

OLDE SANDWICH TOWNE IS A VIBRANT WATERFRONT COMMUNITY

OLDE SANDWICH TOWNE

OLDE SANDWICH TOWNE COMMUNITY IMPROVEMENT PLAN



TARGET AREAS PLANNING ISSUES REPORT



OCTOBER 2008



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1.0 INTRODUCTION

1.1 Purpose

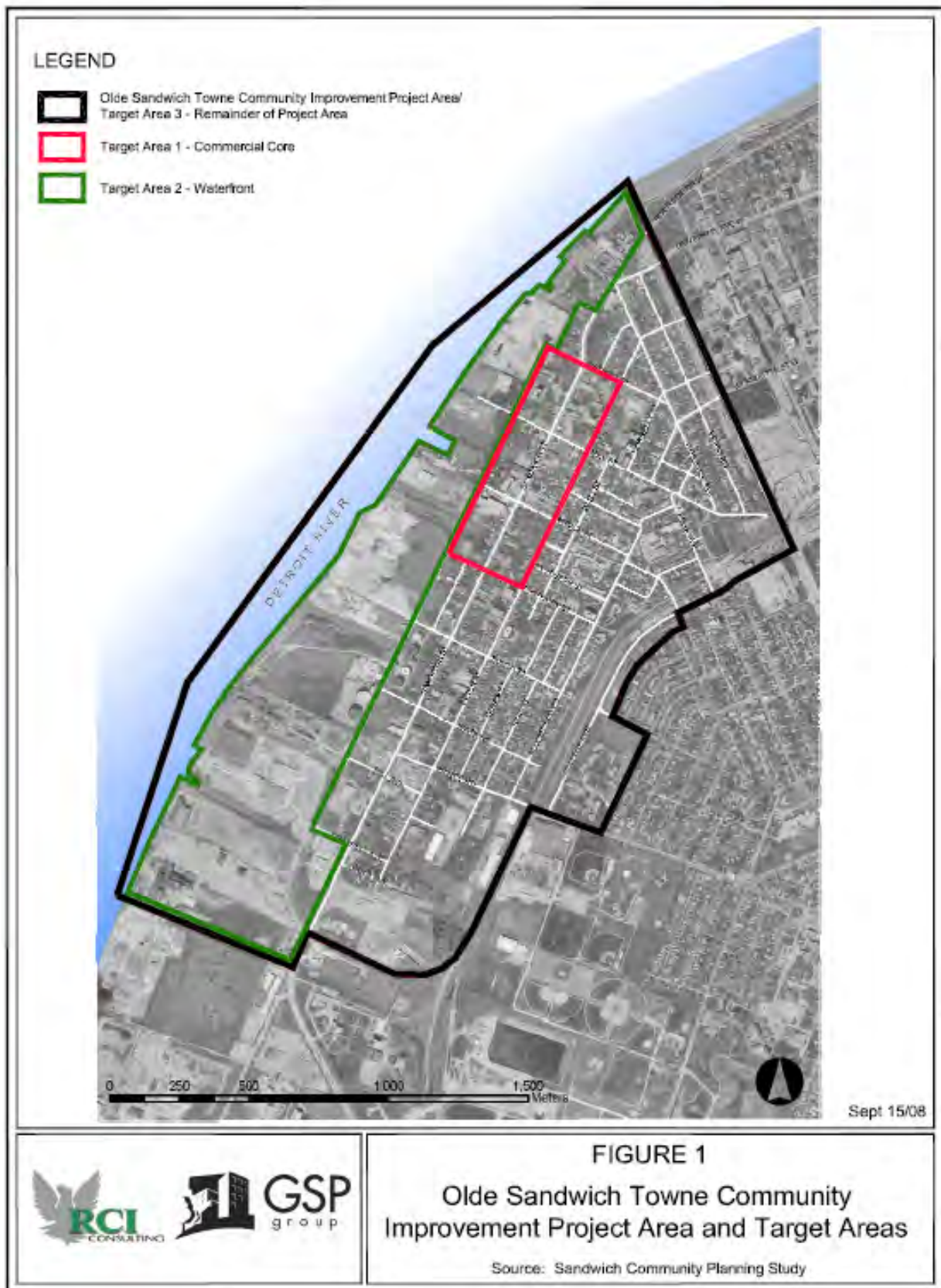
The purpose of this Target Areas Planning Issues Report is to examine a number of key planning issues in each of the three target areas in the Olde Sandwich Towne Community Improvement Project Area (see Figure 1). These planning issues relate directly to the nature and role played by each target area in Olde Sandwich Towne. For example, Target Area 1 is the commercial core of Olde Sandwich Towne. Naturally, the planning issues examined in Target Area 1 relate to improving business conditions in this area. In Target Area 2, the Waterfront, the planning issues relate to land use compatibility along the Waterfront, adaptive reuse and redevelopment of properties on and near the Waterfront and the creation of trails and more open space on the Waterfront. Finally, the remainder of the Olde Sandwich Towne Project Area (Target Area 3) is predominantly residential in use. The planning issues in Target Area 3 relate to fostering a stable residential neighbourhood and preparing an open space strategy that will improve the open space system in Olde Sandwich Towne.

