SUBJECT: Our Downtowns, Business Improvement Areas (BIAs) and “Main Street” Corridors – 2008 Annual Report and 2009 Downtown and Community Renewal Division Work Plan (PED09066) (City Wide)

RECOMMENDATION:

(a) That Report PED09066 respecting “Our Downtowns, BIAs and “Main Street” Corridors - 2008 Annual Report and 2009 Downtown and Community Renewal Division Work Plan” be received for information and that the relevant contents be made available through appropriate municipally-generated publications.

(b) That the item related to Regulating Residential Rental Housing, specifically “Staff to monitor the Main Street Housing Program, near Mac and Mohawk, respecting effectiveness in encouraging higher density student housing, through the annual report of the Downtown and Community Renewal Division”, be removed from the Outstanding Business list on the Economic Development and Planning Committee agenda, as this matter will be reported annually.

Tim McCabe
General Manager
Planning and Economic Development Department

EXECUTIVE SUMMARY:
Developments, events and initiatives that occurred during 2008 in our City’s six (6) downtowns, Business Improvement Areas (BIAs) and “main street” corridors are highlighted in Report PED09066. New initiatives planned in 2007 were implemented: the Division began administering the new Hamilton Downtown Heritage Property Grant Program, receiving four applications; applications to the Main Street Housing Loan and Grant Program included five proposals located within the main street corridors to which the program was expanded the previous year. The $1 million we committed to CityHousing Hamilton in 2007 resulted in a property purchase in 2008 that will see an undesirable use replaced by future new uses overlooking Gore Park.

Downtown Hamilton construction activity included $17.5 million in building permits in 2008, on level with 2007. This result did not meet our expectations, as a planned Request for Proposals to the Hamilton Downtown Residential Loan Program was postponed while we prepared amendments to the Community Improvement Plan and its associated programs. We attribute the level in activity to the need for developers to arrange for financing and planning preparation, and note that the current economic climate is likely to have an effect on private investment in the short term. Nonetheless, we remain optimistic that 2009 will see the start of some significant Downtown construction projects that will yield new residential units and increase in assessment.

The Division’s capital budget projects included the completed construction of new gateways for the Ottawa Street BIA, and the design, project management and construction of additional gateways and streetscape improvements in several downtowns and BIAs.

Looking ahead in 2009, we will continue to administer and market financial incentive programs and other initiatives to bring new investment, residents and jobs to Downtowns and BIAs, including the Enterprise Zone Grant Program, Commercial Property Improvement Grant Program, Main Street Housing Loan and Grant Program, and the Hamilton Downtown Heritage Property Grant Program. We will introduce an amended Downtown loan program (currently the Hamilton Downtown Residential Loan Program) in an effort to spur investment and development. A Downtown office strategy will be developed, and program details will be developed for a new Downtown/West Harbour Remediation Program to facilitate waterfront development proposals.

BACKGROUND:

The Downtown and Community Renewal Division’s mission is to provide the public, Business Improvement Areas (BIAs), businesses, developers and City departments with a one-window approach to various programs and incentives. Currently, these programs and incentives are focussed on the renewal and regeneration of our six (6) downtown areas, 13 Business Improvement Areas (BIAs) and “main street” corridors.

Last year at this time, the Downtown and Community Renewal Division presented Council with its seventh annual report. The Division is not only committed to keeping
Council apprised of developments and initiatives as they present themselves, but also to summarize these developments on an annual basis. Report PED09066 allows Council to review the previous year’s accomplishments and performance measures related to our programs, and to examine the Division’s current work plan.

ANALYSIS/RATIONALE:

DOWNTOWN/BIA LOAN AND GRANT PROGRAMS

The Downtown and Community Renewal Division administered five (5) incentive programs in 2008:

1. Enterprise Zone Grant Program
2. Hamilton Downtown Residential Loan Program
3. Commercial Property Improvement Grant Program
4. Main Street Housing Loan and Grant Program
5. Downtown Hamilton Heritage Property Grant Program

The programs are administered under the authority of the Community Improvement provisions of the Planning Act, the Downtown and Community Renewal Community Improvement Plan and companion Community Improvement Project Area By-law. The exception is the Downtown Hamilton Heritage Property Grant Program which is provided under the authority of the Ontario Heritage Act.

The programs are designed to encourage the rehabilitation and efficient reuse of existing buildings and the development of vacant properties and surface parking lots. They support the creation of new housing within Downtown Hamilton, the community downtowns, the 13 Business Improvement Areas and “main street” corridors within the City of Hamilton; the upgrading of commercial properties within Business Improvement Areas; and the conservation of designated heritage resources in Downtown Hamilton.

Measuring the performance of our incentive programs is an important commitment of the Division. The Division’s ultimate measure of success will be when the Division and the programs we measure are no longer required. The following summary of incentive program achievements in 2008 also outlines some of the performance measures for each program.

Program Amendments

Council approved amendments to the Downtown and Community Renewal Community Improvement Plan and companion Community Improvement Project Area in June 2008, taking effect in July. As per Council direction, the Downtown Hamilton Community Improvement Project Area was expanded to include the properties fronting the outside of the block bounded by Hunter Street, Queen Street, Cannon Street and Victoria Avenue. The Community Improvement Plan was amended to incorporate the expanded Project Area, and to enable properties within the Downtown Hamilton Community
Improvement Project Area to participate in the Main Street Housing Loan and Grant Program. Eligible projects in Downtown Hamilton now have the option of applying to either the Main Street Housing Loan and Grant Program or the Hamilton Downtown Residential Loan Program.

Staff has been developing additional amendments to the Community Improvement Plan and its associated programs during 2008 in response to our ongoing efforts to identify and implement improved management of the programs and an internal audit. The amendments will be presented to Committee and Council in early 2009 and reviewed in next year’s annual report.

1. Enterprise Zone Grant Program

The intent of the Enterprise Zone Grant Program is to provide an economic catalyst for developing, redeveloping or renovating residential/commercial lands and buildings located within the Downtown Hamilton Community Improvement Project Area. It results in the rehabilitation of buildings that are at least 50% vacant, and new construction on vacant lots, surface parking lots or in building additions.

