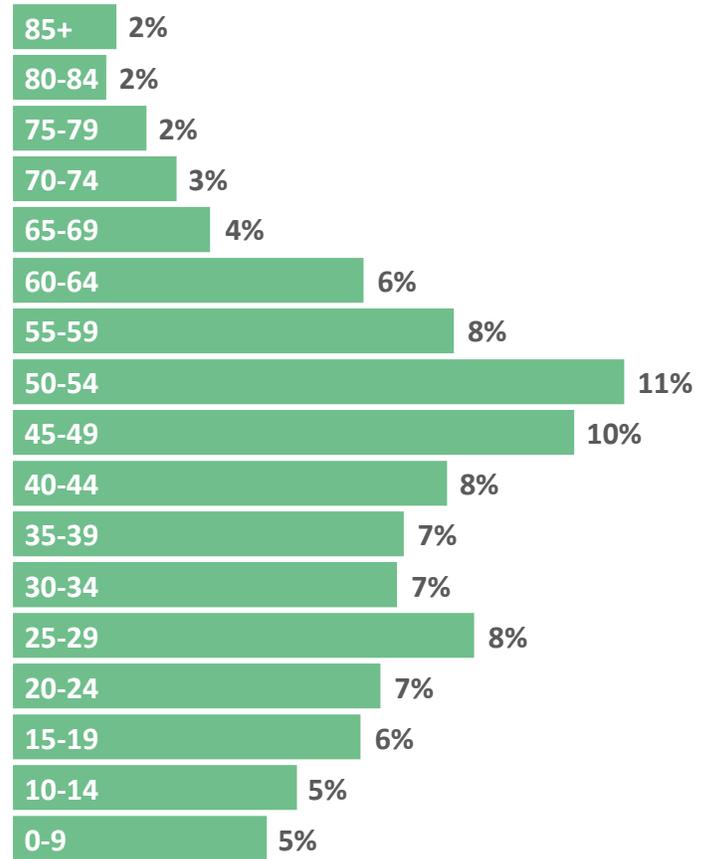
# Hamilton Road Area Profile

## Population

Between 2011 and 2016, the population in the Hamilton Road Area as defined geographically in the above map grew by 47 people; a growth rate of approximately 0.58% over the five years. This is less than the city-wide growth rate of just under 1% during the same time period.

Based on the 2011 National Census data, the Hamilton Road Area has more working aged adults compared to the city-wide population numbers. Further, the Hamilton Road Area contains fewer younger and senior residents when compared city-wide.

## Age Structure



## Income

Based on the 2011 National Census data, the Hamilton Road Area has a lower average income compared to the city-wide averages. The average income in the Hamilton Road Area is 27% lower than the city-wide average income.

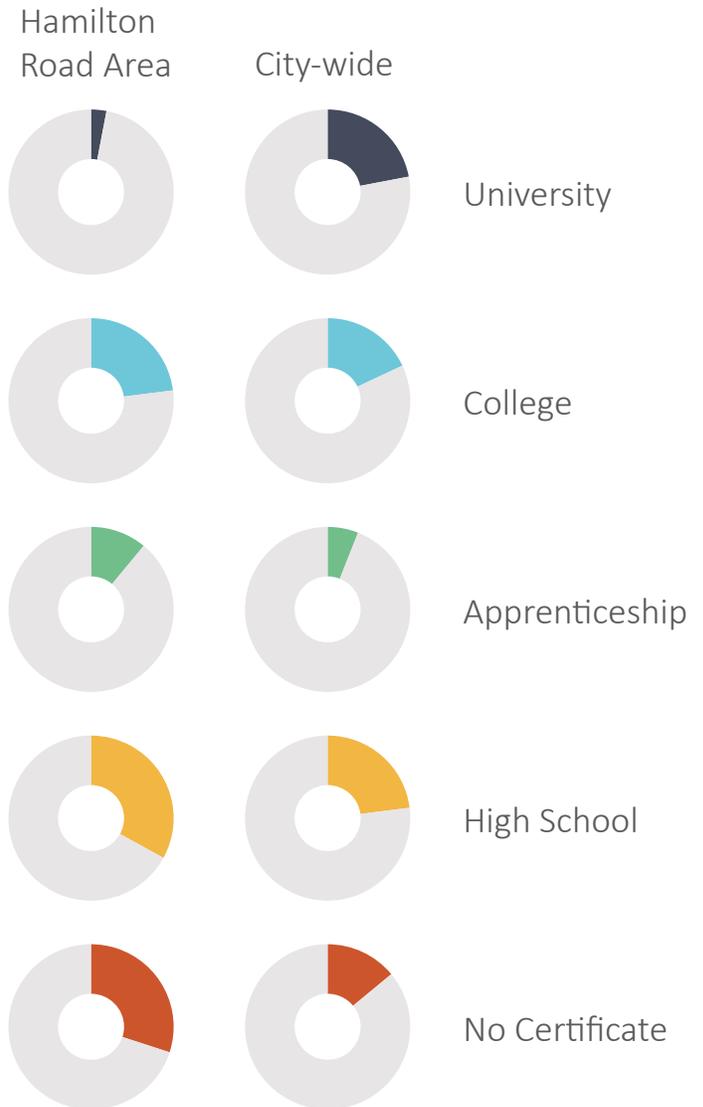
## Average Income



## Education

Educational attainment by highest credential earned tends to be lower in the Hamilton Road Area. The highest level of education attainment being high school or no certificate accounts for 63% of the total population; compared to a city-wide figure of 37%. Twenty-three percent of the Hamilton Road Area population had a college level education, compared to 18% city-wide and finally, 3% of the Hamilton Road Area population had a university level certificate or degree, compared to 22% city-wide.

### Education Attainment

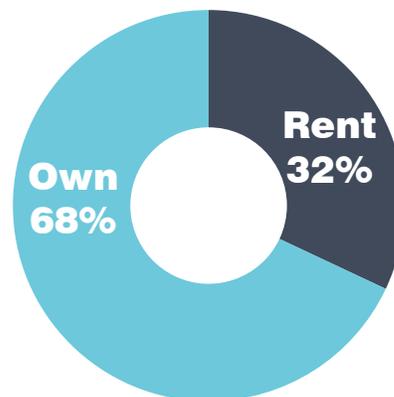


## Housing

Homeownership is more prevalent in the Hamilton Road Area. Based on the 2011 National Census data, the percentage of owner occupied housing is greater in the Hamilton Road Area than in the city; conversely, the number of houses rented in the Hamilton Road Area is lower than the rest of the city.

It is also more affordable to purchase a home in the Hamilton Road Area. The average value of a dwelling ranges from \$136,136 to \$207,055. The average value city-wide is \$256,613.

### Homeownership



## Section 2

# **Vision & Objectives**



A Vision for a CIP is a long-term strategic statement that identifies how the community wants to look, feel, and function. The establishment of a Vision is a critical component of the CIP process because it provides the overarching long-term foundation for the improvements and incentive programs cited in the CIP.

## Vision

Community consultation completed for this Plan resulted in this Vision statement and the following key objectives intended to implement it:

By 2027, the Hamilton Road Area will be an attractive destination in London filled with heritage, diverse local businesses and multi-cultural restaurants, as well as a safe and welcoming neighbourhood.

# Objectives

Improve the existing pedestrian environment along Hamilton Road.

Stimulate private sector investment in revitalizing and rehabilitating the Hamilton Road area.

Encourage the conservation and restoration of local heritage resources.

Build upon the success of the local small businesses and restaurants to create a healthy, vibrant, and mixed-use main street.

Provide additional parking opportunities for local businesses to encourage residents and visitors to leave their vehicles and explore the neighbourhood.

Improve long-term community safety to create a family friendly environment at all times in all seasons.

Foster great streetscapes with a visually interesting, accessible and clean public realm.

Support the existing and new community organizations that nurture the well-being of all Hamilton Road area residents.

Coordinate municipal servicing infrastructure improvements with planning and development activity to help reduce disruptions in the neighbourhood.

Improve access to fresh food along Hamilton Road.





# Areas for Improvements

Through consultation with the community, 12 areas for improvement were developed from the list of items identified as needing improvement in the Hamilton Road Area. At the second community meeting, participants were asked to prioritize the improvement areas, resulting in the following list:

- 1 Traffic
- 2 Crime prevention/safety
- 3 Support small businesses
- 4 Vacant, derelict buildings
- 5 Parking for businesses on Hamilton Road
- 6 Access to fresh groceries along Hamilton Road
- 7 General cleanliness
- 8 Infrastructure
- 9 Enhancing Hamilton Road's identity
- 10 More interior community / social spaces
- 11 Park and Thames Valley Parkway
- 12 Conserving heritage

The 12 areas for improvement were summarized into six improvement categories:



### **Quality Public Realm and Streetscapes**



### **A Safer Neighbourhood for All**



### **Strong Business Environment**



### **Excellent Parks and Recreational Opportunities**



### **Improved Mobility Options**



### **Strengthening the Community**

The recommended actions for improvement found in Section 6 will fall under one of the above six categories.



## Section 3

# **Community Improvement Project Area**



## The Project Area

Ontario's *Planning Act* defines a community improvement project area as "a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason." This area, also referred to in this Plan as the "Project Area", is shown in Figure 1.

A number of critical community improvement needs were identified in the Project Area through the detailed analysis of strengths, weaknesses, opportunities and threats (SWOT Analysis) contained in Appendix E as well as through the workshops held at the community meetings. As a result, The Hamilton Road Project Area complies with the *Planning Act* definition where community improvement is desirable. All community improvement activities described in this CIP, including financial incentive programs, will only be undertaken within the area designated as the Community Improvement Project Area or a Sub-Area of the Project Area. The Community Improvement Project Area is designated by a By-law passed by Municipal Council, in accordance with Section 28 of the *Planning Act*.

## Project Area Description

The Hamilton Road Project Area is generally defined as the CN railway tracks to the north, Highbury Avenue to the east, the Thames River to the south, Adelaide Street to the west, and also includes all properties with frontage on Hamilton Road west of Adelaide Street, as well as 219-221 William Street.

Figure 1: Project Area



## Project Sub-Areas

The Project Area has been further divided into three Project Sub-Areas (see Figures 2-4) which are based on inventoried conditions and characteristics during the preparation of this Plan. The Sub-Areas include:

- 1 Hamilton Road Corridor
- 2 Hamilton Road Area Neighbourhood
- 3 Hamilton Road Area Parks

**Figure 2: Hamilton Road Corridor**



### **Hamilton Road Corridor**

Hamilton Road is the spine that runs through the community. Hamilton Road is a main gateway to Downtown and provides access to Highbury Avenue and from there to Highway 401. The large volumes of traffic including trucks that pass through the neighbourhood on Hamilton Road have contributed to a decline in the quality of the pedestrian-oriented main street environment. Hamilton Road and its shops, restaurants, and other businesses is within a comfortable walking distance for most residents in the neighbourhood. An effort to balance the vehicular traffic with the desire for a more pedestrian friendly main street environment is a priority. A desire for new public spaces along Hamilton Road was also identified at the second community meeting. The CIP directs opportunities for potential new public spaces to Hamilton Road.

The London Plan identifies approximately Rectory Street to Egerton Street as the Main Street Place Type. This segment of Hamilton Road will see the greatest effort to promote walkability, a mix of uses, gathering spaces and act as a node for the community. Outside of the Main Street segment, the remainder of Hamilton Road in the Project Area is identified as an Urban Corridor. Urban Corridors permit a wide range of uses, encourage on-street parking, and support a pleasant and interesting pedestrian environment. As the Hamilton Road Corridor is the centre of the Hamilton Road Project Area, it will also be the focal point for improvement.

**Figure 3: Hamilton Road Area Neighbourhood**



### **Hamilton Road Area Neighbourhood**

The Hamilton Road Area Neighbourhood is comprised of the primarily residential neighbourhoods adjacent to the Hamilton Road Corridor in the Project Area. The Hamilton Road Area Neighbourhood has a close and supporting relationship to the Hamilton Road Corridor. Although the Neighbourhood is mainly made up of homes, there are industrial, commercial and retail uses along Trafalgar Street, Adelaide Street North, and adjacent to the railway tracks.

Within The London Plan, the Hamilton Road Area Neighbourhood has numerous Place Types including Neighbourhoods, Light Industrial, and Shopping Area. The Neighbourhoods Place Type will be planned for a diversity and mix of residential uses, to create and enhance a sense of place and identity, as well as permit mixed-use and commercial uses at appropriate locations to meet the daily needs of neighbourhood residents. The Light Industrial Place Type is where industries generating more minimal planning impacts will be permitted. The industrial areas are included in the Hamilton Road Area Neighbourhood Sub-Area; however, no improvements in this Plan are targeted towards industrial properties. The Shopping Area Place Type permits commercial centres with a wide range of retail, service, business, recreational, social, educational, and government uses within easy walking distance for neighbourhoods.