1.2 Report Content

This report is divided into sections based on the target area. Section 2.0 presents the planning issues and recommendations for Target Area 1, the commercial core. Section 3.0 presents the planning issues and recommendations for Target Area 2, the waterfront. Section 4.0 presents the planning issues and recommendations for Target Area 3, the remainder of Olde Sandwich Towne. In each of Sections 2.0 to 4.0, recommendations are highlighted in *italics and bold*. These recommendations are also summarized in Section 5.0 of the report.

Many of the recommendations contained in this report were presented during a public meeting that was held in Olde Sandwich Towne on June 25, 2008. This meeting was attended by approximately 40 people. Based on public input received during and after this meeting, the report recommendations were revised and additional recommendations were added.

This Target Areas Planning Issues Report is accompanied by Supplemental Development and Urban Design Guidelines. These Guidelines are intended to provide guidance to the design of public works as well as privately initiated development projects in Olde Sandwich Towne.



2.0 TARGET AREA 1 – COMMERCIAL CORE

There are a number of planning and economic development issues in the commercial core. These issues all relate to improving the attractiveness of the commercial core to businesses and shoppers. Specifically, this section addresses three key planning issues in the commercial core:

- a) Business Retention, Expansion, Attraction and Diversification Strategies;
- b) Parking Options and Improvements to better serve the commercial core; and,
- c) A Reuse/Redevelopment Strategy for the Old Fire Hall.

2.1 Business Retention, Expansion, Attraction and Diversification Strategies

The Olde Sandwich Towne Community Planning Study was adopted by Council in October of 2006. The need for a more diverse retail and services sector in Olde Sandwich Towne was identified in the Community Planning Study as one of the two main components missing from the local economy. The other component was the absence of a major financial institution. In part to address these issues, the Community Planning Study Task Force recommended that a Community Development Corporation (CDC) be formed as a non-for-profit corporation under Ontario legislation. The CDC would have the primary responsibility for:

- a) Retaining existing business in Olde Sandwich Towne and helping them to expand and grow; and,
- b) Attracting new and diverse businesses and jobs to Olde Sandwich Towne.

An analysis of business activity in Olde Sandwich Towne conducted as part of the Background Study determined that the business vacancy rate in Target Area 1 is very low. Most of the business vacancies in the Olde Sandwich Towne Project Area are along Sandwich Street in Target Area 3. However, Target Area 1 has a relatively high number of service retail uses including convenience stores, bargain and dollar stores, video stores and cheque cashing services. The commercial core also appears to have a high concentration of certain business types such as restaurants/cafes (13) and convenience retail stores (8). Not surprisingly with its close proximity to the University of Windsor, some of these businesses cater to a student population. Target Area 1, which is the commercial core, is lacking other types of retail businesses that are required in a healthy and vibrant commercial core and neighbourhood. These include business services, financial institutions, retail goods, household furniture and appliances and medical offices.

While this lack of certain types of retail stores and business types in Target Area 1 is a weakness, there are also a number of currently vacant buildings and properties where such desirable and needed business types could locate in Olde Sandwich Towne. Incentive programs in the CIP will promote the physical improvement of buildings, building facades and properties. This will no doubt help to retain existing business and encourage their expansion, and it will also encourage new business to locate in Sandwich. As a complementary strategy to these incentive programs, this section of the report recommends strategies that can be utilized by the City and the proposed Community Development Corporation (CDC) to retain jobs in Target Area 1 and attract new and more diverse retail business and commercial functions to the area.