The program, as amended in 2007, authorizes a five (5) year grant, subject to Council approval, in an amount which does not exceed 100% of the municipal realty tax increase during the first year, 80% in year 2, 60% in year 3, 40% in year 4, and 20% in year 5. The grant would reduce the effect of an increase in municipal (City portion only) realty taxes attributable to the differential between the pre-development/renovation assessment and the post-development/renovation assessment. For purposes of determining the eligible amount of the increase in municipal realty taxes, special charges including BIA levies are excluded from the calculation. The total of each property’s five years of approved grants shall not exceed the costs of the property’s development/redevelopment. The approved grants are not assignable by the applicant to anyone, except to the first purchaser of each new condominium unit.

In delivering this program, the Division aims for a minimum of five (5) new applications per year as a performance measure.

One (1) application was submitted in 2008 regarding the development of a new office/commercial building on a vacant site at 52 Cannon Street West. The project construction value is $1.5 million. A staff report concerning this application was prepared in 2008 and approved by Council in January 2009.

Since the beginning of the program in 2002 through 2008, the Downtown and Community Renewal Division has received 33 applications. The total construction value of the 29 projects that either have been built or remain as open files is approximately $192.5 million. Two (2) of the files were closed due to a change of ownership; one (1) file was closed due to project ineligibility; and, one (1) application was re-submitted at a later date. Grants issued through the Enterprise Zone program are not advanced until construction and the post-development/renovation assessment are complete. At year end, nine (9)
of the projects had reached this stage when they begin to receive their grants. In 2008, $565,118 in grants was due to be issued. The total amount to be granted to the nine projects as per the terms of the program is estimated to be $4,251,315. This total grant accounts for just 11.2% of the total construction cost of $37,749,400 for the nine (9) projects. The grant matches the increased taxes (municipal portion only) paid by the proponents in accordance with the Enterprise Zone program.

2. Hamilton Downtown Residential Loan Program

The Hamilton Downtown Residential Loan Program provides a financial incentive to developers to assist with the costs of converting commercial space into apartments, the renovation of existing residential units, and the construction of new residential units on vacant lots, surface parking lots or in building additions. Eligible properties must be located in the Downtown Hamilton Community Improvement Project Area. Commercial buildings with a pre-existing annual vacancy of less than 20% are not eligible for conversion.

Acting as a lender, the City provides financial support for the program and ensures that development arising from the program within the Downtown is consistent with the principles and design themes contained within the Downtown Hamilton Secondary Plan.

City loans are advanced proportionately only once the development is 60% complete. The maximum loan available to each project has been calculated on the basis of $20 per square foot of habitable floor space. The principal is repayable in annual amounts of ten percent (10%), in 12 equal monthly payments, of the original loan amount, commencing one year following the final advance. The balance outstanding is paid by a balloon payment at the end of a five year and six month term. The loans are interest-free for a maximum of five years.

Applications to the Hamilton Downtown Residential Loan Program are received through a Request for Proposals (RFP) process. The most recent RFP was issued in 2007, when ten proposals were submitted for the construction/renovation of approximately 422 units at a total construction cost of $55 million. At year end 2008, two (2) of those projects were beyond 60% complete and had begun receiving their loans.

A Request for Applications planned for the second quarter of 2008 was cancelled. Instead, as previously noted in Report PED09066, the Downtown and Community Renewal Division has been considering various program amendments that will be presented to Committee and Council in early 2009. It is proposed that the application process be revised to allow applications to be received on an individual basis year round. If the revised application process is approved, Staff expects to receive new applications to the program in 2009. Staff is aware of a number of residential development proposals where proponents have voiced their interest in applying for funding should Council authorize changes to the program.

With respect to the Hamilton Downtown Residential Loan Program, the Downtown and Community Renewal Division has two performance measures. The first measure is that
the full $26 million line of credit is committed to projects provided that the total loan monies lent under the program do not exceed $20 million at one time. At year end 2008, nearly $20 million of Council approved loan commitments remain outstanding; the total loan monies lent do not exceed $20 million. This measure indicates that there is financial capacity to support additional projects through the program.

At year end 2007, there were over $31 million in outstanding loan commitments. The Downtown Hamilton Residential Loan Program as amended in 2007 includes as a condition of all loan commitments, the requirement to obtain a Building Permit by a specific date or the loan is cancelled, in order to free-up monies to fund other projects. In April 2008, Council approved the cancellation of conditional loan commitments for five (5) properties proposing 525 units totalling over $10.6 million. The owners of three (3) of the five (5) projects informed staff that they will re-apply for funding under the Program if and when their projects proceed.

The second performance measure is that projects loaned monies under the terms of the program release or pay back the loan within a five year and six month time frame, commencing one year following the final advance. The repayment status of projects completed under the program is noted in the following table, indicating that this second measure is being met as well.

<table>
<thead>
<tr>
<th>Project</th>
<th>Units</th>
<th>Loan</th>
<th>Year end Balance Owing</th>
<th>% of Loan Repaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chateau Royale, 135 James St. S.</td>
<td>198</td>
<td>$3,400,000</td>
<td>$0</td>
<td>100% (in 2005)</td>
</tr>
<tr>
<td>The Annex, 11 Rebecca St.</td>
<td>40</td>
<td>$800,000</td>
<td>$81,081</td>
<td>90%</td>
</tr>
<tr>
<td>Residence on Augusta, 155 James St. S.</td>
<td>90</td>
<td>$1,056,000</td>
<td>$448,800</td>
<td>58%</td>
</tr>
<tr>
<td>Staybridge Suites Hotel, 118 Market St.</td>
<td>109</td>
<td>$2,080,000</td>
<td>$1,437,500</td>
<td>31%</td>
</tr>
<tr>
<td>Vally Place, 91 Wellington St. N.</td>
<td>12</td>
<td>$261,000</td>
<td>$121,004</td>
<td>54%</td>
</tr>
<tr>
<td>Cityview Terrace, 47 Caroline St. N.</td>
<td>51</td>
<td>$1,019,240</td>
<td>$312,360</td>
<td>69%</td>
</tr>
<tr>
<td>4-8-14 Forest Avenue at James St. S.</td>
<td>25</td>
<td>$302,490</td>
<td>$90,000</td>
<td>70%</td>
</tr>
</tbody>
</table>

Projects scheduled to begin repayment in 2009 include 23 units:

- 267-269-271 King St. E., renovation of seven (7) upper floor apartments;
- 170-176 Jackson St. W., renovation of 15 units in a three (3) storey apartment building; and,
- 289 Hunter St. E., one (1) unit.