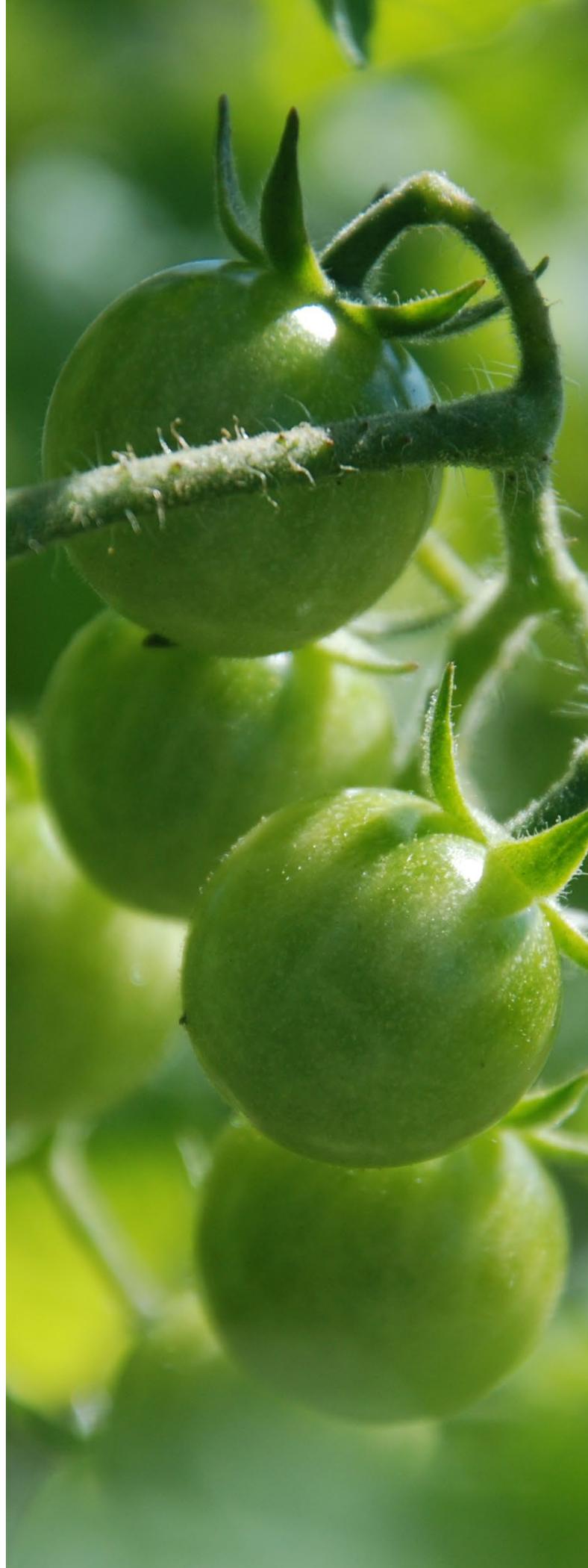
**Figure 4: Hamilton Road Area Parks**



### **Hamilton Road Area Parks**

The Hamilton Road Area has a variety of parks and outdoor public spaces available to the community. These public spaces include Vauxhall Park, St. Julien Park, South Branch Park, CNR Park, Silverwoods Park, Dillabough Garden, and the Thames Valley Parkway. These public spaces are an excellent amenity for the Hamilton Road Area. The close relationship to the Hamilton Road Corridor often has “spillover effects” into the public spaces, such as concerns regarding the level of personal security experienced in them, particularly at night.

The majority of the outdoor public spaces in the Hamilton Road Area are identified as the Green Space Place Type in The London Plan. The Green Space Place Type is made up of a system of public parks and recreation areas, private open spaces, and the City’s most cherished natural areas.





Real estate  
Ryan Brady  
900

## Section 4

# **Community Improvement Needs**



# Community Improvement Needs

To gain an understanding of key issues and to identify the gaps that should be addressed by this CIP, community improvement needs in the Hamilton Road Project Area have been determined using the following methods:

- First-hand observations made during site visits of the area;
- Research and analysis of legislation, policies, regulations and other sources of existing information applicable to the area;
- Consultation with the local community members and organizations; and,
- Consultation across City of London service areas.

This work is documented in detail in this Plan's Appendices.

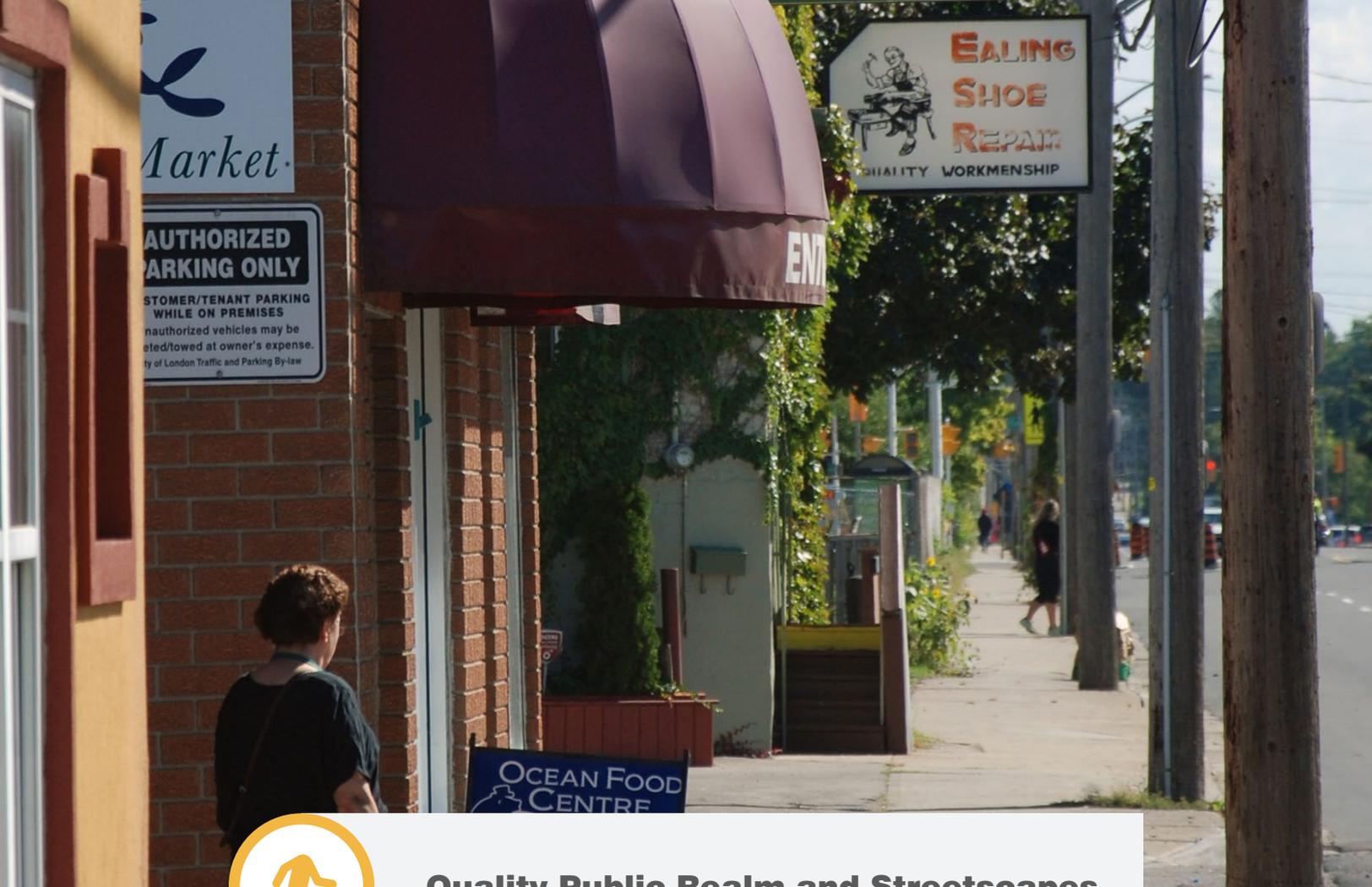
## Identified Strengths, Weaknesses, Opportunities & Threats (SWOT)

As part of the community meetings held in the preparation of this CIP, participants were asked to identify strengths and weaknesses in the Hamilton Road Area using a social, economic, and environmental lens. Using the documented replies, and the other information gathered through the methods cited above, opportunities were noted and potential threats foreseen. The SWOT analysis summarizing these steps is provided in Appendix E.



## **Categories of Identified Community Improvement Needs**

The following list groups identified needs or gaps that require community improvement consistent with the six categories cited in Section 2. The list is not in an order of priority. Many of these needs or gaps are taken verbatim from the community meetings and as written may be seen by some as being insensitive or inappropriate. The comments have not been edited or sanitized by Planning Services. However, the comments have been edited and summarized when two or more needs were addressing the same concern.



## Quality Public Realm and Streetscapes

Vacant and derelict buildings

Houses on Adelaide Street between Hamilton Road and Layard Street need improvement

Traffic volume on Hamilton Road including trucks makes the pedestrian experience unpleasant

Poor road conditions

Better residential garbage and pickup

Littering on Hamilton Road

The neighbourhood looks dreary

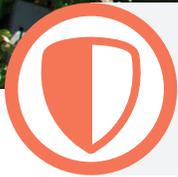
Neighbourhood needs road and sewer work

Not enough street lighting or park lighting

Lack of street trees

Lack of seating

Perception that City construction projects take too long – leading to the feeling that the neighbourhood is a low priority.



## A Safer Neighbourhood for All

Perception that junk yards encourage criminal activity

Need crime prevention and more police presence

Issues with prostitution and crime

Graffiti

Misperceptions about physical appearance and social conditions "East of Adelaide" (EOA)

Loitering

Lack of needle bins

Concerns about drug use in public

Substandard and unsafe housing

Parks and neighbourhood can feel unsafe at night

Laneways and alleyways are not used and can feel unsafe



## Strong Business Environment

Insufficient parking available for local businesses

Lack of support from the City for local businesses

Need increased hours of operation for local businesses

Lack of a Business Improvement Area

Lack of commercial investment in the neighbourhood

The commercial corridor is very long and unfocused

Portions of the commercial built form is not purpose-built for the use (i.e. houses poorly adapted for commercial purposes)

Zoning related to parking requirements, setbacks, and expanded the range of permitted uses needs to be updated to better support revitalization and improvement efforts



## Excellent Parks and Recreational Opportunities

Lack of places for youth to go

Lack of social events, e.g. festivals and community events

BMO Centre should be a multi-purpose facility (not just soccer)

Schools not being used for community classes

Concerns about the fate of Silverwoods Arena

Lacking seniors' support

Lack of improvements in CNR Park

Underused green space

No dog park

Lack of playground equipment



## Improved Mobility Options

No bike lanes

Some local roads need traffic calming

Lack of traffic interruptions (places to cross Hamilton Road)

Tractor trailers need an alternate route other than Hamilton Road

Lack of LTC north and south routes through the neighbourhood



## Strengthening the Community

Lack of an additional supermarket or farmer's market

Perceived food desert

Perceived as a low income area

Lack of voice to City Hall that speaks for the whole community

School closings

Limited heritage designations and protection

Lack of housing options



## Section 5

# Incentive Programs



## Incentive Programs

Coupled with proposed initiatives that can be undertaken by the public sector on municipal property, the private sector needs to be engaged in community improvement to achieve this Plan's objectives. Financial incentives are established to help stimulate private investment in buildings and properties. In accordance with the *Planning Act* and the City's Official Plan, the City may offer grants or loans to property owners to help cover eligible costs and further community improvement goals.

# Hamilton Road Area Financial Incentive Programs

The Hamilton Road Area CIP financial incentive programs represent a comprehensive ‘toolkit’ of programs designed to help address a number of the key weaknesses and threats identified during the analysis and achieve the vision and objectives of the CIP. The financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity along the Hamilton Road Corridor Sub-Project Area, shown in Figure 2.

The incentive programs contained in the CIP are referred to as a ‘toolkit’ because once the CIP is adopted and approved, Municipal Council is able to fund, activate, and implement the incentive programs. The programs are however subject to the availability of funding and Municipal Council may choose to implement, suspend, or discontinue one or more programs at a time. It is important to note that the Hamilton Road Area CIP is an enabling document which means Municipal Council is under no obligation to activate and implement any of the incentive programs.

The programs are also referred to as a ‘toolkit’ because once activated, these programs can be used individually or

together by an applicant. In addition to the incentive programs contained in this CIP the City of London also provides incentive programs in both the Brownfield and Heritage CIPs, which may also be applicable to property owners within the Project Area. Among the various CIPs there may be similar and overlapping incentives a property owner might choose to apply for related to a specific property. Each CIP provides specific program requirements for each financial incentive program.

Table 1 summarizes basic program details for each of the incentive programs. The maximum grant/loan available for each program will be determined by City Council when it implements an incentive program and will be based on budget considerations at that time.

Eligibility criteria is available in the detailed program requirements in the Hamilton Road Area CIP financial incentive implementation information package. An amendment to this Plan is required in order to add a financial incentive program or alter its description. Changes to detailed program requirements may occur by Municipal Council resolution without an amendment to this Plan.

**Table 1: Summary of Hamilton Road Area CIP Financial Incentive Programs**

Program	Description	Program Duration
Upgrade to Building Code Loan	<p>A program designed to assist property owners with the financing of building improvements that are often necessary to ensure older buildings comply with today’s Building Code requirements. The costs associated with these improvements frequently pose a major issue for building owners wanting to upgrade their properties.</p> <p>City may provide no-interest loans that are paid back over a 10 year period.</p>	As directed by Municipal Council
Façade Improvement Loan	<p>A program designed to assist property owners with street façade improvements and bring participating properties into conformity with Property Standards By-law and applicable Urban Design Guidelines.</p> <p>City may provide no-interest loans that are paid back over a 10 year period.</p>	As directed by Municipal Council
Rehabilitation & Redevelopment Tax Grant	<p>A program designed to provide economic incentive for the rehabilitation of mixed-use and commercial properties in areas where the building stock is older.</p> <p>City may provide an annual grant to property owners over a ten-year period on a declining scale. The effect of this program is to phase in the property tax increase, which results from a rehabilitation project, over a period of ten years. The annual grant amount is calculated based on the property tax increase that results from the increase in assessment relating to an improvement project.</p>	As directed by Municipal Council
Front Yard Tree Program for Hamilton Road	<p>An incentive program to provide trees in the front yards of residential and commercial properties in a designated area along the Hamilton Road Corridor Sub-Project Area.</p> <p>This program is intended to complement the efforts to provide significant tree canopy cover in the Hamilton Road Main Street Capital Project and the London Urban Forest Strategy.</p>	As directed by Municipal Council

# Brownfield and Heritage Incentive Programs

The City of London provides incentive programs that are contained in both the Brownfield and Heritage CIPs, which may also be applicable to property owners within the Project Area. Table 2 identifies these incentive programs. Specific program information is included in the related CIPs.

**Table 2: Summary of City Wide CIP Incentive Programs**

CIP	Incentive Programs
Brownfield	<ul style="list-style-type: none"><li>• Contamination Assessment Study Grant Program</li><li>• Property Tax Assistance Program</li><li>• Development Charge Rebate</li><li>• Tax Increment Equivalent Grant</li></ul>
Heritage	<ul style="list-style-type: none"><li>• Tax Increment Grant</li><li>• Development Charge Equivalent Grant</li></ul>



Section 6

# Implementation



## How to Read the Actions Table

The CIP Actions Table is organized into six improvement categories: Quality Public Realm and Streetscapes; A Safer Neighbourhood for All; Strong Business Environment; Excellent Parks and Recreational Opportunities; Improved Mobility Options; and Strengthening the Community.

Within each improvement category, there are several community- and City-identified actions that originated during community and stakeholder consultation and have been developed through City staff and agency input, to improve the needs and weaknesses in the Hamilton Road Area CIP Project Area as listed in Section 4 and achieve the community vision. Each action identifies the lead (who is expected to coordinate/undertake implementing the action), the suggested partners (who can assist the lead), the priority (Do First, Do Second, and Do Third), and the relative cost.