2.1.1 Market Study

The Community Planning Study recommended that the proposed Sandwich CDC and the Sandwich Business Improvement Association (BIA) hire a consultant to conduct a market study for Olde Sandwich Towne to recommend the types of businesses that could be sustained in the area and the viability of a mixed use stop and shop concept. This market study should detail the potential for specific types of existing businesses to thrive and expand in the Olde Sandwich Towne commercial core; the potential for attracting and recruiting specific types of businesses to the area; and the optimum locations of such businesses.

This report reinforces the recommendation in the Community Planning Study that a Market Study be prepared for Olde Sandwich Towne, and it is recommended that at a minimum, the Market Study to be prepared for Olde Sandwich Towne include the following elements:

- ***a clear definition of the trade area for the commercial core;***
- ***assessment of competing shopping areas/facilities;***
- ***inventory/assessment of the tourist, retail development and business climate that characterizes the commercial core and its overall market appeal;***
- ***a needs assessment survey to determine critical information, resource and other business needs;***
- ***calculation of sales potential, i.e., sales that could be achieved through the expansion of existing businesses and the opening of new businesses; and,***
- ***a list of potential retail business expansions and new businesses to recruit.***

In the absence of a market study that specifically identifies local needs, strengths and challenges, it is premature to narrowly identify the needed Business Retention and Expansion strategies in fostering a vibrant commercial core. For this reason, ***it is recommended that the market study be the first step in developing a Business Retention and Expansion strategy.***

2.1.2 Attract a Bank or Financial Institution

The Community Planning Study also recommended that the proposed CDC partner with the Sandwich BIA to promote Olde Sandwich Towne to financial institutions as a prime location for a banking branch. The Community Planning Study Task Force members, BIA, and local councilors have already begun approaching financial institutions to locate in Olde Sandwich Towne. It has been a year and a half since the Community Planning Study was adopted by City Council and no banks or financial institutions have located in Olde Sandwich Towne.

2.1.3 Other Economic Actions in the Community Planning Study

In addition to the economic development actions identified above under Strategy 2 of the Community Planning Study to attract a diversity of retail businesses to Olde Sandwich Towne, there were also a number of other actions identified as part of Strategy 2. In particular, the Community Planning Study emphasized the need for a Community Improvement Plan (CIP) that offers financial incentives to improve the appearance of commercial properties so that the overall image of the commercial core and the other target areas as a place for business investment is significantly enhanced. Experience in numerous other Ontario municipalities suggests this emphasis on the CIP and financial incentives will have the desired economic effect over time.

Other recommended economic actions in the Community Planning Study designed to attract a diversity of retail businesses to Olde Sandwich Towne include:

- enhance the main streets and create an improved pedestrian friendly environment;
- enhance parking areas and encourage businesses to share parking areas;
- expand the Olde Sandwich Towne Festival; and,
- develop a temporary open air farmers market within the Olde Sandwich Towne area.

With respect to enhancing the main streets and creating an improved pedestrian friendly environment, it was noted that the City has left maintenance of vegetation in sidewalk planters and repair of sidewalk planters and benches in Target Area 1 to the Olde Sandwich Towne BIA. Unfortunately, the BIA does not have the budget necessary to adequately maintain and repair these key streetscape elements. It was also noted that a number of the trees along Sandwich that had died off had been removed and not replaced by the City. ***Therefore, it is recommended that the City:***

- a) take back responsibility for maintenance of planters and benches in the Olde Sandwich Towne BIA area and budget appropriately for this activity; and,***
- b) replace street trees that have been damaged or removed in the Olde Sandwich Towne BIA area.***

2.1.4 General Business Retention, Expansion, Attraction and Diversification Strategies

There are a number of general recommended strategies that could be utilized by the Olde Sandwich Towne BIA and the proposed CDC to promote business retention, expansion, attraction and diversification in the commercial core and Olde Sandwich Towne as a whole. These strategies are presented below and are divided into business retention and expansion strategies and business attraction and diversification strategies.

2.1.4.1 Business Retention and Expansion Strategies

The Community Planning Study seems to focus on attracting new businesses to Olde Sandwich Towne. Certainly, most of the actions recommended under Commercial Development and Neighbourhood Land Use will assist both with business attraction and retention. However, it is very important to also concentrate on retaining and strengthening the businesses already in the Olde Sandwich Towne commercial core so that these businesses can thrive and potentially expand. When businesses are succeeding and expanding in a commercial area, this will attract new diversified businesses. The recommendations listed below are designed to encourage business retention and expansion.