Loan repayments to the City in 2008 totalled $792,625. Since the program’s inception in 2002, the City has loaned $13,456,389 for the creation/renovation of 755 units. As of December 31, 2008, $6,427,985 has been paid back to the City with an outstanding balance to be paid of $7,028,404. The City paid interest of $262,959 in 2008. Since 2002, the City has paid a total interest cost of $1,346,362. The project value of the properties that have been advanced a loan is estimated by Downtown and Community Renewal staff to be $126,020,000. Therefore, the City’s cost to lend the money versus
the estimated value of the development levered is a ratio of 1:94. This is an efficient and effective use of the City incentive.

<table>
<thead>
<tr>
<th>Units Receiving Loan Commitment</th>
<th>Funded Units Built</th>
<th>Funded Units Under Construction</th>
<th>Total Units Receiving Funding to Date</th>
<th>Units Pending Construction</th>
<th>Units Built (loan not used)</th>
<th>Un-built Units (loan cancelled)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,066</td>
<td>548</td>
<td>207</td>
<td>755</td>
<td>602</td>
<td>112</td>
<td>597</td>
</tr>
</tbody>
</table>

In 2008, a transfer of the loan for the Staybridge Suites Hotel from the original borrower to a prospective purchaser was approved by Council. The loan agreement entered into between the City of Hamilton and program applicants stipulates that the borrower may not directly or indirectly sell, convey, transfer or dispose of the property without the written consent of the City being first obtained. Otherwise, upon sale of the property the loan is due and payable upon closing. In this case, although the property was sold, the hotel will continue operating at 118 Market Street during the planning and construction stage of a new (replacement) hotel within the Downtown Hamilton Community Improvement Project Area, at 137 Main Street West. The monthly loan repayments therefore, were permitted to continue for 18 months, with the balance due and payable either at the end of the 18 month period, or once the hotel begins operating from its new location, whichever comes first. This flexibility in managing the program facilitates the relocation of the Staybridge Suites Hotel to a vacant Downtown site and will also see the new owners of 118 Market Street operate a retirement home from the premises, increasing the number of Downtown residents and property values.

The terms and conditions of the Hamilton Downtown Residential Loan Program dictate that the City’s loan be registered as a second mortgage on title of the property. Trinity Landing at 80 King William Street has received a loan from the City registered as a second mortgage. The bank that holds the first mortgage has sought a Court Appointed Receiver as a result of a default of the debtor which it is entitled to do. The Receiver was appointed by the Courts on November 12, 2008. The Receiver is now responsible for the entire project and has been directed to prepare a marketing and analysis plan and report back to the Courts. The City of Hamilton as a creditor will work with the Receiver with respect to protecting the City’s interest in the project. Council will be updated in 2009 on the progress of the aforementioned initiative.

3. Commercial Property Improvement Grant (CPIG) Program

Through the Commercial Property Improvement Grant (CPIG) Program, property owners and owner-authorized tenants within each Business Improvement Area in Hamilton may receive financial assistance for enhancing the physical and aesthetic appearance of commercial building façades and entranceways. It is understood that smaller scale commercial activities contribute greatly to the economic vitality and health of the commercial sector within the City. This program seeks to build upon these successes,
and to create long-lasting improvements to the assets of commercial property owners within the Business Improvement Areas.

The CPIG program, as amended in 2007, provides a grant on a matching basis of $400 per linear foot of street frontage, up to a maximum per property of $20,000 ($25,000 for corner properties). Eligible improvements include upgrades to façade upgrades such as signage, lighting, architectural detailing and repair work. Up to $2,500 dollars can be used for interior work associated with the entrance to the commercial use and the display areas associated with principal entrances.

The King William Urban Art Walk was introduced in 2007 as a pilot project for properties fronting King William Street between James Street and Ferguson Avenue. As a consequence, the CPIG program includes an arts component that provides a matching grant to a maximum of $10,000 per property for artfully designed façade improvements or art pieces placed on private property that can be viewed by the public. This component of the Program intends to complement public art placed along the King William Urban Art Walk as administered through the Culture Services Section.

The Downtown and Community Renewal Division issues a request for CPIG funding applications twice each year, in the Spring and Fall. A total of 48 applications were submitted in 2008:

- Twenty-eight (28) applications were submitted in the Spring, proposing $805,556 of construction. Council approved $269,174 in grants for these applications, representing one third (33.4%) of the total proposed construction cost.
- Twenty (21) applications submitted under the Fall application deadline propose $573,529 of construction. A pending Staff report concerning these Fall applications recommends Council approve grants totalling $211,750, which represent 36.9% of the total proposed construction cost.

In addition, one (1) application was submitted in 2008 under the King William Urban Art Walk component of the CPIG program; however, the application was determined to be ineligible because the work proposed was not situated upon private property.

Actual grants totalling $254,589 were paid to 31 completed CPIG projects in 2008. The projects ultimately were built with a total construction cost of $614,202.
As we roll out the program each year we track how much total construction value is leveraged from the City’s grant contribution. Although the program is a 50/50 matching grant, the true value of the work leveraged by the City grant is more than 50%. As indicated in the table above, the grants distributed through the program in 2008 achieved a 41.5% to 58.5% ratio public vs. private contribution. The performance measure of the program is to achieve a 40% public contribution versus a 60% private contribution while continually trying to improve on this ratio.

4. Main Street Housing Loan and Grant Program

The Main Street Housing Loan and Grant Program provides financial assistance for the conversion of existing built commercial space into residential units, renovations to existing residential units, and the construction of new residential units on vacant lots, surface parking lots or in building additions.

The program came into effect in 2007, originally designed to stimulate residential development within Hamilton’s Community Downtowns and Business Improvement Areas. In December 2007, Council approved amendments to the Downtown and Community Renewal Community Improvement Plan and companion Community Improvement Project Area By-law to allow the expansion of the program to other main street corridors that are characterized by a mix of land uses predominated by ground-floor commercial uses. The amendments came into effect in January 2008. The expansion included areas primarily in the lower, inner City where the population has been declining, and in areas close to McMaster University and Mohawk College so as to provide potential student housing alternatives outside of established residential neighbourhoods. As previously noted in PED09066, a second amendment to the Community Improvement Plan was approved in 2008, enabling properties within the Downtown Hamilton Community Improvement Project Area to participate in the program as well.