A lead was identified for each action. Clarifying roles and responsibilities ensures there is accountability for the actions and helps champions to emerge to lead the actions through to implementation. The two primary stakeholders are the City of London and the Hamilton Road Area Community. The City refers to City of London staff, with assistance of its boards, agencies, and commissions and includes

regulatory and operational activities. The Community refers to the Hamilton Road Area residents, the Hamilton Road Community Association, the Hamilton Road Area Business Association, social service agencies, and other community and business organizations in the Hamilton Road Area.

The Cost column helps identify expectations for a relative budget amount (high, medium, or low) to implement an action, if funding is available in an existing City budget or would need to come from a future City budget, or if funding is available from a non-City budget.

Prioritizing the proposed sequence for these actions proved to be challenging due to budget constraints, planned infrastructure renewal, jurisdictional issues which require commitment from other agencies, and community preference. Therefore, some actions have been identified as a “Do 1st” priority and conversely, other actions may not have been regarded as an immediate priority but an opportunity may arise sooner than expected where it would be appropriate to avail of such opportunities.

The ability to complete the actions listed in the following Actions Table is contingent on available resources and other projects and priorities that are underway or introduced by Municipal Council in the future.

## Actions Table

Action Items listed below without shading are consistent with the definition of community improvement found in Section 28 of the *Planning Act*; shaded Action Items address an identified weakness or an improvement desired within the Hamilton Road Area Community Improvement Project Area which was documented during the preparation of this Plan but is beyond the scope of community improvement as it is defined in the *Planning Act*, or can be implemented without need for a CIP. Combining both types of community improvement Actions in a single document is intended to provide a complete robust plan for improving the Hamilton Road Area CIP Project Area that is easier to monitor and implement.





## Quality Public Realm and Streetscapes

	Action	Priority	Lead & Suggested Partners	Cost
1.1	Make available the Upgrade to Building Code Loan, Façade Improvement Loan, and Rehabilitation and Redevelopment Tax Grant Incentive Programs	Do 1st	Planning Services – Urban Regeneration Suggested Partners: Hamilton Road Business (Improvement) Association	High (existing budget)
1.2	Undertake the preparation of detailed Urban Design Guidelines for the Hamilton Road/Adelaide Street North Mixed-Use Mainstreet Districts	Do 2nd	Planning Services – Urban Design Suggested Partners: Hamilton Road Business (Improvement) Association Hamilton Road Community Association	Low (existing budget)
1.3	Where feasible based on space constraints, ensure the immediate area around bus stops on Hamilton Road are equipped with pedestrian friendly amenities including transit shelters, waste receptacles, and benches	Do 1st	London Transit Commission Suggested Partners: Planning Services – Urban Design Environmental and Engineering Services (EES)- Transportation Planning & Design EES – Transportation and Roadside Operations	Medium (other budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
1.4	In conjunction with the Hamilton Road “MainStreet” Conceptual Design Infrastructure Renewal project, identify opportunities for strategic property acquisition and/or better use of existing City owned land for the purposes of implementing public squares, plazas, community gardens, and green space	Do 1st	EES – Transportation Planning & Design Suggested Partners: Planning Services – Environmental & Parks Planning Finance and Corporate Services – Realty Services Planning Services – Urban Design Parks and Recreation – Operations Hamilton Road Business (Improvement) Association Hamilton Road Community Association Crouch Neighbourhood Resource Centre Neighbourhood, Children & Fire Services	High (future budget)
1.5	Develop a way-finding system with pedestrian-scale signs to allow visitors to explore the neighbourhood	Do 3rd	Hamilton Road Business (Improvement) Association Suggested Partners: Crouch Neighbourhood Resource Centre EES – Transportation Planning & Design	Medium (future budget)
1.6	Consider BA/BIA branding on way-finding signs and street furniture along Hamilton Road	Do 3rd	Hamilton Road Business (Improvement) Association Suggested Partners: N/A	Low (other budget)
1.7	Clean Hamilton Road sidewalks on a more frequent schedule	Do 1st	EES – Transportation and Roadside Operations Suggested Partners: Hamilton Road Business (Improvement) Association	Medium (future budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
1.8	Seek opportunities to include wider sidewalks as part of the Hamilton Road “MainStreet” Conceptual Design Infrastructure Renewal project and as part of existing planned capital projects along Hamilton Road with consideration for tree protection	Do 3rd	EES – Transportation Planning & Design Suggested Partners: Planning Services – Urban Design	Medium (future budget)
1.9	Seek opportunities to include pedestrian scale lighting as part of the Hamilton Road “MainStreet” Conceptual Design Infrastructure Renewal project and as part of existing planned capital projects along Hamilton Road	Do 2nd	EES – Transportation Planning & Design Suggested Partners: Planning Services – Urban Design Hamilton Road Business (Improvement) Association	Medium (future budget)
1.10	Investigate the use of new lighting technologies including automatic dimming systems and intelligent lighting controls for installation as Hamilton Road is reconstructed	Do 2nd	EES – Roadway Lighting & Traffic Control Suggested Partners: N/A	Low (future budget)
1.11	Where appropriate based on space constraints, install new waste receptacles along Hamilton Road	Do 2nd	EES – Transportation and Roadside Operations Suggested Partners: Hamilton Road Business (Improvement) Association	Low (future budget)
1.12	Investigate the feasibility of burying the hydro lines on Hamilton Road as part of the Hamilton Road “MainStreet” Conceptual Design Infrastructure Renewal project and as part of existing planned capital projects along Hamilton Road, with the segment between Smith Street and Hydro Street being the top priority	Do 3rd	EES – Transportation Planning & Design Suggested Partners: London Hydro Planning Services – Urban Design Hamilton Road Business (Improvement) Association	High (future budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
1.13	Seek opportunities to include street trees and vegetation on Hamilton Road as part of the Hamilton Road “MainStreet” Conceptual Design Infrastructure Renewal project and as part of existing planned capital projects along Hamilton Road	Do 2nd	EES – Transportation Planning & Design Suggested Partners: Planning Services – Urban Forestry Planning Services – Urban Design Parks and Recreation – Operations	Medium (future budget)
1.14	Study the opportunity for a front yard tree program for property owners along Hamilton Road to encourage street trees or consider making changes to the TreeME Matching Fund to provide property owners with access to trees	Do 2nd	Planning Services – Environmental and Parks Planning Suggested Partners: Planning Services – Urban Forestry Neighbourhood, Children & Fire Services	Low (existing budget)
1.15	Develop a street tree container planting program for spaces in the Hamilton Road Area Corridor Sub-Project Area where street trees are not feasible	Do 2nd	Hamilton Road Business (Improvement) Association Suggested Partners: ReForest London EES – Transportation and Roadside Operations	Low (other budget)
1.16	Seek opportunities to construct new sidewalks and/or curbs during road reconstruction and resurfacing, or during development approvals processes on abutting private property – on Vauxhall Street (east of Egerton Street), Cabell Street, Roberts Avenue, Little Simcoe Street, Oliver Street, Calvin Street, Flora Street, Ash Street, Hume Street, and Pine Street	Do 1st	EES – Transportation Planning & Design Suggested Partners: Development and Compliance Services Planning Services – Urban Design Hamilton Road Business (Improvement) Association	Low (existing budget)



## A Safer Neighbourhood for All

Action	Priority	Lead & Suggested Partners	Cost
2.1	Undertake an annual crime prevention through environmental design (CPTED) review of targeted areas in the neighbourhood	Do 1st London Police Services Suggested Partners: Planning Services – Urban Design Hamilton Road Business (Improvement) Association Hamilton Road Community Association Neighbourhood, Children & Fire Services (Neighbourhood Safety Audits)	Low (other budget)
2.2	Increase the frequency of proactive By-law Enforcement blitzes in the Hamilton Road Area and identify opportunities to expand the area where the City of London undertakes proactive by-law enforcement in the Hamilton Road Area.	Do 2nd Development and Compliance Services – By-law Enforcement Suggested Partners: Planning Services – Urban Design Hamilton Road Business (Improvement) Association Hamilton Road Community Association	Low (future budget)
2.3	Engage Neighbourhood Watch London about the potential of expanding the areas of Hamilton Road where Neighbourhood Watch programs are currently organized	Do 1st Hamilton Road Community Association Suggested Partners: Neighbourhood Watch London Crouch Neighbourhood Resource Centre Neighbourhood, Children & Fire Services (Neighbourhood Safety Audits)	Low (other budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
2.4	Continue to build on the relationship and work with the Community Oriented Response unit to identify neighbourhood issues and develop appropriate responses including proactive foot/bike patrols and targeted enforcement	Do 1st	London Police Services Suggested Partners: Hamilton Road Community Association Hamilton Road Business (Improvement) Association Ward Councillor	No cost
2.5	Identify which alleys and laneways behind residential homes are unused and/or unnecessary for vehicular traffic	Do 2nd	EES- Geomatics Suggested Partners: Planning Services – Urban Regeneration Hamilton Road Community Association Adjacent property owners EES – Transportation Planning & Design	No cost
2.6	Once alleys and laneways are identified in 2.5, develop a program for closing unnecessary laneways including conveying City owned laneways to adjacent property owners	Do 2nd	Planning Services – Urban Regeneration Suggested Partners: Finance and Corporate Services – Realty Services Hamilton Road Community Association Adjacent property owners	Low (future budget)
2.7	Initiate a traffic study for the Hamilton Road Area to assess the need for traffic calming measures, in particular on Homan Street, Terrence Street, Vauxhall Street, Major Street, and St. Julien Street (north of Hamilton Road)	Do 1st	EES – Transportation Planning & Design Suggested Partners: Planning Services	Low (future budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
2.8	Undertake proactive patrols and targeted enforcement in St. Julien Park and CNR Park	Do 1st	London Police Services Suggested Partners: Hamilton Road Community Association Parks and Recreation	Medium (other budget)
2.9	Install sharps bins in CNR Park	Do 1st	Neighbourhood, Children and Fire Services Suggested Partners London CArES Parks and Recreation Planning Services – Environmental and Parks Planning	Low (existing budget)



## Strong Business Environment

	Action	Priority	Lead & Suggested Partners	Cost
3.1	Implement greater mixed use zoning, an expanded range of permitted uses, and a reduction in setback requirements for Hamilton Road between Rectory Street and Egerton Road to help facilitate redevelopment	Do 1st	Planning Services Suggested Partners: Hamilton Road Business (Improvement) Association	No cost
3.2	Initiate a Zoning By-law Amendment in order to foster the creation of deeper lots along Hamilton Road in order to proactively zone for lot consolidation and redevelopment opportunities	Do 1st	Planning Services Suggested Partners: Hamilton Road Business (Improvement) Association	No cost
3.3	Introduce zoning to remove or reduce the parking requirements for commercial and mixed-use properties along Hamilton Road, which cannot accommodate required parking on-site	Do 1st	Planning Services Suggested Partners: Hamilton Road Business (Improvement) Association	No cost
3.4	Implement greater mixed use zoning and an expanded range of permitted uses for residential dwellings along Adelaide Street North and Hamilton Road Corridors to allow for increased opportunity to repurpose converted residential dwellings	Do 2nd	Planning Services Suggested Partners: Hamilton Road Business (Improvement) Association Hamilton Road Community Association	No cost

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
3.5	Establish a Business Improvement Area (BIA)	Do 1st	Hamilton Road Business Association Suggested Partners: Planning Services – Urban Regeneration Finance and Corporate Services – Taxation	Low (existing budget)
3.6	Seek mentoring opportunities with other BIAs	Do 1st	Hamilton Road Business (Improvement) Association Suggested Partners: Downtown London BIA Old East Village BIA Argyle BIA	No cost
3.7	Work with the City of London to investigate acquiring a strategic property on Hamilton Road for the location of a social enterprise Repair Café	Do 1st	Crouch Neighbourhood Resource Centre Glen Cairn Neighbourhood Resource Centre Suggested Partners: Finance and Corporate Services – Taxation Finance and Corporate Services – Realty Services Neighbourhood, Children and Fire Services	High (future budget)
3.8	Investigate the ability to “future-ready” the Hamilton Road Area through the adoption of Future City / Smart City initiatives including fibre optic communication infrastructure	Do 1st	Hamilton Road Area Business (Improvement) Association Suggested Partners: Internet Service Providers City of London Planning Services City of London Information Technology Services City of London Environmental & Engineering Services	Low (future budget)



## Excellent Parks and Recreational Opportunities

	Action	Priority	Lead & Suggested Partners	Cost
4.1	Should Silverwoods Arena be considered for future repurposing, hold a public engagement process with the community to discuss building/site repurposing	Do 1st	Neighbourhood, Children and Fire Services Parks and Recreation Suggested Partners: Hamilton Road Business (Improvement) Association Hamilton Road Community Association Crouch Neighbourhood Resource Centre	No cost
4.2	During the periodic review of the Parks and Recreation Master Plan, as well as through ongoing Family Centre work, evaluate the need for municipal indoor community space. If necessary identify opportunities for property acquisition to meet the need	Do 2nd	Neighbourhood, Children and Fire Services Parks and Recreation Suggested Partners: Finance and Corporate Services – Realty Services Child and Youth Network School Boards Hamilton Road Business (Improvement) Association Hamilton Road Community Association Crouch Neighbourhood Resource Centre	Medium to High (future budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
4.3	Undertake an annual review of programs available in the Hamilton Road Area through Spectrum, Crouch Neighbourhood Resource Centre, City of London Parks and Recreation, YMCA, Boys and Girls Club, etc. in order to ensure adequate programming is available to the neighbourhood	Do 2nd	Neighbourhood, Children and Fire Services Suggested Partners: Parks and Recreation Hamilton Road Community Association Crouch Neighbourhood Resource Centre YMCA Boys and Girls Club Other service providers in the neighbourhood	No cost
4.4	Investigate the need for additional lighting in CNR Park and St. Julien Park in order to improve the community's ability to use the park	Do 1st	Planning Services – Environmental & Parks Planning Suggested Partners: Parks and Recreation Hamilton Road Community Association London Hydro	Low to Medium (future budget)
4.5	Investigate the feasibility of providing public washrooms in CNR Park	Do 3rd	Planning Services – Environmental & Parks Planning Suggested Partners: Parks and Recreation Hamilton Road Community Association	Low to High (future budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
4.6	Investigate the feasibility of installing a splash pad in St. Julien Park	Do 2nd	Parks and Recreation – Aquatics, Arenas and Attractions Suggested Partners: Planning Services – Environmental & Parks Planning Neighbourhood, Children and Fire Services Hamilton Road Community Association	Medium (future budget)
4.7	Continue to pursue additional funding sources, such as the Federal Infrastructure Grant, for improvements to the Thames Valley Parkway	Do 1st	Planning Services – Environmental & Parks Planning Suggested Partners: Parks and Recreation ESS – Transportation Planning and Design	No cost
4.8	Investigate the feasibility of expanding the Hamilton Road Seniors’ Centre & Community Centre to allow for additional programming	Do 3rd	Neighbourhood, Children and Fire Services Parks and Recreation Suggested Partners: Finance and Corporate Services – Realty Services Finance and Corporate Services – Facilities	Low to High (future budget)