- a) A strategy to promote business retention is to make available an inventory of the information resources to existing business in Olde Sandwich Towne. Therefore, it is recommended that an inventory of information resources including a listing or quick directory of City services and information, a directory of government assistance that lists all of the provincial and federal government services available to business owners, and a list of other assistance available from the City (e.g., financial incentive programs), the BIA and the CDC (if/when formed) be made available to business in Olde Sandwich Towne.*** This inventory of information resources would complement the BizPal Online Business Permits and Licenses Service offered by the City on its web site.

- b) ***It is recommended that the inventory of information resources be augmented by a business to business directory that lists the goods and services offered by each business. It is also recommended that the BIA consider developing additional networking opportunities for businesses in Olde Sandwich Towne.*** These initiatives would encourage businesses in Olde Sandwich Towne to get to know each other better and patronize each other so that business expenditures are retained within the Olde Sandwich community. Such initiatives can also help to expand membership in the local BIA.
- c) The Olde Sandwich Towne commercial core appears to be large enough to support the creation of an Olde Sandwich Towne Consumer Guide or Business/ Dining Guide. ***It is recommended that a Consumer Guide or Business/ Dining Guide be produced for Olde Sandwich Towne.*** This guide would list and describe retail goods; personal, commercial, health and public services; restaurants; and art and entertainment venues available in Olde Sandwich Towne, including normal hours of operation and location. The Consumer Guide does not have to be a high cost affair and publication costs can be paid for through advertising. As well, good use can be made of a web based Consumer Guide. The Olde Sandwich Towne Consumer Guide could be marketed to specific populations that the Olde Sandwich Towne commercial core is trying to cater to or attract, e.g., the large local university student population and residential areas in Olde Sandwich Towne. In the interim, ***it is recommended that the Olde Sandwich Towne BIA encourage more of the restaurants in Olde Sandwich Towne to become members of the Windsor Eats web site which contains a section that profiles restaurants in Windsor and includes a section dedicated to Olde Sandwich Towne.***
- d) One of the weaknesses noted in the commercial core during the analysis conducted for the Background Report was the lack of attractive and effective business signage and poorly presented window displays on the part of a number of businesses. In addition to the incentives that can and should be put in place in the CIP to address these weaknesses, ***it is recommended that the Olde Sandwich Towne BIA and/or the CDC offer business seminars two to three times a year on topics such as merchandising, effective use of window displays, how to offer good customer service, and how to develop an internet site.***

2.1.4.2 Business Attraction and Diversification Strategies

While all of the above are good business retention and expansion strategies, the availability of these services and resources also helps to attract new businesses. The recommended strategies below are designed to attract new business to Olde Sandwich Towne and increase business diversification.

- a) One of the key direct strategies to attract new and diversified businesses is the development of market niches. Therefore, ***it is recommended that the Market Study identify appropriate market niches for Olde Sandwich Towne.*** These market niches could include youth oriented goods and services with the close proximity to University of Windsor students living in the area. Other potential market niches include arts and crafts with spin offs from the local arts community, the heritage experience with the number and quality of heritage and historical buildings in Olde Sandwich Towne, antiques, discount

home furnishings, specialty and ethnic foods, goods and services for the elderly, and government offices and services.

- b) One of the strengths and comparative advantages of businesses in Olde Sandwich Towne is that they are independent and can provide a higher level of personal service. ***It is recommended that the personal service advantage of businesses in Olde Sandwich Towne be marketed to target populations in and around Sandwich as well as the rest of the city with a branding and marketing program.***
- c) It is very important for both business expansion and attraction in Olde Sandwich Towne to ensure that adaptive reuse of existing buildings to permit business expansion and new business start ups is not unduly complicated or slowed down by local regulations. Therefore, ***it is recommended that the City consult with members of the BIA regarding existing policies around implementation of the building code, business licensing, parking by-law enforcement, etc... to determine if improvements can be made that would assist existing businesses and attract new businesses.***
- d) A key business attraction strategy is the development of a business recruitment package and program. ***It is recommended that a business recruitment package be prepared for the Olde Sandwich Towne commercial core and that this package include a number of elements such as:***
- ***Print materials and up-to-date web listings of available properties and buildings including details such as available space, floor plans, photographs, lease rates, etc... This would be compiled with local real estate agents and business property owners;***
 - ***List of current businesses in the commercial core;***
 - ***Consumer Guide;***
 - ***Business Information Inventory;***
 - ***A summary of recent and upcoming events in the commercial core; and,***
 - ***A listing and description of incentive programs offered by the City.***

2.2 Off-Street Parking Options

City of Windsor staff have assisted in addressing the current parking conditions in the commercial area. City staff provided an inventory of on-street and off-street spaces. A parking utilization study has not been undertaken given the scope of this project and we have relied on observations made by City staff, Steering Committee members and the consulting team.