The Main Street Housing Loan and Grant Program terms, as amended in 2007, offer a maximum loan amount of $10,000 per dwelling unit to a maximum of $200,000 per property. A maximum grant portion of $5,000 per property is also available for
professional fees only. As is also the case with the Hamilton Downtown Residential Loan Program, city loans are advanced proportionately only once the development is 60% complete. The principal is repayable in annual amounts of ten percent (10%), in 12 equal monthly payments, of the original loan amount, commencing one year following the final advance. The balance outstanding is paid by a balloon payment at the end of a five year and six month term. The loans are interest-free for a maximum of five years.

A total of nine (9) applications to the Main Street Housing Loan and Grant Program were submitted in 2008, including five (5) applications in the expanded main street corridors that became eligible for the program in January 2008. The applications are currently being processed by Staff. Several of them must obtain necessary planning approvals (i.e. minor variances) to be compliant with the program terms before a recommendation for loan and grant commitments can be presented to Council.

Council approved financial commitments as of year end 2008 totalling $310,000 in loans and $20,000 in grants to four projects, proposing $2,165,000 in anticipated construction costs for the renovation/development of 44 residential units.

To date, no applications to the program in the designated project areas close to McMaster University and Mohawk College have been submitted. The uptake of applications in these areas will continue to be monitored in future annual reports of the Downtown and Community Renewal Division. Report PED09066 therefore recommends that the item related to Regulating Residential Rental Housing, specifically “Staff to monitor the Main Street Housing Program, near Mac and Mohawk, respecting effectiveness in encouraging higher density student housing, through the annual report of the Downtown and Community Renewal Division” be deleted from the Outstanding Business list on the Economic Development and Planning Committee agenda.

5. Downtown Hamilton Heritage Property Grant Program

The Downtown Hamilton Heritage Property Grant Program assists in the reuse and rehabilitation of heritage properties, recognizing that the conservation of heritage assets is important to urban revitalization and enhancing the unique characteristics of the Downtown Core. The program is offered to owners and authorized tenants for the conservation and restoration of heritage features of properties designated, or eligible for designation, under Parts IV or V of the Ontario Heritage Act. It also funds work required to restore heritage buildings to structural soundness. Properties must be located within the Downtown Hamilton Community Improvement Project Area.

The grant is based on 25% of total cost of regeneration of the property, to a maximum grant of $150,000. In all cases, the property must be designated under Parts IV or V of the Ontario Heritage Act before any grant monies are released. It is therefore a requirement that properties that are eligible for designation but not yet designated at the time of application must become designated to take advantage of the program.
The renovation and integration of heritage properties can pose specific challenges. To assist in moving forward with the redevelopment of heritage properties and to add value to these properties, the uncertainty must be mitigated or removed. Therefore, to complement the construction component of the Downtown Hamilton Heritage Property Grant noted above, additional funds are available for project-related technical and historical studies, including consultant fees for heritage impact assessments, condition assessments, conservation plans and engineering reports. The upset limit is $20,000 per property.

The program is the newest of the Division’s financial incentive programs, developed in 2007, with a goal to receive two (2) applications in the first year. Four (4) applications to the Downtown Hamilton Heritage Property Grant Program were submitted in 2008:

- The Right House, 35 King Street East – to support the restoration/replacement of cornice and roof-deck;
- Tivoli Theatre, 108-114 James Street North – for a redevelopment feasibility study;
- Victoria Hall, 68 King Street East – to support the restoration of the metal façade, repair/replacement of windows and structure work required to reinforce the exterior wall, and for technical/engineering studies; and,
- St. Paul’s Presbyterian Church, 64 James Street South – for a conditions survey.

In total, $200,000 in grants have been approved to date for restoration works, with an additional upset limit of $60,000 in grants approved for technical and historical studies.

2008 INITIATIVES AND ACCOMPLISHMENTS

The Downtown and Community Renewal 2008 accomplishments were not achieved in isolation. For the most part, the successful conclusion of issues resulted because of support and participation by various City departments and other partners. The Downtown and Community Renewal Division recognizes the Downtown issues are complex and require an interdisciplinary approach to address the interplay of a variety of forces and needs. In this regard, committees such as the Downtown/West Harbourfront Co-ordinating Committee and the Downtown Cleanliness and Security Task Force continued their work to co-ordinate municipal efforts, and to work with partners such as the Business Improvement Areas.

Downtown/West Harbourfront Co-ordinating Committee (DWHCC)

The Downtown/West Harbourfront Co-ordinating Committee is a team of staff from various City departments who focus on relevant issues in the Downtown and West Harbourfront area. Established in 2001, the Committee developed a 10 Year Capital Budget Plan in consultation with the general public. The Budget Plan serves as a strategy to implement the public provisions of the Downtown Secondary Plan and the Downtown Transportation Master Plan, as well as the Setting Sail Secondary Plan for West Harbour. Each year the Committee reviews the 10 Year Capital Budget Plan with
the objective of re-confirming scheduling and co-ordination of streetscape improvement projects and infrastructure improvements that are to be undertaken by the Public Works Department.

The 2009 priority projects recommended for Downtown capital block funding include: funding to support the temporary relocation to Jackson Square of the Hamilton Farmers Market during the renovation; a waterfront remediation program; additional funding for the heritage program; Gore Master Plan; preparation of a Master Plan for the proposed urban park at John and Rebecca streets; and, a Downtown lighting study. A more detailed Budget Plan for the West Harbourfront area will be prepared upon final approval of the Setting Sail Secondary Plan by the Ontario Municipal Board.

The Committee co-ordinated the following initiatives during the past year stemming from the 2008 priority projects:

- The plans for the renovated Farmers’ Market and expanded Hamilton Public Library entrance were recently unveiled to the public by the Public Works Department, with construction anticipated to commence in 2009. In addition, several streetscape design concepts are being considered for the reconstruction of York Boulevard between Bay and James streets. The image below illustrates one example prepared by the Community Planning and Design Section of the Planning Division.

- Phase II of the Environmental Site Assessment (ESA) for the proposed urban park at John and Rebecca Streets was completed in 2008, resulting in a Supplementary Phase II ESA being commissioned in November 2008, the results of which will be available Q1/09. The site, currently a municipal surface parking lot, is designated as a future park in the Downtown Secondary Plan;

- Additional monies were allocated to the implementation of information/postering kiosks within the Downtown to complement the prohibition of posters on poles under the new Sign By-law. Design work for the kiosks was undertaken in 2008 by Downtown and Community Renewal staff; however, an appeal of the Sign By-law has delayed the co-ordination of maintenance issues and implementation; and,
• funds for administration of the Hamilton Downtown Heritage Property Grant Program were used to get this new program up and running, as reviewed earlier in Report PED09066.