## Improved Mobility Options

	Action	Priority	Lead & Suggested Partners	Cost
5.1	Identify opportunities to acquire vacant lot(s) for off-street parking to adequately serve commercially zoned properties and the Hamilton Road Seniors' Centre (also see Action 4.8)	Do 1st	Finance and Corporate Services – Realty Services Suggested Partners: Planning Services Neighbourhood, Children and Fire Services Hamilton Road Business (Improvement) Association	High (future budget)
5.2	Identify opportunities to create more on-street parking all along Hamilton Road	Do 2nd	EES – Transportation Planning & Design Suggested Partners: Hamilton Road Business (Improvement) Association	Medium (future budget)
5.3	Seek opportunities to include new pedestrian crossings on Hamilton Road, particularly near schools as part of the Hamilton Road "MainStreet" Conceptual Design Infrastructure Renewal project and as part of existing planned capital projects along Hamilton Road	Do 1st	EES – Roadway Lighting & Traffic Control Suggested Partners: EES – Transportation Planning & Design Planning Services – Urban Design Hamilton Road Business (Improvement) Association Hamilton Road Community Association	Medium (future budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
5.4	Initiate a walkability study to assess the neighbourhoods walking conditions to help inform future studies and transportation plans	Do 2nd	EES – Transportation Planning & Design Suggested Partners: Hamilton Road Community Association Neighbourhood, Children and Fire Services – Age Friendly London	No cost
5.5	Promote and expand Active and Safe Routes to School program	Do 1st	Active & Safe Routes to School Suggested Partners: Hamilton Road Community Association School Boards	Low (other budget)
5.6	As part of the LTC’s annual service plans, review how to encourage and promote increased bus ridership in the Hamilton Road Area including the potential for new routes	Do 1st	London Transit Commission Suggested Partners: Hamilton Road Community Association	Low (other budget)
5.7	Investigate and consider increasing the walking signal time for pedestrians at intersections and pedestrian crossings on Hamilton Road	Do 2nd	EES – Roadway Lighting & Traffic Control Suggested Partners: EES – Transportation Planning & Design Hamilton Road Community Association	No cost



## Strengthening the Community

	Action	Priority	Lead & Suggested Partners	Cost
6.1	Determine the population density required to support an additional grocery store along or in close proximity to Hamilton Road. Seek out opportunities to attract a grocery store to Hamilton Road	Do 1st	Hamilton Road Business (Improvement) Association Suggested Partners: Planning Services Hamilton Road Community Association Crouch Neighbourhood Resource Centre	No cost
6.2	Identify potential sites for a grocery store and if necessary, complete a City-initiated Zoning By-law Amendment to zone the land to accommodate the use	Do 2nd	Planning Services – Urban Regeneration Suggested Partners: Hamilton Road Business (Improvement) Association Crouch Neighbourhood Resource Centre	No cost
6.3	Undertake a study to determine the viability of a community and/or local business-run market focused on fresh produce, and identify feasible sites that meet the strategic location for the market	Do 1st	Hamilton Road Business (Improvement) Association Suggested Partners: Hamilton Road Community Association Crouch Neighbourhood Resource Centre City of London Interested food businesses	Medium to High (other budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
6.4	Promote the area's heritage through events such as Doors Open and other heritage tours, Hidden History of Hamilton Road meetings, and others	Do 2nd	Hamilton Road Community Association Suggested Partners: Hidden History of Hamilton Road Crouch Neighbourhood Resource Centre London Heritage Council Architectural Conservancy of Ontario, London chapter	Low (other budget)
6.5	Consider opportunities to celebrate the area's heritage such as placing signage outside of buildings which pay tribute to the original occupants	Do 3rd	Hamilton Road Community Association Suggested Partners: Hamilton Road Business (Improvement) Association Hidden History of Hamilton Road	Low (other budget)
6.6	Consider the installation of unique street-name signage to identify the Hamilton Road Area community	Do 3rd	Planning Services Suggested Partners: Hamilton Road Business (Improvement) Association Hamilton Road Community Association	Medium (future budget)
6.7	Consider a promotional campaign to encourage residents, not just tourists, to visit the Tree Trunk Tour	Do 2nd	Hamilton Road Business (Improvement) Association Suggested Partners: Hamilton Road Community Association	Low (other budget)

	<b>Action</b>	<b>Priority</b>	<b>Lead &amp; Suggested Partners</b>	<b>Cost</b>
6.8	Host a street festival by using the Block Party in a Box available through Neighbourhood, Children and Fire Services	Do 2nd	Hamilton Road Business (Improvement Association) Suggested Partners: Hamilton Road Community Association Neighbourhood, Children and Fire Services	Low (other budget)
6.9	Explore opportunities to construct purpose-built well-designed affordable housing projects that will contribute to the revitalization of the neighbourhood	Do 1st	Housing Development Corporation, London Suggested Partners: Real estate developers and home builders Planning Services – Urban Design Hamilton Road Community Association	High (other budget)

## Section 7

# **Monitoring & Evaluation**



## Purpose

The Monitoring Program has several purposes:

- Identify how the vision and objectives of the Hamilton Road Area CIP have been achieved, to assess which actions and programs in it have been completed and/or can be suspended or discontinued;
- Determine whether any amendments to the Plan are warranted;
- Identify funds dispersed through the CIP incentive programs so as to determine which programs are being most utilized and use this information to adjust the programs as required;
- Gather feedback from applicants to the incentive programs so that adjustments can be made to the incentive programs as required; and,
- Identify the community and economic impact associated with projects taking advantage of the CIP incentives programs.

# CIP Target Success Measures

CIPs are generally created to provide the opportunity to re-plan, redesign, redevelop, and rehabilitate older areas of the city. The needs and gaps unique to the Hamilton Road Area CIP are outlined in Section 4. The success of this CIP would be based on its identified improvements being undertaken that can help address an identified need or gap and can be measured based on the four-year summary report as described further below. The following table provides target success measures for this CIP.

**Table 3: Success Measures**

Indicator of Success	Target
<b>1</b> Residential neighbourhood plays an important role within the context of the entire main street corridor	Improvements in upper apartments or offices over commercial space to encourage mixed use buildings
<b>2</b> The neighbourhood can support an additional supermarket or market	Minimum population sufficient to support supermarket or market
<b>3</b> Residential growth is strong for a protracted period	Number of residential units constructed within a consecutive four-year period exceeds the previous four-year period
<b>4</b> Vacancies are low and storefronts are well occupied	Maximum 5% vacancy rate on ground level commercial spaces
<b>5</b> Quality uses on key storefronts	Minimum 75% of ground floor uses on key commercial streets are targeted uses
<b>6</b> Active streets	Minimum hourly pedestrian counts on commercial corridor (e.g. selected Fridays during the month of September for 8-9AM; Noon-1PM; 5-6PM and 8-9PM)
<b>7</b> Quality building conditions	Minimum 80% of buildings rated 3 (Good - City rating) Maximum 2% of buildings rated 1 (Poor - City rating)
<b>8</b> Affordability	The City of London will consult with Housing Development Corporation, (HDC) London for the purpose of identifying success measures of affordability.

# Baseline Conditions

For the indicators identified above, Planning Services staff have identified baseline conditions at the outset of the CIP implementation, so that variables may be compared from year-to-year, beginning with implementation of the CIP. The following provides a list of the baseline conditions for the Hamilton Road Corridor Sub Project-Area that were established during the preparation of this CIP and from which future information can be compared.

Photo inventory of the condition of existing streetscape.

The estimated vacancy rate at street level (includes vacant land, commercial, and residential properties) was 9.7%.

The estimated vacancy rate (residential, retail, office) at upper levels was not measured.

Within the Hamilton Road Corridor, 3.9% of the buildings were given a rating of #1 (poor condition).

Within the Hamilton Road Corridor, 35.8% of the buildings were given a rating of #2 (fair condition).

Within the Hamilton Road Corridor, 60.3% of the buildings were given a rating of #3 (good condition).

The number of new businesses that opened was not measured.

The average property value within the Hamilton Road Area was \$151,263, compared to the city-wide average of \$256,613.

159 properties were listed on the Heritage Inventory.

Five properties were individually designated as heritage resources.

An estimated 176 public parking spaces were located on Hamilton Road, but there were numerous restrictions on when and for how long parking is permitted.

There was no incentive activity as no incentives were available.

In 2016, 52 building permits were pulled. Nine of these permits related to the creation of new residential living space or commercial space. One demolition permit for a single family home was pulled.

Two single detached dwellings were built in 2016.

There was no new commercial development in 2016.

The City of London will consult with Housing Development Corporation, (HDC) London for the purpose of identifying baseline conditions of affordability.

# Financial Incentive Monitoring Database and Program

This section provides a list of variables that should be monitored on individual projects which avail of the incentive programs contained within this CIP. Further to these quantitative, economic based measures, the monitoring should include qualitative measures that characterize social and community benefits. This could include the impact of public realm improvement projects on existing businesses and community pride. Regular qualitative observations should be undertaken and documented by City Staff of the individual and cumulative impact of both public and private CIP projects on the Project Area. This could include collaboration with and/or comments received from business owners, property owners, and residents. These qualitative measures should be regularly monitored and reported to Municipal Council along with the quantitative measures below.

As part of the Monitoring Program, Planning Services has developed a database upon which to monitor the number, types, and success of financial incentive programs. Information obtained through the Monitoring Database can be used to allow for periodic adjustments to the incentive programs to make them more relevant and used to provide regular reports to Municipal Council on the amount of private sector investment being

leveraged by the municipal incentive programs and the economic benefits associated with these private sector projects.

## Façade Improvement Loan Program

- Number of Applications (approved and denied);
- Approved value of the loan and the total construction cost (i.e. total public investment versus private investment);
- Pre-Assessment Property Value;
- Total Value of Building Permit (if required);
- Location of façade being improved (Front or Non-Street Front);
- Post-Assessment Property Value;
- Type of Use (Targeted or Non-Targeted);
- Increase in assessed property value of participating property;
- Increase in property taxes of participating property;
- Total Loan Amount;
- Number of loan defaults; and,
- Cost/Value of loan defaults.



## Upgrade to Building Code Loan Program

- Number of Applications (approved and denied);
- Approved value of the loan and the total construction cost (i.e. total public investment versus private investment);
- Pre-Assessment Property Value;
- Total Value of Building Permit;
- Post-Assessment Property Value;
- Type of Use (Targeted or Non-Targeted);
- Increase in assessed property value of participating property;
- Total Loan Amount;
- Number of loan defaults; and,
- Cost/Value of loan defaults.

## Tax Increment Grant

- Number of Applications (approved and denied);
- Pre-Assessment Value;
- Total Value of Building Permit;
- Level of Grant (Type 1, Type 2 or Type 3);
- Post-Assessment Property Value;
- Type of Use (Targeted or Non-Targeted);
- Number of residential units created;
- Increase in assessed property value of participating property;
- Total Grant Amount;
- Number of grant defaults; and,
- Cost/Value of grant defaults.

## Tree Planting (for Hamilton Road)

- To be developed if/when program is approved.

## Data Collection

As incentive applications are received and processed, Planning Services staff will enter information from applications into the Monitoring Database.

## Four-Year CIP Evaluation

Based on the information obtained by Planning Services staff, a summary report will be prepared to evaluate the CIP and its individual programs, based on the changes to the baseline conditions established above, and based generally on the uptake of the programs and any new challenges that have emerged. The report will cover a four-year period. Based on experience administering other CIPs in London, this time span is long enough to:

- Accumulate sufficient information on the uptake and monitoring of CIP incentive programs;
- Start, execute, and assess impacts of most individual capital projects and community actions;
- Incorporate into staff work programs; and
- Complement the four-year municipal budgeting cycle.

The report will recommend any amendments that might be needed to the CIP, and adjustments to incentive programs and/or eligibility criteria. It will also provide recommendations about the budget of the financial incentive programs based on the performance of the programs.

## Evaluation Outcomes

At least three types of outcomes can be expected based on the four-year summary report, including:

### Amendments to the Plan

Changes to the any content of this CIP, including the Vision and Objectives, boundaries of the Project Area or Sub-Project Areas, additions, deletions, or clarifications to the Actions Tables or to the financial incentive programs. Amendments must follow the process described in the *Planning Act*. Consequential amendments may also be required to the City's Official Plan and/or Zoning By-law.

### Adjustments to the Financial Incentive Programs

Changes to the terms, conditions and processes described in the financial incentive programs may be done without amending this CIP.

### Adjustments to Funding

Municipal Council has the authority to approve funding for financial incentive programs specified in London's CIPs, and may approve budgets necessary to carry out other CIP actions. Budgets supporting the implementation of the Hamilton Road Area CIP will be based on a comprehensive review undertaken by City staff with the assistance of the Monitoring and Evaluation Strategy described in this section. Funding will be timed to occur as part of multi-year budget requests, or any requested amendments made in consultation with the City Treasurer to approved four-year budgets.

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# City of London

**Hamilton Road Area Community Improvement Plan**

# **Background Information**



# Background Information

Background documentation from the preparation of the Hamilton Road Area Community Improvement Plan, supporting but not forming a part of the Plan.

## **65 Appendices**

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# Appendices

# Appendix A: Legislative Framework

This section provides an overview of the legislative authority for preparing and adopting the Hamilton Road Area Community Improvement Plan.

## Municipal Act, 2001

The Municipal Act, 2001 prohibits municipalities from providing assistance directly or indirectly to any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (Section 106 (1)).