There is approximately 80,000 sq. ft. of retail, service and office space located in the two blocks of Sandwich Street between Detroit Street and Brock Street. In addition, McKenzie Hall, Brock School, the library and the jail in the Sandwich Street and Brock Street area also generate parking demands. Of the total commercial space, approximately 30,000 sq.ft. is comprised of restaurants and bars which typically have a higher parking demand than retail or service development.

On-street parking available on Sandwich Street, Brock Street, Russell Street, Mill Street and Detroit Street totals approximately 215 spaces. The off-street parking supply is more difficult to quantify as many of the rear yards are unimproved (no asphalt) and the parking spaces are not clearly delineated. City staff has estimated approximately 125 off-street commercial spaces in the block between Detroit and Mill Streets and 160 off-street commercial spaces between Mill Street and Brock Street for a total off-street supply of approximately 285 spaces. The majority of these spaces are associated with several businesses including Riverside Foods, the former Shoppers Drug Mart, the retail plaza at the southeast corner of Sandwich and Mill Streets, Dominion House, the rear of buildings at 3177 to 3199 Sandwich Street, and the corner of Mill Street. In addition, McKenzie Hall has a 35 space parking lot. These private parking lots associated with specific businesses are not available to the general public at all times of the day.



The restaurants and bars that make up a large portion of the commercial space in Olde Sandwich Towne create a high

From our observations, it appears that the above-noted parking supply functions well during the day. It is our understanding that the principal parking issue in the commercial core is one of evening and nighttime use when the various bars and restaurants in the area are busy. These facilities are major generators of parking and typically have a limited parking supply on site themselves, relying heavily on on-street parking.



Private parking lots associated with specific businesses are not available to the public at all times of the day.

Most successful commercial areas have a variety of parking types available including on-street, private off-street (often to accommodate employees only) and public off-street parking areas. Sandwich Towne does not have the latter type of facility and it appears that it would benefit from a centrally located public off-street parking facility to accommodate the needs of the existing and future retail and service businesses as well as the bars and restaurants. The bars and restaurants are an important component of the commercial core in Olde Sandwich Towne and add to its life and vitality throughout the daytime and evening hours at all times of the year.