**Purchase of Property in the Downtown**

As part of the 2007 budget deliberations, Downtown and Community Renewal Division staff was directed to report back on project options for the re-direction of capital budget funds. One of the four projects subsequently approved by Council in August of 2007 included reallocating $1 million from a reserve account in the Downtown and Community Renewal Division to CityHousing Hamilton, for the purpose of acquiring property to be redeveloped for housing. The purchase was to be located within the Downtown Hamilton Community Improvement Project Area, specifically targeted to King Street East between Wellington Street and James Street.

In 2008, CityHousing Hamilton used these funds to purchase 95 King Street East. This site contained an adult entertainment parlour, adjacent to the recently completed Gore Building that was also developed by CityHousing Hamilton. This purchase is significant because it provides an opportunity to make more effective use of a building within the heritage character zone overlooking Gore Park, to create more Downtown residential units, and it removes a use that did not contribute to an attractive image for Gore Park, the Downtown, or the marketing efforts of surrounding businesses in the Downtown BIA. The purchase provides a great example of various City departments (CityHousing Hamilton, Downtown and Community Renewal, Zoning By-law Reform, Legal Services, Real Estate) working together to achieve a positive result.

**Downtown Cleanliness and Security Task Force**

The Downtown Cleanliness and Security Task Force was established in 2003 for the purpose of identifying issues related to cleanliness and security in the Downtown Core. The Task Force recommends to Council appropriate actions and strategies to rectify the perception that the Downtown is unclean and unsafe.

A Safety and Security Audit of the Downtown Hamilton Community Improvement Project Area was undertaken in 2007 by Public Private Security Management for the Downtown Cleanliness and Security Task Force. Although efforts to continually improve cleanliness and security in the Downtown must continue, it is encouraging to note that the Audit report found that the initiatives of the Task Force have “produced a series of co-ordinated and concerted efforts that have resulted in a noticeable clean up of the Downtown Core, a lower crime rate, and a strong commitment by certain elements to take back their Downtown and surrounding neighbourhoods”. These initiatives have included $2.5 million to date in enhanced municipal services as recommended by the Task Force and approved by Council, such as: additional litter and cigarette containers and more frequent pick-up; more frequent power-washing of sidewalks and alleyways; the implementation of the Downtown Ambassador Program; the reinstatement of the
In 2008, the Task Force presented to Council an overview of the Audit and the action plan/recommendations developed by the consultant; the response to the recommendations from relevant City departments and the Task Force; and, recommended enhanced services for consideration during the 2009 budget deliberations. Some of the recommended enhancements include additional litter containers and pick-up, an extension of the Downtown Ambassador Program, and a lighting study (included in the 2009 Downtown capital block funding).

**Business Improvement Areas (BIAs)**

The Ancaster Business Improvement Area became the City’s newest BIA when Council approved the implementing by-law on December 12, 2008. The Downtown and Community Renewal Division now supports 13 BIAs, the Hess Village Pedestrian Mall Authority, and the Hamilton Association of Business Improvement Areas (HABIA). HABIA meets on a monthly basis to provide an efficient forum for information sharing among the BIAs and an opportunity to focus on issues of common concern. HABIA is chaired by Councillor Whitehead.

Other 2008 initiatives led by Eileen Maloney, BIA Co-ordinator, include the Commercial Market Assessment for the Locke Street BIA, presented to Economic Development and Planning (EDP) Committee on October 21, 2008. The assessment provides market analysis and an action plan to guide the Locke Street BIA board and its membership.

Discussions were held during the year about potential expansions of the Locke Street and King Street West BIAs, as well the potential creation of a new BIA on Kenilworth Avenue. Work to consolidate the various BIA by-laws and schedules progressed in 2008; a new comprehensive BIA by-law will be presented to Council in 2009.

**Excellence in Property Awards**

The Downtown and Community Renewal Division co-ordinates the annual Excellence in Property Awards. This awards program recognizes the vital contributions individual property and business owners make to their local community through the continual upkeep and beautification of their buildings within Hamilton’s Business Improvement Areas. The 2008 program culminated in an awards presentation at City Council on November 26. The winners from the participating BIAs were:

- Greta’s Flair, 252 Ottawa Street North, Ottawa Street BIA;
- Terraces on King, 260 King Street East, International Village BIA;
- B-Bop Hair Shop, 281 Main Street West, Main West Esplanade BIA;
- Barton Village Apartments, 335-341 Barton Street East, Barton Village BIA;
- Gray’s Florist, 22 King Street West, Dundas BIA;
The overall winner of the 2008 City of Hamilton Excellence in Property Awards is the **Terraces on King**, 260 King Street East, in the International Village Business Improvement Area.

**Bridges to Better Business**

The Bridges to Better Business Expo 2008 was held on October 9, 2008 at the Hamilton Convention Centre. This annual business learning and networking event is organized by staff from the Downtown and Community Renewal Division and the Small Business Enterprise Centre.


**Streetscape and Landscape Projects in the Downtowns and BIAs**

Downtown and Community Renewal Division staff, specifically Dave Zimmer, Senior Landscape Architect, designed, tendered and project managed several streetscape improvement projects in the City’s Downtowns and BIAs. The projects include the design and construction of BIA gateways, to implement suggestions in the Commercial Market Analysis and Action Plans prepared for the various BIAs.

The **Ottawa Street BIA gateways** constructed in 2008 celebrate the unique character and textile heritage of the BIA. The gateways were designed in 2007 to play off the themes incorporated in the award-winning East Kiwanis Place park. Design details include a base in the shape of a spool of cotton, a needle and thread, and buttons.
Construction of the Waterdown BIA gateways commenced in 2008 in three (3) locations: Parkside Drive and Hamilton Street North; Dundas Street at Burke Street; and Dundas Street at Goldenview Court. The gateways were designed in 2007 to reflect the Victorian Village theme. Design details including the stone and inset that reflect water wheels.
The design concept has been prepared for the new **Downtown Stoney Creek gateways**. These gateways will be located at Centennial Parkway and King Street in the west end of Downtown, and at Jones Street and King Street in the east end. The structures are unique because they will incorporate a public art component. The imagery and construction of the art work will be determined through a call for public art and will reflect the strong connection between Stoney Creek and the War of 1812 Battle of Stoney Creek. The gateways will be constructed in late 2009.

Downtown and Community Renewal also participated with the Public Works Department in the design for the streetscape reconstruction of King Street West in Stoney Creek, including heritage light standards in front of Battlefield Park.