Section 106 (2) states that the municipality shall not grant assistance by:

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

However, Section 106 (3) of the Municipal Act, 2001 provides an exception to the granting of bonuses. Municipalities can exercise powers under subsection 28(6), (7) or (7.2) of the *Planning Act* or under Section 365.1 of the Municipal Act, 2001. Section 28 of the *Planning Act* allows municipalities to prepare and adopt Community Improvement Plans if they have the appropriate provisions in their Official Plans.

## Planning Act

The *Planning Act* sets out the ground rules for land use planning in Ontario and describes how land uses may be controlled, and who may control them. The *Planning Act* provides for the establishment of community improvement project areas where the municipality's Official Plan contains provisions relating to community improvement and the community improvement project area is designated by a by-law pursuant to Section 28 of the *Planning Act*.

Community improvement in Section 28 of the *Planning Act* is defined to mean: "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 therefor, as may be appropriate or necessary."

Further, Section 28 of the *Planning Act* defines a community improvement project area to mean: "a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason."

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

- Acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28(3) of the *Planning Act*);
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));
- Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in the community improvement project area to any person or governmental authority for use in conformity with the community improvement plan (Section 28 (6)); and
- 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* provides for grants and loans for eligible costs established in an approved CIP. This 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* restricts the maximum amounts for grants and loans made under the *Planning Act* from exceeding the eligible costs defined in the CIP. Further, the total of all grants, loans, and property tax assistance provided through financial incentive programs available in a CIP cannot exceed the cost of rehabilitating the lands and buildings.

# Appendix B: Policy Review

This section references the key Provincial and City policies that are relevant to the CIP.

## Provincial Policy Statement, 2014

The Provincial Policy Statement (PPS) was issued under Section 3 of the *Planning Act* and came into effect April 30, 2014. It replaces the PPS issued March 1, 2005. The PPS provides policy direction on matters of provincial interest related to land use planning and development. As a key part of Ontario's policy-led planning system, the PPS sets the policy foundation for regulating the development and use of land.

Section 3 of the *Planning Act* requires that decisions affecting planning matters "shall be consistent with" the PPS. All municipal plans, including: Official Plans, Secondary Plans, and CIPs must be consistent with all applicable provincial policies.

The vision for land use planning in Ontario in the PPS states that "the long-term prosperity and social well-being of Ontarians depends on planning for strong sustainable communities for people of all ages, a clean and healthy environment, and a strong competitive economy". Further, the PPS promotes that "efficient development patterns optimize the use of land, resources and public investment in infrastructure and public service facilities. These land use patterns promote a mix of housing, including affordable housing, employment, recreation, parks and open spaces, and transportation choices that increase the use of active transportation and transit before other modes of travel." To this end, the PPS:

- Promotes efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term (Section 1.1.1);
- Accommodates an appropriate range and mix of residential, employment, institutional, recreation, park and open space, and other uses to meet long-term needs (Section 1.1.1);
- Promotes cost-effective development patterns and standards to minimize land consumption and servicing costs (Section 1.1.1);
- Strives to avoid development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or close to settlement areas (Section 1.1.1);
- Directs planning authorities to identify appropriate locations and promote opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs (Section 1.1.3.3);
- Directs major facilities and sensitive land uses should be planned to ensure they are appropriately designed, buffered and/or separated from each other to prevent or mitigate adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term viability of major facilities (Section 1.2.6.1);
- Directs planning authorities to promote economic development and competitiveness by:
  - a) Providing for an appropriate mix and range of employment and institutional uses to meet long-term needs;

- b) Providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
  - c) Encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities; and
  - d) Ensuring the necessary infrastructure is provided to support current and projected needs. (Section 1.3.1).
- Directs planning authorities to provide for an appropriate range and mix of housing types and densities to meet projected requirements of current and future residents (Section 1.4.3);
  - Promotes healthy, active communities including planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction, and facilitate active transportation and community connectivity (Section 1.5.1);
  - Promotes long-term economic prosperity through maintaining and enhancing the vitality and viability of downtowns and mainstreets (Section 1.7.1c);
  - Encourages a sense of place by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1d);
  - Conserves significant built heritage resources and cultural heritage landscapes (Section 2.6.1).

## **City of London Official Plan, 1989**

An Official Plan (OP) provides the general land use framework and policies for a municipality by identifying generally how, where and when a municipality will develop over time. The City of London's current OP was adopted by City Council in 1989. The OP contains Municipal Council's objectives and policies to guide the short-term and long-term physical development of all lands within the boundary of the municipality. It provides direction for the allocation of land use, provision of municipal services and facilities, and preparation of regulatory by-laws to control the development and use of land. These types of policies are considered necessary to promote orderly urban growth and compatibility among land uses. While the objectives and policies in the OP primarily relate to the physical development of the municipality, they also have regard for relevant social, economic, and environmental matters.

### **Official Plan: Land Use**

The OP also includes the land use designations that guide the short-term and long-term physical development of land. The OP designation along Hamilton Road from Bathurst Street to approximately Hume Street is Main Street Commercial Corridor (MSCC) (see Figure B-1 and B-2 on the following page). MSCCs take the form of either long-established, pedestrian-oriented business districts or newer mixed-use areas. They have a street-oriented form with buildings close to the street. The street frontages of individual uses are generally of a scale that provides for easier pedestrian movement. They include a broad range of uses that cater to the adjacent residential neighbourhoods within easy walking distance. Official Plan Policy 4.4.1.13.5 provides further guidance to the development of Hamilton Road including:

The commercial area along Hamilton Road and Horton Street contains a mix of pedestrian-oriented and auto-oriented commercial uses, as well as pockets of predominantly low density residential development. In order to

minimize the potential for land use conflicts, and to encourage development which will complement the pattern of existing development, the range of permitted uses will be restricted in the following areas:

Lands fronting onto Hamilton Road, between Adelaide Street and Redan Street; Trafalgar Street and Elm Street; and Delaware Street and Giles Street; shall be encouraged to develop for a limited range of permitted uses including small-scale retail stores, food stores, financial institutions, small-scale restaurants, clinics, convenience stores, community facilities such as day care centres and churches, funeral homes, offices, personal service establishments, studios, single-detached dwellings, semi-detached dwellings, duplex dwellings, triplex dwellings, converted dwellings, townhouses and apartment buildings.

Over time, it is desirable to encourage infilling and redevelopment of existing vehicle-oriented uses to strengthen existing pedestrian-oriented use nodes which serve the abutting residential neighbourhoods. Particular attention will be paid to the interface between new development and the abutting residential community. Regulations in the Zoning By-law, site plan standards and urban design guidelines will be used to implement the policies. The OP does, however, recognize existing vehicle-oriented uses and can allow for their replacement by other similar uses.

Between East Street and Sanders Street on the south side of Hamilton Road, as well as a section of Trafalgar Street west of Highbury Avenue is designated Neighbourhood Commercial Node (NCN). NCNs are intended to provide for the daily or weekly convenience shopping and service needs of nearby residents and, to a lesser extent, passing motorists. They should contain uses that are convenience-oriented and unlikely to draw customers from beyond the local area.

Outside the Hamilton Road corridor, the Hamilton Road Area is primarily designated Low Density Residential, with some General and Light Industrial land use designations adjacent to the railway tracks and along Adelaide Street north of the Thames River. Adjacent to the Thames River, the lands are designated Open Space. Finally, a small Community Facilities land use designation is present on Trafalgar Street between Adelaide Street North and Egerton Street.

Figure B-1: Except from Schedule A to the City of London Official Plan – Land Use Map No. 5

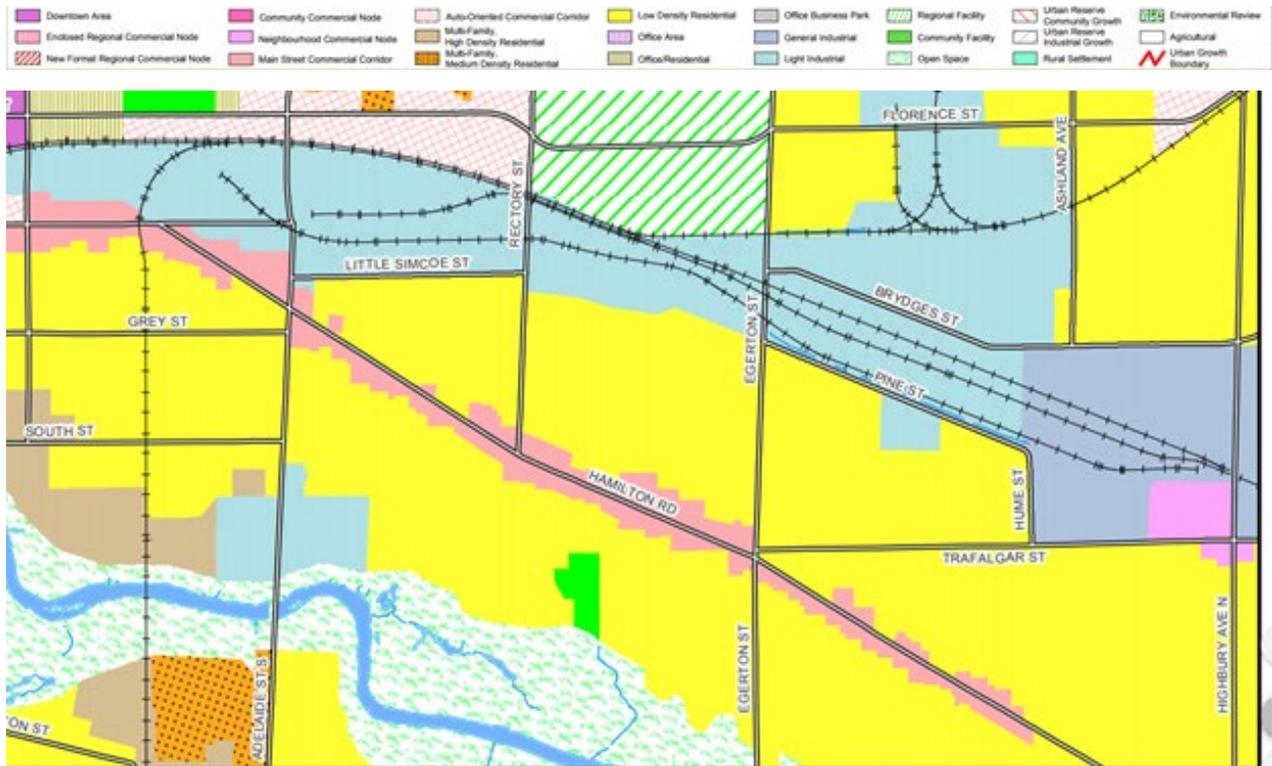
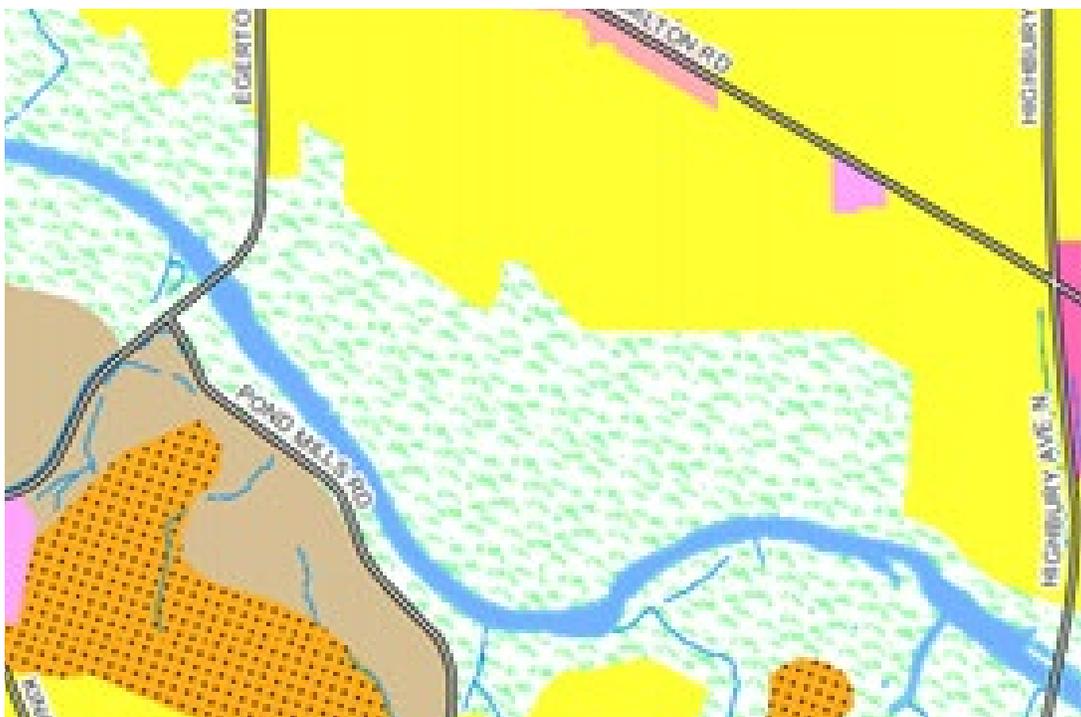


Figure B-2: Except from Schedule A to the City of London Official Plan – Land Use Map No. 8



## **Official Plan: Heritage & Urban Design Policies**

Section 2.14 of the Official Plan provides specific goals and strategies to promote the conservation of the City's historical resources and to enhance the contribution of these resources to the form and character of the City. The OP also provides strategies in the pursuit of the City's Urban Design Goals, which include:

- Achieve a high standard of design in municipal projects that is consistent with the Urban Design strategies and principles of this Plan;
- Prepare urban design guidelines that are appropriate for the City of London. Where appropriate, these guidelines may be specific to the various communities that comprise the municipality; and
- Encourage community design that is conducive to the provision and use of transit services.

## **Official Plan: Community Improvement Plan Policies**

The Official Plan includes policies to guide the development of CIPs for lands within the City as deemed eligible by Chapter 14. Consistent with these policies, the City may use CIPs as a planning mechanism that creates access to a variety of provincial cost-sharing programs in order to address deficiencies within designated areas in a coordinated and comprehensive fashion. CIPs can also encourage private investment activity in these areas. Several community improvement objectives in the Official Plan relate to the Hamilton Road area including:

- Promote the long term stability and viability of designated “Community Improvement Project Areas”;
- Stimulate private property maintenance and reinvestment activity;
- Enhance the visual quality of designated “Community Improvement Project Areas” through the recognition and protection of heritage buildings;
- Upgrade physical services and social and recreational facilities in designated “Community Improvement Project Areas”;
- Support the implementation of measures that will assist in achieving sustainable development and sustainable living;
- Support the retention of heritage properties or areas.