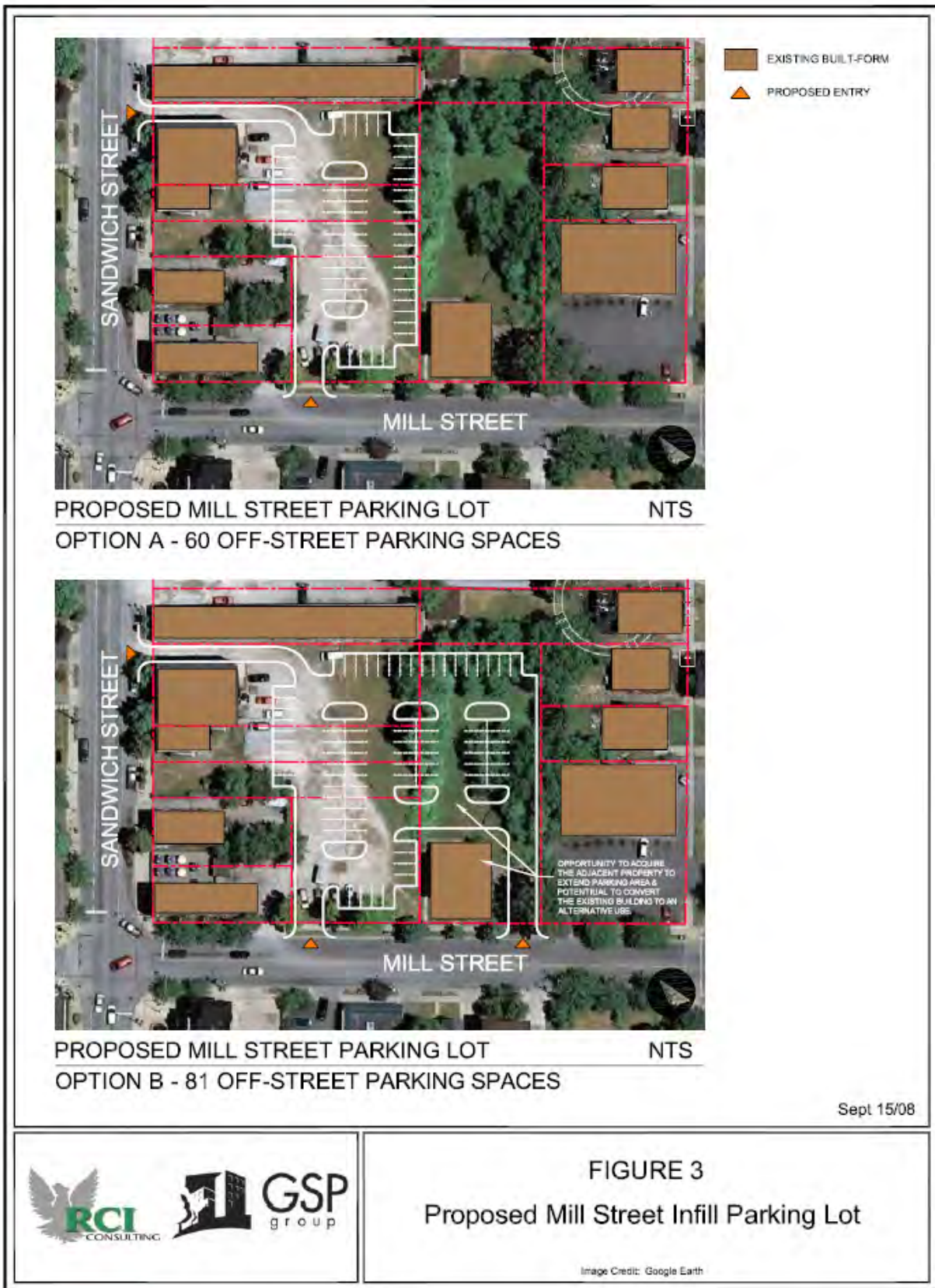
This vacant property fronting onto Mill Street could provide additional off-street parking in a central location for the commercial core area.

The opportunities for a centrally located facility are limited. Therefore, ***it is recommended that two options for short term and long term parking facilities be pursued. In the short term, a centrally located candidate site would be the unimproved rear yards behind 3177 to 3199 Sandwich Street, possibly in conjunction with the adjacent property fronting on Mill Street (see Figure 2).*** Access could be provided from Mill Street and approximately 60 – 80 spaces could be developed with an access from Mill Street (see Figure 3). This is a very central location and within close proximity to many of the bars and restaurants in the neighbourhood.



FIGURE 2
Off-Street Parking in Commercial Area

Image Credit: City of Windsor



In addition to development of public parking facilities as noted above, in the long term, ***it is recommended that the City work with the BIA and existing businesses to develop a complete rear lane system west of Sandwich Street to address employee parking needs (see Figure 2). It is recommended that the City and BIA also discuss the possibility of using some of the private lots in the area for general parking use after the businesses close (see Figure 2).*** For example, Westside Foods and retail in the former Shoppers Drug Mart would likely have traditional 9 p.m. closings and that parking could be made available after retail hours for local restaurant/bar patrons.

Section 3.0 of this report recommends improvements to the Waterfront which is located only one block from the commercial core in Olde Sandwich Towne. ***It is recommended that the City develop some public parking facilities on the waterfront to provide secondary or evening parking support for businesses in the commercial core. All new parking facilities in Olde Sandwich Towne should be environmentally sustainable and only as large as necessary.***



There is potential for inclusion of additional parking facilities close to the commercial core through the waterfront redevelopment strategy.

2.3 Adaptive Reuse of the Old Fire Hall

The City of Windsor owns the old fire hall at 363 Mill Street. The Sandwich Fire Hall was designed by local architect Gilbert J.P. Jacques and built in 1921. It is a two-storey stucco and brick building, with a total gross floor area of approximately 3,850 sq. ft. (approximately 37 feet by 52 feet) and of the classical revival building style. A fire damaged the second floor in the 1940s and the present condition reflects a reconstruction done at that time but does not reflect the original roofline or hose tower belfry.