Phase II of the **Ancaster Square Master Plan** was implemented in 2008 and includes: a seating area at the Municipal Centre Entrance, new planting, new steps and improved walkways, new barrier free access to the Old Town Hall, new garbage enclosures, retaining wall and bank treatment. The parking lot layout has been improved with new surface and curbing and four additional spaces.
The master plan was developed in 2007 in consultation with the Ancaster Village Core Advisory Committee. Phase I, implemented in 2007, included landscaping to the entranceway of the Municipal Centre and Public Library. Construction of Phase III is planned for 2009.

Interpretive plaques featuring local history were installed at the information kiosk in Dundas Memorial Square in 2008. The Square was designed by Dave Zimmer, who also assisted Public Works in over-seeing the reconstruction in 2007.
Hamilton Realty Capital Corporation (HRCC)

The HRCC is a for-profit development corporation operating within the Downtown Hamilton Community Improvement Project Area. In 2006, City Council approved the Unanimous Stakeholders’ Agreement (USA) and Management Services Agreement (MSA) as the documents governing the operation of the Hamilton Realty Capital Corporation (HRCC). Downtown and Community Renewal Division staff, together with other City staff and solicitors, worked to establish the Corporation based on the business plan that was approved by City Council in the summer of 2004.

The City of Hamilton and Forum Leasehold Partners Inc. will both contribute a $2 million investment to the HRCC in accordance with the Unanimous Stakeholders’ Agreement. The Designated Manager of the HRCC is Gord Moodie who also continues to perform his duties as Senior Business Development Consultant, Downtown and Community Renewal Division. Negotiations have been taking place with respect to two (2) potential development projects that will be led by the HRCC, which has submitted an offer of purchase for one of the properties. An information report will be forwarded to Committee and Council in the near future that will provide an update on the activities of the HRCC over the past year.

2008 DOWNTOWN BUILDING ACTIVITY

The Downtown and Community Renewal Division monitors the issuance of building permits for Downtown Hamilton and other community downtowns. Construction activity provides an indicator of public and private investment in these areas.

2008 Downtown Hamilton Building Activity

Building activity statistics are collected for the Downtown Hamilton Community Improvement Project Area. This area includes properties within and abutting the block bounded by Hunter Street, Queen Street, Cannon Street and Victoria Avenue, and also includes properties abutting James Street north to the CN railway and south to Charlton Avenue.
A total of 81 building permits, representing nearly $17.5 million in construction, were issued within the Downtown CIP area in 2008. As illustrated in the table below 2008 construction values remained steady with the previous year in Downtown Hamilton. The high value in 2002 was due to the construction of the $40 million Canada Place office building on Bay Street North.

In 2008, the split between residential and non-residential construction values was 6% and 94% respectively. The Downtown and Community Renewal Division monitors this ratio in view of the goal to increase the number of residents in the City core.

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1 An additional 28 building permits were issued in the Downtown CIP area in 2008 for demolition, signs and events. These permits are not included in the construction values reported above.
The residential component accounts for nearly $1 million of construction in 2008, and represents an increase from $626,800 in 2007.

Building permits were issued for the construction of 17 dwelling units in Downtown Hamilton in 2008. The dwelling units are contained within four (4) properties, accounting for $271,900. The balance of $726,500 in residential building permits in 2008 included alterations and renovations that did not result in new dwelling units.

### Residential Projects Receiving Building Permits in 2008

<table>
<thead>
<tr>
<th>Project Location</th>
<th>New Units</th>
<th>Project Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>66-68 King Street E.</td>
<td>7</td>
<td>Loft-style residences in the historic Victoria Hall and Foster McKay buildings overlooking Gore Park</td>
</tr>
<tr>
<td>204 Wilson Street E.</td>
<td>3</td>
<td>Conversion of a single-detached dwelling to a 4 unit multiple dwelling (net 3 new units)</td>
</tr>
<tr>
<td>206 Wilson Street E.</td>
<td>4</td>
<td>Conversion of a semi-detached dwelling to a 5 unit multiple dwelling (net 4 new units)</td>
</tr>
<tr>
<td>210 Wilson Street E.</td>
<td>3</td>
<td>Conversion of a semi-detached dwelling to a 4 unit multiple dwelling (net 3 new units)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17</strong></td>
<td><strong>Total construction value = $271,900</strong></td>
</tr>
</tbody>
</table>

The seven (7) units in **Victoria Hall** and the **Foster McKay Building** received funding under the terms of the Hamilton Downtown Residential Loan Program (HDRLP). The project also received funding from the new Hamilton Downtown Heritage Property Grant Program. The transformation of 66-68 King Street East became visible from the street in 2008, as work was underway to restore the historic façade. Once complete, the total renovation of both buildings inside and out will house a diverse mix of retail, professional offices and living space, making use of a long-standing vacancy overlooking Gore Park.
The non-residential component of the total construction value in the Downtown accounts for over $16.4 million in 2008, consistent with the previous two years.

Non-residential building permits were issued for new construction and building alterations and renovations in 2008. Significant projects included:

- Hamilton City Hall renovations, 71 Main Street West ($6 million in building permit value issued in 2008, part of the ongoing renovation project);

- Interior renovations at the Goodwill/Amity Group head offices, 225 King William Street ($1.32 million);

- Interior alterations to the office building at 1 Hunter Street East ($950,000), adding to the $2.1 million invested in 2007 to expand and renovate the once vacant building. Simpson Wige Law and Vine Partners held a reception on November 26 and 27, 2008 to celebrate the grand opening of their new offices. The project was nominated for the 2008 Excellence in Property Awards for the Downtown Hamilton BIA, and has been approved for funding under the terms of the Enterprise Zone Grant Program;
• Hess Village developments, including new construction of the Rokbar, 15 Hess Street South ($1.05 million), and interior renovation and addition to the Gown and Gavel, 24 Hess Street South ($500,000). These projects make a significant contribution to revitalization in the Hess Village Entertainment District;

• GO Transit system improvements, 124 Hunter Street East ($980,000);

• interior alterations to the Standard Life office building, 120 King Street West ($840,000);

• interior alterations at First Place, 350 Main Street East ($700,000); and,

• rehabilitation of the Hamilton Convention Centre parking garage, 80 Main Street West ($600,000).