Areas within the City which are eligible for designation as residential, commercial, or industrial CIPAs are shown on Official Plan Figure 14-1 – Areas Eligible for Community Improvement.

Figure B-3: Excerpt from Figure 14-1



As shown on Figure B-3 above, Hamilton Road from Adelaide Street to Highbury Avenue is identified as an eligible commercial area. The south side of Hamilton Road west of Adelaide Street is identified as high priority residential and the north side as industrial. The surrounding Hamilton Road area is also identified as an eligible high priority residential area and certain portions as an eligible industrial area.

## **The London Plan, 2016**

Approved by Municipal Council in June 2016 and by the Province in December 2016, The London Plan sets new goals and priorities to shape the growth, preservation, and evolution of London over the next 20 years. As of February 2018, The London Plan is under appeal to the Ontario Municipal Board and has not come into full force and effect; however it does set new goals and priorities to shape the growth, preservation, and evolution of London over the next 20 years.

### **The London Plan: Land Use & Urban Design Policies**

In The London Plan, all lands within the City are assigned a place type that establishes policies that regulate the permitted development.

The properties fronting Hamilton Road between Rectory Street and Egerton Street are assigned the Main Street place type. Main Streets are some of London's most cherished historical business areas and the focal point of the neighbourhood. Urban regeneration efforts will be directed to historic Main Streets as appropriate to sustain and enhance them.

Outside of the Main Street place type segment, Hamilton Road is assigned an Urban Corridor place type. The Urban Corridor place type will encourage intensification over the life of The London Plan, so that they can mature to support higher-order transit at some point in the future beyond 2035. These corridors will generally support mid-rise residential and mixed-use development.

The Hamilton Road Area is primarily comprised of the Neighbourhood place type with the Light Industrial place type near the railway tracks and Adelaide Street near the Thames River. The Neighbourhood place type will be vibrant, exciting places to live, that help us to connect with one another and give us a sense of community well-being and quality of life. Along the Thames River is assigned the Green Space place type. The vision for the Green Space place type is to create new green linkages throughout the city and increase our tree cover. A small Shopping Area place type is present near Highbury Avenue and Trafalgar Street.

### **The London Plan: Community Improvement Plan Policies**

Community improvement plans are intended to provide City Council with the necessary tools to stimulate reinvestment and redevelopment, inspire appropriate infill and intensification, coordinate planning efforts, improve the physical infrastructure, support community economic development, preserve neighbourhood and cultural heritage value, and lead to the establishment of an improved neighbourhood. The tools to implement community improvement plans may include incentives and targeted private and/or public investment to achieve the vision, key directions and policies in The London Plan. Council may also acquire, clear and dispose of land to support community improvement and economic development, or use any other methods to support community improvement or environmental, social or community economic development that is permitted by the legislation. Policy 1727 outlines the objectives community improvement is intended to meet. Several of these objectives relate to the Hamilton Road Area including:

- Maintain and improve the public realm, including such things as streets, sidewalks, street lights, street trees, pathways, parks, open spaces, and public buildings;
- Maintain and improve municipal services including such things as the water distribution system, the sanitary and storm sewer systems, mobility network, transit services, and neighbourhood services;

- Stimulate private sector property maintenance, repair, rehabilitation, redevelopment and other forms of private sector investment and reinvestment activity;
- Maintain and improve the physical and aesthetic amenities of streetscapes in both the public and private realms;
- Encourage the conservation, restoration, adaptive re-use and improvement of cultural heritage resources;
- Foster the revitalization and continued improvement of the Downtown and other existing commercial districts including but not limited to the Old East Village, the SoHo Area, and other established business districts;
- Upgrade social and recreational facilities and support the creation of affordable housing;
- Facilitate and promote community economic development;
- Promote and improve long-term community stability, safety and quality.

Policy 1728 outlines the criteria used to identify an area for community improvement. Several of these criteria apply to the Hamilton Road Area including:

- Deficiencies in physical infrastructure including but not limited to the sanitary sewer system, storm sewer system, and/or watermain system, streets, sidewalks, curbs, streetscapes and/or street lighting, and municipal parking facilities;
- Commercial, residential, industrial and mixed-use areas with poor physical condition and/or poor visual quality of the built environment, including but not limited to building façades, building condition, streetscapes, public amenity areas and urban design;
- Vacant lots and/or underutilized properties and buildings which have potential for infill, redevelopment, expansion or development to better utilize the land base;
- A demonstrated interest in community improvement by the private firms within an area;
- Presence of potential or recognised cultural heritage resources;
- Traffic and/or parking problems or deficiencies;
- Other significant barriers to the repair, rehabilitation, redevelopment or development of underutilized land and/or buildings;
- Other significant environmental, social or community economic development reasons for community improvement.

## **City of London Zoning By-law**

Hamilton Road has a mix of zoning designations that reflects its range of existing and permitted uses including:

- Light Industrial;
- Arterial Commercial;
- Medium density Residential;
- Neighbourhood Facility;
- Convenience Commercial;

- Community Facility;
- Highway Service Commercial;
- Automobile Service Station.

Beyond Hamilton Road, the Hamilton Road Area is primarily zoned for low density residential with Open Space zoning along the Thames River and Light Industrial along the railway tracks.

## **Existing Community Improvement Plans**

The City of London has numerous CIPs which are intended to stimulate targeted reinvestment, reveal and inspire select infill and intensification opportunities, coordinate planning efforts, preserve neighbourhood and heritage character, enhance industrial and other business opportunities, and aid in the cleanup of contaminated sites. Presently the City of London has seven CIPs that have been adopted by Municipal Council, some of which are geographically based such as those for the Airport, Downtown, SoHo, and Old East Village areas, and some are based on site and/or building criteria, including: Brownfield, Heritage, and Industrial.

### **Brownfield Community Improvement Plan**

The Brownfield CIP was adopted in November 2006. The Brownfield CIP contains a package of financial incentive programs and a municipal leadership strategy to promote the redevelopment of brownfield sites in the City. The Brownfield CIP Financial Incentive Programs are:

- Contamination Assessment Study Grant;
- Property Tax Assistance Program;
- Development Charge Rebate Grant;
- Tax Increment Equivalent Grant.

### **Heritage Community Improvement Plan**

The Heritage CIP was adopted in March 2007. The Heritage CIP contains a package of financial incentive programs and a municipal leadership strategy to maintain the unique identity of London by preserving the inventory of distinctive heritage buildings, establishing a sense of place by preserving local heritage structures, and ensuring that the City's history is retained for future generations to enjoy. The Heritage CIP Financial Incentive Programs are the:

- Development Charge Equivalent Grant;
- Tax Increment Grant.

## **Other Considerations**

During the preparation of the Hamilton Road Area CIP, other significant complementary efforts were underway. The City of London continued the process of developing the Hamilton Road 'Main Street' Conceptual Design Capital Project.

The Hamilton Road Business Association began the process to become a Business Improvement Association (BIA).

# Appendix C: Consultation

## Project Team

A Project Team was formed to help guide preparation of the CIP. The Project Team consisted of representatives from the Hamilton Road Business Association, Community Association, Crouch Neighbourhood Resource Centre, and City staff from Planning Services, Transportation Planning and Design, and Neighbourhood, Children and Fire Services. City staff engaged the Project Team by means of email as well as in person during the preparation of the CIP. These conversations allowed staff to:

- Provide progress updates on the project;
- Discuss and provide input on the most significant community improvement needs, SWOT Analysis, and the visioning and objectives exercise;
- Discuss and provide input on the proposed financial incentive programs;
- Help coordinate community meetings and assist with other steps required to complete the Community Improvement Plan;
- Obtain comments and input from the Project Team on the Draft CIP prior to finalization.

## Community Information Meetings and Workshops

### Community Meeting and Workshop No. 1

The first Community Meeting and Workshop was held on June 7, 2016 to:

- Kick-off the Hamilton Road Area Community Improvement Plan project;
- Provide basic information to the public on the purpose and rationale for preparing this CIP;
- Work with the community to identify strengths, community needs, improvements, and their vision for the Hamilton Road Area;
- Get input on the Hamilton Road Area CIP Study Area and the Terms of Reference for the CIP Project.

Not including City staff there were a total of 70 people who attended the meeting and participated in the workshop activities. Based on visual observations it was noted that the participants appeared to be equally split between Baby Boomers and younger adults. A few school aged children were also in attendance.

Attendees included Michael van Holst, Ward 1 Councillor, Hamilton Road Area business and property owners, Hamilton Road Area residents and Hamilton Road Area Community Association members, community group, as well as other not-for profit members.

Most of those in attendance stayed for the Workshop session where the participants arranged themselves around 10 tables with worksheets. There was a City staff member at each table to facilitate conversations as the participants answered the following questions:

1. Where do you think the Community Improvement Project Area for Hamilton Road should be?

2. What is great or is a strength in the Hamilton Road area?
3. What needs improvement or is a weakness in the Hamilton Road area?
4. In one word, describe your Hamilton Road Area?

Participants were asked to provide their email addresses so that staff could create an email list in order for the City to provide updates to the community throughout the development of the CIP.

A meeting summary, which includes: a project summary, participant information, as well as details on the information presented and input obtained from the meeting was prepared. The Community Meeting No. 1 Summary was used in the preparation of the Terms of Reference and Study Area for the Hamilton Road Area CIP.

### **City of London’s Planning and Environmental Committee Meeting**

On August 22, 2016 City Planning Staff presented a report to the Planning and Environment Committee (PEC) which recommended a Terms of Reference and Study Area for the Hamilton Road Area CIP. Staff’s report included a copy of the Community Meeting No. 1 Summary.

The majority of PEC supported the August 22, 2016 report and passed motions directing that Hamilton Road Area Community Improvement Plan Terms of Reference and the Study Area be approved.

### **City of London’s Council Meeting**

At their regular City Council meeting of August 30, 2016 City Council approved the Hamilton Road Area Community Improvement Plan Terms of Reference and Study Area for the Hamilton Road Area CIP.

### **Meeting with local Business Owners**

On September 20, 2016, Ward 1 Councillor Michael van Holst hosted a meeting with approximately 20 business owners in the Hamilton Road Area. City Staff presented on financial incentives available in other CIPs in London, as well as on options for parking for local businesses. The London Police Service (LPS) provided an overview of the crime experienced in the Hamilton Road Area and how the LPS tries to mitigate crime.

### **St. Julien Park Community Festival**

City staff attended the St. Julien Park Community Festival held at St. Julien Park on Saturday September 24, 2016 from 10:00 am to 4:30 pm for a casual outreach session to speak with people about the Hamilton Road Area CIP process. Informational materials included: the August 22, 2016 staff report, Terms of Reference and approved Hamilton Road Area CIP Study Area, and the Meeting No. 1 Summary. Comments cards and business cards for the lead Hamilton Road Area CIP Planner were distributed. Common concerns community members had were reducing speeding on side streets, traffic calming measures, façade improvements for Hamilton Road, and crime prevention.

### **Community Meeting and Workshop No. 2**

A second Community Meeting and Workshop was held on October 26, 2016 to:

1. Define Objectives for the Hamilton Road Area Community Improvement Plan;

2. Establish a Vision for the Hamilton Road Area Community Improvement Plan;
3. Confirm what has been identified by the Community as needing improvement; and
4. Prioritize the identified improvements.

Not including City staff there were approximately 70 people who attended the meeting. Based on visual observations it was noted that a vast majority of participants appeared to be Baby Boomers 55+. A few younger adults were also in attendance.

Based on verbal questions posed and a show of hands response, approximately half the participants identified themselves as not having attended the first community meeting in June 2016.

In the Workshop session the participants arranged themselves around 11 tables with worksheets. There was a City staff member at or nearby each table to facilitate conversation. Participants answered the following questions:

1. Do you agree with the proposed vision statement for the Hamilton Road Area CIP?
2. Are the proposed objectives correct?
3. Do you agree with the objectives?
4. What are some examples of how we can do it (improve the area)?
5. What are your top three priorities for improvement?

A meeting summary, which includes: a project summary, participant information, as well as details on the information presented and input obtained from the meeting was prepared. The Community Meeting No. 2 Summary was used to revise the Hamilton Road Area CIP Vision, Objectives and their prioritization.

### **Community Meeting and Workshop No. 3**

A third Community Meeting and Workshop was held on March 30, 2017 to:

1. Provide an update on the Hamilton Road Area CIP project;
2. Facilitate a rapid-fire visual survey which allowed participants to review each proposed CIP action and vote in real time on whether they agree with the action (yes/no) and what priority (1st, 2nd, or 3rd) they give it. The exercise provided a format in which everyone could participate and share thoughts.
3. Identify community champions (leads and partners) for the CIP actions.

Not including City Staff, there were approximately 60 people who attended the meeting. Based on visual observations it was noted that a vast majority of participants appeared to be Baby Boomers 55+.

A meeting summary was prepared. The Community Meeting No. 3 Summary was used to refine the CIP actions based on community feedback.

## **Project Website**

Planning staff established a Hamilton Road Area CIP page on the City's website to provide updates on the progress of the project. This webpage includes information on the CIP such as, community meeting notices, presentations and summaries as well as staff reports and Council resolutions: <http://www.london.ca/business/Planning-Development/secondary-plans/Pages/Hamilton-CIP.aspx>

## **Project Contact List**

Planning staff established an email list with the contact information provided by participants on sign-in sheets at Community Meetings, completed comment cards, and those who wrote directly to staff via email or letter.

Emails were sent out to provide update on the progress of the project. Emails included information about: upcoming Community Meetings, Meeting Summaries, and City Council Approvals (such as the Terms of Reference and Study Area). Emails also provided links to the City's Hamilton Road Area CIP webpage. As the project progressed more contact information was provided and the email list increased.

# Appendix D: Study Area

At the beginning of the CIP process, a Study Area was established to focus the CIP on a designated area and to help avoid scope creep as the project progresses.

The initial study area for the Hamilton Road CIP brought to the first community meeting in June 2016 was defined as the lands generally bounded by the CN Railway tracks to the north, Highbury Avenue to the east, the Thames River to the south, and Adelaide Street to the west.