OTHER DOWNTOWN HAMILTON SUCCESSES IN 2008

Residents are moving in to the Terraces on King, located at 260-280 King Street East in the International Village BIA. This 11 storey project features 123 residential units and ground floor commercial. It has received funding from the Hamilton Downtown Residential Loan Program, the Enterprise Zone Grant Program, and the Canada-Ontario Affordable Housing Program. As previously noted in Report PED09066, the Terraces were the overall winner of the 2008 Excellence in Property Awards.
Residents are also moving in to the **Gore Building**, the CityHousing Hamilton project at 87-89 King Street East. It is a new 5 storey building featuring 16 residential units with ground floor commercial. The site was once occupied by a single-storey, abandoned building.

The **Crowne Plaza Hotel**, 150 King Street East, reopened during the summer following a multi-million dollar renovation. As part of the project, the adjacent vacant theatre is being restored to become the **Lincoln Alexander Conference Centre**.
A new Downtown hotel opened in August 2008 at the Days Inn, 210 Main Street East, following the conversion of the former Westgate Ford car dealership.

The London Tap House has opened at 31-35 John Street South, following complete building renovation and addition of a roof-top patio. The adjacent building at 71 Main Street East was also improved.
Work continued in 2008 to renovate the properties from **215-225 Main Street West**. Earlier phases of this revitalization project (at 231 Main St. W. and 67 and 69 Queen St. S.) have transformed the southeast corner of Main and Queen streets into an attractive development with a mix of commercial, office and residential uses.

In addition, preparatory work was conducted in 2008 for the following other significant development proposals:

- The Hamilton Wentworth District School Board submitted site plans to the City in 2008 for the **new Dr. J. Edgar Davey School** at the northwest corner of Wilson Street and Ferguson Avenue. A brand new school will be built at the site to replace the existing facility built in 1971, in conjunction with a new community centre. Providing up-to-date school and community facilities in the local Downtown area is important to support efforts to increase Downtown population.

- Another new hotel is proposed in Downtown at the northeast corner of Main and Walnut streets. A preliminary site plan was submitted to the City in 2008 for 133 suites under the **Element by Westin** banner.

- The site plan for 62 new residential units in the **Lyric Century Apartments**, 14 Mary Street, was finalized and approved in 2008.
A site plan has also been submitted for an outdoor patio at the northwest corner of Bay and King Streets. The current Red Lion Inn is slated to undergo substantial renovations.

Negotiations continue regarding Education Square, the potential future site of McMaster University’s School of Family Medicine, to be developed in conjunction with the City of Hamilton’s Public Health Department, future commercial/hotel development, and possibly the new administrative office for the Hamilton Wentworth District School Board. This project is on the site of the current School Board head office.

The development proposed on the south side of Main Street West, between Hess and Caroline streets features Shoppers Drug Mart, LCBO and other retail uses, and a municipally leased parking structure to serve the adjacent Hess Village Entertainment District. Ongoing negotiations include the possibility of introducing residential units to this mixed-use development concept.

The Staybridge Suites Hotel at 118 Market Street is proposed to relocate to a new facility to be built at 137 Main Street West. The sale of the existing hotel to new owners who will convert it to a seniors residence was negotiated in 2008, prompting construction at the new site.

New Businesses Locating in the Downtown

It is encouraging to see that People’s Jewellers, a well-known national retail chain, has opened in Jackson Square. Some of the other businesses occupying new locations in Downtown Hamilton in 2008 include:

- Anthony’s Health and Fitness, 14 Forest Avenue
- Gem Capital Clearance and Gift, 8 James Street North
- Amy’s Hair and Nails, 72 James Street North
- Maverik, 95 James Street North
- White Elephant, 152 James Street North
- Mixed Media, relocated to 154 James Street North
- Hamilton Artists Inc., 155-161 James Street North
- Woodpecker Handicraft Gallery, 172 James Street North
- Sushi Day Japanese Restaurant, 166 James Street North
- Ola Café and Gourmet Bakery and Pastries, 230-232 James Street North
- Bailey’s Restaurant, 255 James Street North
- Safari Business Enterprises, 257 James Street North
- Kirkuk International Soccer Sport, 261 James Street North
- His Glory Discount Store, 280 James Street North
- Unique Alterations, 144 James Street South
- Go Zero – Climate Change Solutions for Business, 146 James Street South
- Simply Divine Bakery, 151 James Street South
- Grab and Go Green Deli, 153 James Street South
Downtown Ground Floor Vacancies

The Downtown and Community Renewal Division has been tracking the number of ground floor vacancies in commercial and mixed-use buildings within the Downtown Hamilton Community Improvement Project Area since 2001. As shown on the following table, the rate decreased to 10.1% in 2008.

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacant</td>
<td>16.4%</td>
<td>16.1%</td>
<td>9.0%</td>
<td>10.4%</td>
<td>12.6%</td>
<td>10.6%</td>
<td>11.1%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

Commercial Market Analyses and Action Plans were prepared in 2005 for five of Hamilton’s Business Improvement Areas, including the Downtown Hamilton and International Village BIAs. In 2009, the consultant will return as per the contract terms of reference to conduct follow-up visits to measure the success of Action Plan implementation. The review will help to refocus efforts to lower the ground floor vacancy rate and address other BIA issues, in partnership with the downtown BIAs.
Community Downtowns, including Ancaster, Binbrook, Dundas, Stoney Creek and Waterdown, collectively had a total of 26 building permits issued in 2008, representing a construction value of over $3.7 million. This value excludes 35 building permits issued for demolition, signs and events.

- Nearly half of the construction value is attributed to Downtown Stoney Creek, including $1 million in alterations to the Nash-Jackson House at Battlefield Park, and $400,000 to construct a new medical office at 20 King Street West.

- Over one quarter of the construction value occurred in Waterdown Village, including renovations to the Braeburn Apartments at 1 Hamilton Street South.

- In Downtown Dundas, minor exterior facade and interior alterations to the old Dundas Town Hall as per an approved heritage permit accounted for $300,000.

LOOKING FORWARD IN 2009

Enhanced Performance Measurement

Through its annual reports, the Downtown and Community Renewal Division has been measuring its performance and reporting the results of its programs and initiatives on an annual basis since its inception in 2001. Economic development performance measures for the broader Planning and Economic Development Department were adopted by Council in December 2008. Measures specific to the Downtown and
Community Renewal Division were identified and are listed below, in relation to the Division’s 2009 work plan objectives.