**Figure B-4: Initial Hamilton Road Community Improvement Plan Study Area**



This initial study area was chosen for the following reasons:

- The CN Railway tracks and the Thames River were viewed as existing boundaries that separate the Hamilton Road area from the East London Planning District to the north and the Glen Cairn Planning District to the south;
- Adelaide Street was chosen as the west boundary because the existing SoHo Community Improvement Project Area for the SoHo CIP includes the lands west of Adelaide Street and Adelaide Street is the western boundary of the Hamilton Road Planning District;

- Highbury Avenue was chosen as the east boundary because under the existing policies in Chapter 14 of the Official Plan, the lands east of Highbury Avenue and south of Trafalgar Street and the railway tracks are not considered a commercial, residential, or industrial priority for Community Improvement.

At the first community meeting, it became apparent that the property owners with frontage on Hamilton Road west of Adelaide Street in the existing SoHo Community Improvement Project Area better identified with the Hamilton Road area. These businesses and property owners have a long history of being included in the Hamilton Road Area Business Association and as a result, felt that inclusion in the Hamilton Road Study Area was more appropriate. Further, the commercial Community Improvement Project Area for the SoHo CIP is defined in the Official Plan as applying to “lands that are designated Main Street Commercial Corridor and located on Wellington Street between the Thames River (South Branch) and the Canadian National Railway or lands that are designated Main Street Commercial Corridor or Auto-Oriented Commercial Corridor and located on Horton Street between the Clarence Street intersection and the Waterloo Street intersection.” As a result of this defined Community Improvement Project Area for commercial lands in the SoHo CIP, the property owners along Hamilton Road in the SoHo CIP are excluded from commercial community improvement initiatives such as the Upgrade to Building Code and Façade Improvement Loans.

The revised Study Area approved by Municipal Council in August 2016 is shown in Figure B-5 and is generally bounded by the CN railway tracks to the north, Highbury Avenue to the east, the Thames River to the south, and Adelaide Street to the west, but also includes all properties with frontage on Hamilton Road west of Adelaide Street.

**Figure B-5: Municipal Council Approved Hamilton Road Area CIP Study Area**



## **Community Improvement Project Area**

The recommended Community Improvement Project Area is the area that has been determined to be in need of community improvement and represents the area where public realm improvement efforts will be focused and where financial incentive programs may be offered. The recommended Project Area is nearly identical to the Study Area. The Community Improvement Project Area is lawfully established by a by-law passed by Municipal Council.

# Appendix E: Analysis

## General Approach

A number of tasks were completed in order to provide a comprehensive foundation for the preparation of this CIP, including:

- A review of relevant legislation, provincial, and City planning policy;
- A review of the Zoning and Official Plan designations in the Study Area;
- A community improvement needs analysis including an assessment of the physical and economic characteristics in the area based on walking tours, public input as well as the community meeting and workshops held June 7 and October 26, 2016;
- A review of best practices used in other Ontario CIPs;
- Revising the draft CIP actions from the comments received from the third community meeting and workshop held on March 30, 2017;
- Circulating the draft CIP for stakeholder and community input; and
- Preparation of the final CIP for Municipal Council approval.

## Getting Started

The analysis of community improvement needs started with City staff undertaking a review of the relevant planning and policy documents including the 1989 Official Plan, The London Plan, and the Zoning By-law. Aerial photographs of the Study Area were examined and driving and walking tours were conducted.

## Data Gathering

August 31 and September 2, 2016 walking tours of the Hamilton Road Area were undertaken. Staff used a “community improvement lens” when making observations and taking notes with respect to the key aspects of land use, building and property conditions, design and heritage elements, and business activity requiring community improvement in the Study Area.

## Confirming Data

On June 7, 2016 a Community Meeting was held to launch the Hamilton Road CIP process and share information about the CIP process. The workshop allowed participants to: identify great things within the community as well as those that need improvement and to help establish the CIP Study Area.

On September 20, 2016, Councillor van Holst hosted a meeting for business owners on Hamilton Road. Staff provided an overview of the financial incentives available under CIPs, as well as an overview on options for parking in the Hamilton Road Area and the Zoning By-law Amendment process. London Police Services were also on hand to provide an overview of the crime in the Hamilton Road Area and their efforts to mitigate crime.

On October 26, 2016 a second Community Meeting allowed city staff to present preliminary matters identified from community meeting no. 1 for improvement, determine the CIP objectives, and develop a vision for the Hamilton Road Area CIP. There was discussion on potential strategies and initiatives to be included in the Plan.

These meetings were largely important in the analysis. Information provided by participants at the meetings was added to the data gathered by City staff through the above described review and included as part of the analysis.

Planning Staff presented a report to the City's Planning and Environment Committee in August 2016 to seek approval of the Study Area and Terms of Reference for the Hamilton Road Area CIP.

In March 2017 a third Community Meeting was held to confirm the proposed CIP actions, prioritize the actions, and identify champions (leads and partners) for each action. The workshop included a rapid-fire visual survey which allowed participants to review each proposed CIP action and vote in real time on whether they agree with the action (yes/no) and what priority (1st, 2nd, 3rd) they give it.

## **Existing Condition and Characteristics of the Hamilton Road Area CIP Study Area**

The CIP Project Area has been divided into three sub areas which are based on the distinguishable characteristics of each area. These Sub-Areas include: the Hamilton Road Corridor, the Hamilton Road Area Neighbourhood, and the Hamilton Road Area Parks and are shown in Figure B-6.

**Figure B-6: Hamilton Road Area Sub-Project Areas**



While the CIP reflects the entire Project Area there are improvements that are unique to only specific geographical areas.

## Land Use Conditions

### HAMILTON ROAD CORRIDOR

The Hamilton Road Corridor from Bathurst Street to Highbury Avenue offers a truly eclectic mix of uses ranging from standalone single family detached dwellings to industrial uses, often in close proximity or adjacent to each other. Other common land uses along the Corridor include automotive services, multi-residential dwellings, schools, stand-alone retail stores, retail stores with residential apartments on the upper floors, retail stores with offices on the upper floor, restaurants, convenience stores, community facilities, places of worship, and stand-alone office buildings. In many instances, former detached residential dwellings have been converted into retail stores and office uses. The mix of land uses is a strength in the neighbourhood.

Further, an opportunity exists to celebrate the community's Portuguese history by creating a unique district in the segment of the Corridor that is rich with Portuguese businesses.

### HAMILTON ROAD AREA NEIGHBOURHOOD

The Hamilton Road Area neighbourhood is primarily residential homes including single-detached dwellings, semi-detached, duplex, and other residential mixes including low-rise apartment buildings. Near the railway

tracks, the neighbourhood is more industrial and commercial. Along Trafalgar Street, there is a segment of retail and commercial uses. There is not a large amount of growth or new residential development in the neighbourhood.

#### HAMILTON ROAD AREA PARKS

The Hamilton Road Area Parks comprise the parks along the river and along the railway tracks. The Hamilton Road Senior Centre and Community Centre is a public space along the Hamilton Road Corridor.

### **Building Conditions**

Most of the residential and commercial buildings within the Hamilton Road Area were built between 1880 and 1920 with many houses built in the 1940-1950s as you move further east in the Hamilton Road Area Neighbourhood. The condition of buildings varies widely with excellent well-maintained examples with many original architectural elements being preserved to buildings in need of serious repair and renovation. The majority of the buildings are occupied, but vacancies along Hamilton Road are an issue in certain segments.

#### HAMILTON ROAD CORRIDOR

An extensive building condition inventory was undertaken of the Hamilton Road Corridor from Bathurst Street to Highbury Avenue. Each building was assessed a rating of either 1 – Poor (in need of immediate repair and attention), 2 – Fair (requires minor repair/replacement), and 3 – Good (needs little to no repair). The 310 properties were ranked by Staff on a visual inspection from the public right-of-way. 21 properties without buildings were not ranked.

12 properties or 3.9% of the 310 properties along Hamilton Road were assessed a rating of 1. Though 3.9% may seem like a small percentage, these buildings were often grouped in similar locations causing a very undesirable and unwelcoming streetscape along that segment of Hamilton Road. This is a threat to the success of the corridor, as well as can lead to a decline in safety.

111 properties or 35.8% of the properties were assessed a rating of 2. These properties often needed to be refreshed with new signage, roof repairs, replacing windows, painting or other façade improvements.

The remaining 187 properties or 60.3% were assessed a rating of 3. These properties were often in good to excellent condition with only minor cosmetic updates required.

An opportunity exists along the Hamilton Road Corridor to encourage and incentivize property owners, in particular those with a 1 or 2 building condition rating to improve their buildings. Improving the building conditions along Hamilton Road could help support the commercial corridor by attracting new tenants and making the corridor a more desirable location to visit and shop. The reduction in vacancies may help to reduce crime.

#### HAMILTON ROAD AREA NEIGHBOURHOOD

Like the Corridor, The Hamilton Road Neighbourhood has buildings in various conditions. An extensive inventory for the Neighbourhood was not completed, but the neighbourhood was walked and driven by Staff, as well as viewed through Google StreetView on numerous occasions to get a sense of the building conditions. The Neighbourhood is primarily comprised of residential homes where in most instances, the owners have maintained the properties in good to excellent conditions. Unfortunately, like many neighbourhoods, there are

examples of vacant homes and homes and properties that are not well maintained and can or will become a nuisance for the neighbourhood.

## HAMILTON ROAD AREA PARKS

Hamilton Road Public Spaces like the local parks generally do not have buildings other than City-owned facilities, such as public washrooms.

## Heritage

The Hamilton Road Area contains a great deal of cultural, natural, and built heritage. This section considers the built heritage. Many of the buildings in the Hamilton Road Area were constructed between approximately 1880 and 1920, with a few notable examples from before 1880 and more recent contributions to the neighbourhood fabric. The Hamilton Road Area still contains many ties to its past through its built form, however little tangible recognition of the past appears to exist. There is little signage to promote the neighbourhood's history or acknowledgement of significant buildings that have been lost over time.

Currently there are five properties designated under Part IV of the Ontario Heritage Act and 159 properties listed on the City's Inventory of Heritage Resources. The five designated properties are:

- 77 Price Street (Figure B-7);
- 75 Dillabough Street;
- 88 Egerton Street;
- 78 Smith Street;
- 97 Smith Street.

Of the 159 listed properties, the inventory cites 11 as priority 1, 75 as priority 2 and 78 as priority 3.

Of the 159 listed properties, 23 are along the Hamilton Road corridor and the remaining 136 are within the Hamilton Road Area Neighbourhood (Figure B-8).

There is a threat that this excellent built heritage could be lost as buildings further age and are potentially renovated without consideration to the heritage features. However an opportunity exists, in particular along the Hamilton Road Corridor to provide incentive programs to upgrade buildings and façades while conserving heritage features. Further, an opportunity exists to better promote the neighbourhood's built heritage through signage or other educational opportunities.



**Figure B-7: 77 Price Street, designated under Part IV of the Ontario Heritage Act – Built circa 1875 - Italianate**



**Figure B-8: 380 Hamilton Road, Priority 1 Listed Property – Built 1886 – Ontario Cottage**

## Public Realm & Streetscape Conditions

The public realm consists of streets and public spaces. Generally speaking, the public realm in the Hamilton Road Area is not in great condition and was frequently identified by the community as needing improvement. Issues relating to safety and accessibility included: narrow sidewalks, poor lighting, and poor conditions. Other identified issues included: a lack of crossing points on Hamilton Road, and a lack of waste receptacles and street trees. A strength in the Hamilton Road Area is the Tree Trunk Tour that brings a sense of whimsy and reflection to the streetscape.

### HAMILTON ROAD CORRIDOR

The Hamilton Road Corridor has been an urban mixed-use environment for the entirety of its history. Buildings along the corridor are generally street oriented with narrow sidewalks, raised shoulders and curbs separating them from the road. There are some properties with on-site parking lots that disrupt the street wall. The area is serviced by London Transit however the bus stops are in poor condition and lack amenities. Lighting in this area is designed and provided for motor vehicles and poorly reflects human scale. There are challenges for pedestrians to cross Hamilton Road.



**Figure B-9: Hamilton Road looking east from Rectory Street**

### HAMILTON ROAD AREA NEIGHBOURHOOD

The Hamilton Road Area Neighbourhood is generally residential in nature, but there are industrial, commercial and retail uses along Trafalgar Street, Adelaide Street North, and adjacent to the railway tracks. Within the residential portion of the Neighbourhood, streets are often narrow with sidewalks along both sides of the road. There are street without sidewalks and/or curbs. An opportunity exists to install these pedestrian facilities. Most homes have driveways, and on-street parking is available in many locations but can be challenging due to the narrowness of the streets. Some homes were previously serviced by laneways and alleyways to provide access to rear-yard parking and garages. Residents have indicated that many of these laneways are no longer necessary and have become places of criminal activity. An opportunity exists to close these laneways to potentially reduce

that criminal activity. Bicycle facilities are either available or being contemplated on Trafalgar Street and Egerton Street in the City's Cycling Master Plan, as well as along the Thames Valley Parkway.

#### HAMILTON ROAD AREA PARKS

The Hamilton Road Area has numerous public parks including St. Julien, Vauxhall, Silverwoods, South Branch, and CNR. The parks offer a variety of amenities to the local community. The annual St. Julien Park Community Festival is always well attended. In general, the parks are well maintained. Crime including drug use and sharps (in particular at CNR Park) and a lack of lighting were identified as a threat to the community's use of the parks. St. Julien Park offers public washrooms and washrooms are also available at Silverwoods when the swimming pool or arena building is open. Opportunities may exist along Hamilton Road to create additional public spaces to create gathering places for the neighbourhood and enhance the MainStreet Conceptual Design capital project.

#### **Traffic & Parking**

Hamilton Road is a gateway into London and plays a vital role in accessing downtown from Highway 401 via Highbury Avenue. Hamilton Road and Trafalgar Street are also truck routes and experience the highest traffic volumes within the neighbourhood. The average daily traffic volume on Hamilton Road between Highbury Avenue and Horton Street ranges from 17,000 vehicles to 21,000 vehicles (depending on the segment). Trafalgar Street has average daily traffic volume of 16,000 vehicles. Egerton Street (10,000 to 11,000 vehicles per day) and Rectory Street (6,000 vehicles per day) also experience significant traffic volumes as the two north-south routes within the neighbourhood. As expected, Adelaide Street North and Highbury Avenue have the highest traffic volumes as the primary north-south routes that border the Project Area.

Parking availability for businesses along the Hamilton Road Corridor has been identified as significant weakness in the neighbourhood.

#### HAMILTON ROAD CORRIDOR

On-street parking spaces (some metered, some not) are available along the Hamilton Road Corridor from Bathurst Street to Highbury Avenue with restrictions prohibiting parking in some spaces during rush hour. Many properties along Hamilton Road also provide on-site parking. However due to the narrow widths of many lots, on-site parking is not available to some property owners and as a result they cannot provide adequate parking for their businesses and tenants. Minor Variance applications have been approved for certain commercial properties to reduce the requirement for on-site parking along Hamilton Road, often to zero parking spaces.

The lack of parking for businesses along the Hamilton Road Corridor, as well as the expense of a Minor Variance application to remove the requirement for on-site parking have been identified by the Hamilton Road Area Business Association as deterrents to new businesses moving into the neighbourhood. Some successful businesses have gone to the length of purchasing and demolishing adjacent buildings to provide on-site parking. This method of creating parking is generally no longer supported due to the detrimental effect on the streetscape and pedestrian experience.

Opportunities exist to explore improvements to the parking supply along the Hamilton Road Corridor including creating more on-street and off-street parking, or the removal of parking requirements from the Zoning By-law.

The truck traffic and traffic volume in general were also identified by the residents as an issue of concern.

## HAMILTON ROAD AREA NEIGHBOURHOOD

Traffic in the Hamilton Road Area Neighbourhood has been identified as an issue in proximity to the Hamilton, Trafalgar, and Egerton intersection. Residents in that part of the neighbourhood spoke frequently about the speeding and cut-through traffic to avoid delays at this intersection. This type of driving behaviour can threaten the safety of the residents. Opportunities may exist to calm the traffic and improve the intersection to reduce this conflict.

Similar to Hamilton Road, truck traffic on Trafalgar Street is seen as a nuisance to the local residents. The ability to reroute this truck traffic without causing duress on other residents could be investigated.

Parking in the Hamilton Road Area Neighbourhood is available on the residential side streets and on-site driveways.

## HAMILTON ROAD AREA PARKS

Parking and traffic were not identified as issues for the Hamilton Road Area Parks; however, the desire for additional parking was identified by the community for the Hamilton Road Seniors' Centre and Community Centre.

## Economic Conditions

The Hamilton Road Area is comprised of 19 Statistics Canada Dissemination Areas (a small area composed of one or more neighbouring dissemination blocks, with a population of 400 to 700 persons). Compared to the city-wide average income, the Hamilton Road Area has lower average incomes. For example, the lowest average income (per individual) Dissemination Area in the Hamilton Road Area was 44% lower than the city average based on 2011 Census data. The highest average income (per individual) was still 4% lower than the city average. The median income (per individual) was 10% to 41% lower than the city average depending on the Dissemination Area.

Hamilton Road Neighbourhood		City of London		
Lowest Average Income by D.A.	\$21,943	City-wide Average Income	\$39,229	44% Lower
Highest Average Income by D.A.	\$37,756			4% Lower
Lowest Median Income by D.A.	\$17,326	City-wide Median Income	\$29,478	41% Lower
Highest Median Income by D.A.	\$32,200			10% Higher

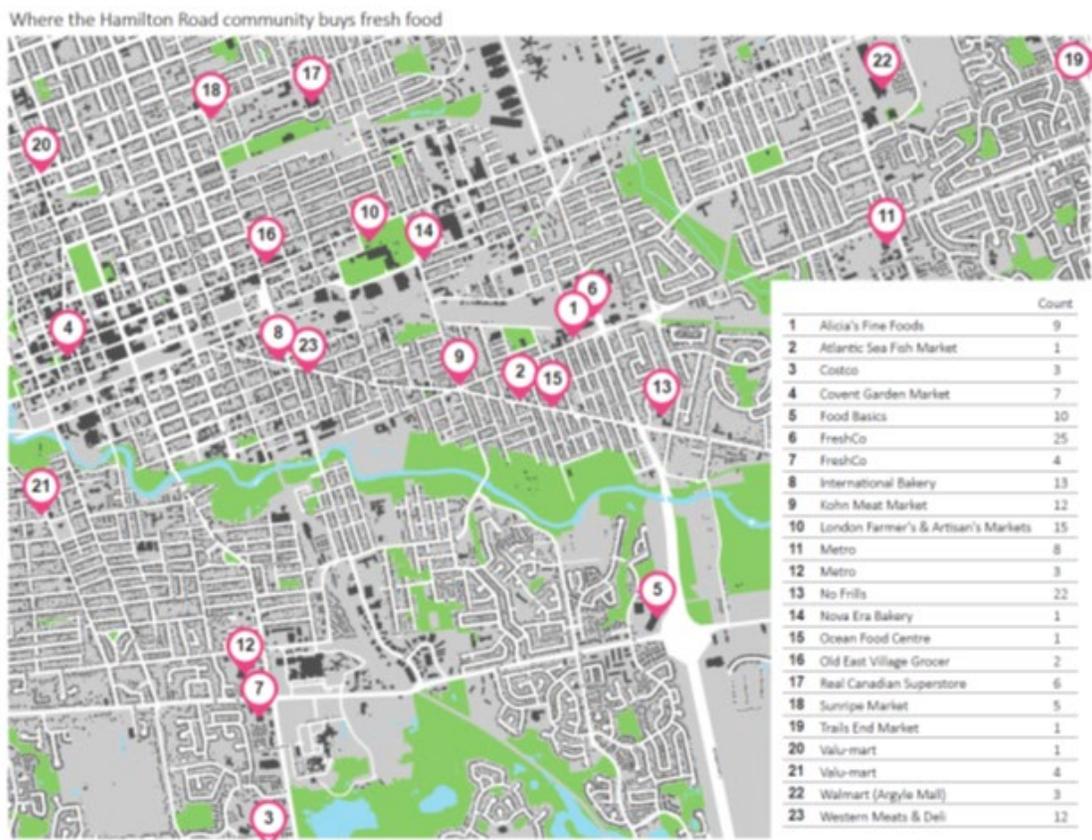
Similar to average income, the average value of dwellings in the Hamilton Road Area is 19 to 47% less than the city average. Home ownership was slightly more prevalent in the Hamilton Road Area, with 67% of the housing being owner occupied, compared to 63% across the city.

Many of the local businesses along Hamilton Road are small owner-operated restaurants, bars, offices, retail shops and services, automobile service stations, mixed with some chain stores such as Shoppers Drug Mart, the Beer Store, Home Hardware, and Tim Hortons. The community supports one grocery store in the Project Area (and one immediately adjacent to the Project Area) as well as butcher shops, bakeries, fish mongers, specialty food stores, pharmacies, and several convenience stores. The businesses appear to be mostly supported by local residents with a few notable exceptions that serve city-wide clientele.

The Hamilton Road Community Association noted that ready access to fresh food was an issue in the neighbourhood. At the second community meeting, participants were asked to identify where they purchase their fresh food including vegetables, meat, fruit, and fish. The resulting map (see Figure B-10) indicating that the Hamilton Road neighbourhood does have access to specialty food stores like butchers, bakeries, and fish mongers, but access to fresh fruits and vegetables was limited without visiting the grocery store or travelling outside the neighbourhood to the London Farmer’s & Artisan’s Market in the Old East Village or the Convent Garden Market in the Downtown.

An opportunity may exist to develop a small neighbourhood market focused on fresh produce or to attract a small-scale grocery store to the Hamilton Road Corridor.

**Figure B-10: Grocery Stores in the Hamilton Road Area**



## **Servicing**

### **WATER & SEWER**

Properties within the Hamilton Road Area are fully serviced. Some of the infrastructure is aging and will be replaced when required. The residents have expressed an interest in accelerated infrastructure improvements along Hamilton Road and in the neighbourhood.

### **LONDON TRANSIT COMMISSION**

Currently one bus route (#3) travels east and west along the Hamilton Road Corridor. The #3 runs at a frequency of every 15 minutes during peak times. Adelaide Street North and Highbury Avenue have routes on the boundaries of the Project Area that run north-south. The community noted that an additional north-south route within the Project Area was desirable. In discussion with the London Transit Commission, it was determined that the five year plan (until the end of 2019) has no plans for an additional north-south route in this area. The railways tracks and switching yards at Egerton Street and Rectory Street could cause extensive delays to buses on those roads.

The London Transit Committee is undergoing a review of current bus routes and services to identify improvements to the system. The review may result in a service plan that improves the customer experience, including consistent arrival times, overcrowding on buses, travel times, and connections.

### **CRIME AND SAFETY**

The Hamilton Road community has identified crime as a major issue in the neighbourhood, in particular drug and prostitution related crimes. Crime is a threat to the successful revitalization of the neighbourhood, and a weakness of the neighbourhood. There is an opportunity through the CIP to help address the crime issues by improving vacant buildings and seeking additional London Police Service and City of London By-law Enforcement patrols and blitzes.

### **PARKS & RECREATIONAL SERVICES**

The City of London provides recreational spaces at the Hamilton Road Seniors' Centre and Community Centre, Silverwoods Arena and in parks in the Hamilton Road Area.

Through the Spectrum Program the City offers a number of recreational and leisure activities in the neighbourhood including painting, dancing, and fitness courses.

The Hamilton Road neighbourhood is also home to the BMO Centre. Owned and operated by the London Optimist Sports Centre (LOSC), a volunteer driven, not-for-profit organization established in 2004, the BMO Centre welcomes thousands of sports enthusiasts every week. Although soccer is the main attraction, the Centre also hosts a variety of other sports including football, lacrosse, volleyball and Ultimate Frisbee.

### **LONDON PUBLIC LIBRARY**

The Crouch Library in the Hamilton Road neighbourhood offers various programs such as: a gaming group, story time, homework club, computer classes and training, mental health programs, family game days, book clubs, art exhibits, artist groups, and crafters groups. Some of the events are targeted for particular age groups while others are open to everyone who is interested.

## CROUCH NEIGHBOURHOOD RESOURCE CENTRE

The Crouch Neighbourhood Resource Centre is a neighbourhood organization which brings diverse people together to plan, develop, and provide services and activities that support, build community capacity, and nurture the well-being of all residents in the Hamilton Road Community. The Resource Centre offers numerous programs in community development, community support services, youth programs, preschool programs, and food prosperity programs.

### Strengths, Weaknesses, Opportunities, and Threats Analysis

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of the critical community improvement needs was undertaken to gain an understanding of the key issues in the Hamilton Road Area and identify the important community improvement needs that should be addressed by a Hamilton Road Area CIP. This section of the plan provides an overview of the analysis undertaken and key foundation for the preparation of this CIP and recommended incentive programs.

**Table B-1: Hamilton Road Area SWOT Analysis Findings**

Category	Strengths	Weaknesses	Opportunities	Threats
Land Use Conditions	<ul style="list-style-type: none"> <li>Diverse collection of land uses</li> <li>Rich history of independent multi-cultural businesses (restaurants and niche retail uses)</li> <li>Excellent parks in neighbourhood</li> <li>Excellent Library</li> <li>Residential neighbourhood is stable</li> </ul>	<ul style="list-style-type: none"> <li>Lack of a food market</li> <li>Lack of an anchor or city-wide destination use (BMO Centre is too far from the Corridor)</li> <li>Little residential growth</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for residential infill and intensification</li> <li>Development of Urban Design Guidelines to help guide development</li> <li>Rezone the Hamilton Road corridor to promote an even greater mix of uses</li> </ul>	<ul style="list-style-type: none"> <li>Vacant buildings along the corridors</li> <li>Vacant buildings in high profile locations (e.g. Hamilton Road and Rectory) threaten the ability to attract new businesses</li> </ul>
Building Conditions	<ul style="list-style-type: none"> <li>Majority of buildings are in fair or good condition</li> </ul>	<ul style="list-style-type: none"> <li>No financial incentive programs available to improve buildings</li> </ul>	<ul style="list-style-type: none"> <li>To encourage and incentivize property owners to improve their buildings and attract tenants</li> <li>Opportunities for redevelopment</li> <li>Creation of a BIA</li> </ul>	<ul style="list-style-type: none"> <li>Some buildings are in poor shape and contribute to a negative atmosphere in sections</li> </ul>

Category	Strengths	Weaknesses	Opportunities	Threats
Heritage	Numerous listed properties on the corridor and in the neighbourhood and a few designated properties	Some heritage properties are in poor condition  Low amount of designated heritage properties	Opportunity to promote the neighbourhood's built heritage through signage or other educational opportunities  Incentives for heritage building improvements	Potential loss of heritage buildings or renovations without consideration to the heritage features
Public Realm & Streetscape	Buildings generally oriented to the street  Tree trunk tour	Narrow sidewalks  Narrow lots  Bus stops are in poor condition  Poor pedestrian lighting  Limited pedestrian crossings  Hydro poles further limit public realm  Some local roads do not have curbs  Lack of street trees  Lack of places to sit and linger  Lack of garbage bins	MainStreet Conceptual Design capital project will look at improvements to the Corridor to attempt to address many of the weaknesses  Better promote tree trunk tour  Promote and encourage walking in the neighbourhood	Underused laneways / alleyways contribute to crime in the neighbourhood  Future intensification and infilling will need to be carefully planned to ensure compatible with the neighbourhood

Category	Strengths	Weaknesses	Opportunities	Threats
Traffic & Parking	Some on-street parking is available	<p>Narrow lots make providing on-site parking difficult for businesses</p> <p>Heavy vehicle and truck traffic contribute to a reduction in the pedestrian environment along Hamilton Road</p> <p>Narrow sidewalks</p>	<p>Provide additional on-street and off-street parking</p> <p>Remove or reduce the requirement for on-site parking</p> <p>MainStreet Conceptual Design capital project will look at improvements to the Corridor to attempt to address many of the weaknesses and attempt to better balance the vehicular and pedestrian traffic</p>	Cut through traffic to avoid the Hamilton, Egerton, and Trafalgar intersection
Servicing	Neighbourhood has full municipal services	Perceived feeling that snow clearing is lacking	Perceived need for roadwork, sewer, and infrastructure improvements	
Crime & Safety	London Police Service Foot Patrol was recently expanded to Hamilton Road	<p>Issues with drugs and prostitution in the neighbourhood</p> <p>Residents feel unsafe in local parks, especially at night</p>	<p>Crime prevention through environmental design (CPTED)</p> <p>Enhance By-law and Police enforcement and patrols</p> <p>Expand the Neighbourhood Watch program</p> <p>Promote and expand the Active and Safe Routes to School program</p>	Underused or abandoned laneways / alleyways contribute to crime in the neighbourhood