- **Decrease the office vacancy rate by 25% in the Downtown Core based on a 2008 baseline by January 2011** – The Division is developing and implementing a Downtown Office Strategy in 2009, building on the office inventory database compiled in 2008;

- **Increase the number of residential units Downtown by 150 per year starting in 2009** – This measure relates specifically to a primary goal of the Division’s financial incentive programs, most specifically the Hamilton Downtown Residential Loan Program, Enterprise Zone Grant Program and Main Street Housing Loan and Grant Program, to encourage development of residential units. Since 2001, building permits have been issued for an average of 115 units each year in the Downtown Hamilton Community Improvement Project Area. As noted previously in Report PED09066, following the approval of amendments to the Community Improvement Plan and its associated programs in the first quarter of 2009, we expect to receive new applications to the Hamilton Downtown Residential Loan Program proposing additional residential units.

- **Complete two (2) significant waterfront developments per year starting in 2009** – To facilitate waterfront development, the Division will develop program details for the new Downtown/West Harbour Remediation Program and implement the necessary amendments to the Community Improvement Plan in 2009; and,

- **Increase Downtown property taxes by $1.45 million per year based on a 2008 baseline** – Another performance measure is the tracking of property assessments and taxes within the Downtown Hamilton Community Improvement Project Area. The Tax Division, Corporate Services Department, has confirmed that annual “municipal” taxes have increased by over $1.1 million since 2001 within the DHCIPA. The formula utilized to determine the increase is as follows: the 2001 property assessments, multiplied by the average assessment increase within Ward Two for each year properties were re-assessed by MPAC (2003, 2004 and 2006), and applying those present day values to the 2007 tax rate. Comparing the 2001 present value assessment/taxes to the 2007 actual assessment/taxes shows an increase in municipal taxes of $1.1M for the area (pre-EZ grant payments). The Division also tracks each development project completed under the HDRLP and the EZ that have been reassessed to determine the pre and post assessment and subsequent effect on taxes of the individual properties.

Other 2009 objectives for the Downtown and Community Renewal Division are as follows:

- Secure final approval of the amendments to the Downtown and Community Renewal Community Improvement Plan, including a new loan program for Downtown housing and related uses.
Continue to administer financial incentive programs including the new Downtown loan program; Enterprise Zone Grant Program; Commercial Property Improvement Grant Program; Main Street Housing Loan and Grant Program; and, the Hamilton Downtown Heritage Property Grant Program.

The next deadline for applications to the Commercial Property Improvement Grant Program is March 5, 2009. Another round of applications will be received in November, 2009.

Finalize City Council decision on Education Square.

Implement the first phase of a Marketing Strategy for Downtown, in collaboration with the Department’s new Marketing Co-ordinator. This initiative will include survey work, publication of the socio-economic profile of Downtown Hamilton, and enhance communication and marketing of our programs.

Launch a virtual tour of Downtown.

Oversee the construction of the Downtown Waterdown and Stoney Creek BIA gateways; the design of the Westdale Village and Barton Village BIA gateways; the design of the Binbrook Urban Parkette; and, project manage implementation of Phase III of the Ancaster Square Master Plan.

Continue to support the BIAs and committees such as HABIA, Hess Village Pedestrian Mall Authority, Downtown Cleanliness and Security Task Force.

In 2009, a Commercial Market Analysis and Action Plan will be undertaken for the new Ancaster BIA, and updates prepared for the analyses and plans conducted in 2002 for the Concession Street, Dundas, Ottawa Street, Waterdown and Westdale BIAs. In addition, follow-up reviews will be conducted to measure the success of Action Plan implementation for the analyses and plans conducted in 2005 for the Barton Village, Downtown Hamilton, International Village, Main West Esplanade, Stoney Creek BIAs.

The Division will also continue to co-ordinate the work of the Downtown West Harbourfront Co-ordinating Committee, managing the Downtown capital block funding. In 2009, funding will be secured for the development of a master plan and ultimately construction of a new Downtown park at John and Rebecca streets.

The Downtown and Community Renewal Division will continue to work with the Planning Division on development applications located in our program areas, and contribute to other Department and Division initiatives (e.g. new Official Plan, Zoning By-law Reform, Metrolinx Rapid Transit planning).
ALTERNATIVES FOR CONSIDERATION:

Not applicable – Report PED09066 is for information purposes.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

There are no direct financial, staffing or legal implications related to Committee and Council receiving the information presented in Report PED09066.

POLICIES AFFECTING PROPOSAL:

Programs administered by the Downtown & Community Renewal Division are and must be in conformity with the relevant Official Plan documents, including the Downtown Hamilton Secondary Plan, as well as Provincial policy under the Planning Act and the Municipal Act. Most importantly, incentive programs must be provided for in a Community Improvement Plan within a Community Improvement Project Area enacted under the Planning Act. The Downtown Hamilton Heritage Property Grant Program is provided under the authority of the Ontario Heritage Act.

RELEVANT CONSULTATION:

In its discussion of the Downtown and Community Renewal Division’s 2008 achievements and 2009 work program, Report PED09066 highlights how the Division actively engages downtown and BIA stakeholders, as well as other City staff (e.g. Public Works, Legal, Finance, Tourism) and Committees (e.g. Hamilton Association of Business Improvement Areas (HABIA), Downtown/West Harbourfront Co-ordinating Committee (DWHCC)).

CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, and economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ☑ Yes ☐ No

Public services and programs are delivered in an equitable manner, coordinated, efficient, effective and easily accessible to all citizens.

Environmental Well-Being is enhanced. ☑ Yes ☐ No

Human health and safety are protected.
The rehabilitation of the buildings and facades, and the development of vacant properties, makes efficient and effective use of existing City infrastructure and services, implementing Provincial policy objectives. Mixed-use development in downtowns, BIAs and other “main street” corridors minimizes land consumption and is a less auto-oriented form of development, protecting human health and safety.

**Economic Well-Being is enhanced.** ☑ Yes ☐ No

Investment in Hamilton is enhanced and supported.

This report measures the results of Downtown & Community Renewal programs that lead to effective partnerships with community stakeholders and the development community. Developers, property owners and businesses invest in their properties, leading to increased property values through improved buildings.

**Does the option you are recommending create value across all three bottom lines?**

☑ Yes ☐ No

**Do the options you are recommending make Hamilton a City of choice for high performance public servants?**

☑ Yes ☐ No

Life-long learning is supported.

Hamilton continues to lead initiatives related to renewal. Such initiatives are professionally stimulating and result in Hamilton being a choice for employment for those interested in bettering community life.

AW:vk