The fire hall is a landmark within Olde Sandwich Towne, and was designated as a heritage building in 1998.

The fire hall property is approximately 0.38 acres in size with land beside the fire hall available for approximately 15 parking spaces. At the rear is vacant land as well as a brick and cinderblock stable building that predates the fire hall having been built in the vicinity of 1915. A 14 foot by 22 foot concrete block garage was added to the stable in 1948.

The fire hall use was discontinued many years ago and the building is currently being used by a group of artists painting large scale murals primarily on the ground floor. The principal entrance to the building is now located at the back and the two large garage doors at the front of the building have been sealed and drywall placed behind.



The fire hall is currently used by artists as a studio to create large scale murals.

the Sandwich Fire Hall as a heritage building through the passage of Bylaw Number 155-1998 on May 19, 1998. Like most old buildings, there are many charming aspects to the building; however, many improvements would also have to be made to bring the building up to contemporary standards no matter what the reuse option chosen. The building is faced in brick both inside and outside and while not stunning in its architecture, it is certainly a solid and representative piece of its era. It has a lot of windows and significant amount of light inside. There is a high ceiling on the first floor and the two garage doors on the front could be reinstated to open for summer use in conjunction with appropriate commercial or institutional activity. The property is sizable and could accommodate additional buildings and improved parking. The out buildings at the rear, while utilitarian, could provide for interesting reuse options as well.

Building condition assessments have been carried out for the City. It would be possible to restore the building back to its original appearance, particularly to restore the gable roof and the hose drying tower. Structurally, these assessments have noted that the fire hall is generally in good condition with its outside being somewhat “tired”. The partial basement is used only for mechanical equipment and foundation has water penetration that will need repair. The large windows are single glazed and plastic is installed in the winter for insulation purposes. Some of the heating pipes are insulated with asbestos which would have to be removed. The building is not barrier free in terms of its exits or washroom facilities.

The adaptive reuse of the Sandwich Fire Hall should further the objectives and vision of the Olde Sandwich Towne Community Planning Study. That study created the vision “Olde Sandwich Towne is a vibrant waterfront community.” The community celebrates its history and culture with the main street area as a place where both residents and visitors could shop, dine or be entertained. It is a community with its own identity and a strong sense of history. The reuse of the Sandwich Fire Hall should further these objectives and attempt to bring or support people activity in this area and enhance their experience of Olde Sandwich. Rather than simply sell the building for “the highest and best use” to maximize return, ***it is recommended that the City retain ownership of this valuable building and use the building as leverage to create activity and vibrancy in the community and to capitalize on the history and character of Olde Sandwich Towne. It is also recommended that funding be targeted from the Heritage Endowment Trust Fund to restore the building with the belfry and hose tower, and surface material to its pre-1940s appearance.***

There are a number of potential uses for the building including:

- Arts related such as studio and workshop space
- Restaurant
- Housing, including converting existing building and infilling
- Office, medical clinic or similar facilities
- Firemen’s museum
- Retail

It may be possible to combine some of these uses as well. One option we do not support is the demolition of the building for new uses. While it would be possible to intensify the site



Parking could be moved to the back of the site, and another building developed adjacent to the fire hall to provide additional space and residences for artists or other uses such as a restaurant, offices or retail use.

and create modern efficient buildings, a significant heritage resource would be lost to the community with this action.

All of the above noted uses could have potential benefits for Olde Sandwich Towne. ***It is recommended that the City work with partners in the arts community to continue the arts related use currently being made of the Old Fire Hall to create a vibrant facility that both supports the artistic community and brings people to the neighbourhood and the commercial core.*** It is possible within the fire hall, the outbuildings and the vacant property to create a multi-purpose and multi-disciplinary arts facility comprising studios and workshops, gallery space, retail space and teaching areas. The site could be designed to provide vibrant outdoor spaces that could be used for festivals and activities such as outdoor art shows.

It may be possible to develop live/work space for artists on site. There is sufficient room to build some accommodation and perhaps a program similar to Artscape in Toronto can be initiated to provide a supportive live/work environment for artists on site. It is noted that a Council report of June 14, 2004 explored the Artscape Creative Clusters Development Program and noted that Sandwich was identified in the 1989 Arts and Recreation Master Plan as an area for development of a multi-tenant art centre in conjunction with McKenzie Hall. The staff report also noted that the City owns the Sandwich Fire Hall which could be used for this purpose.



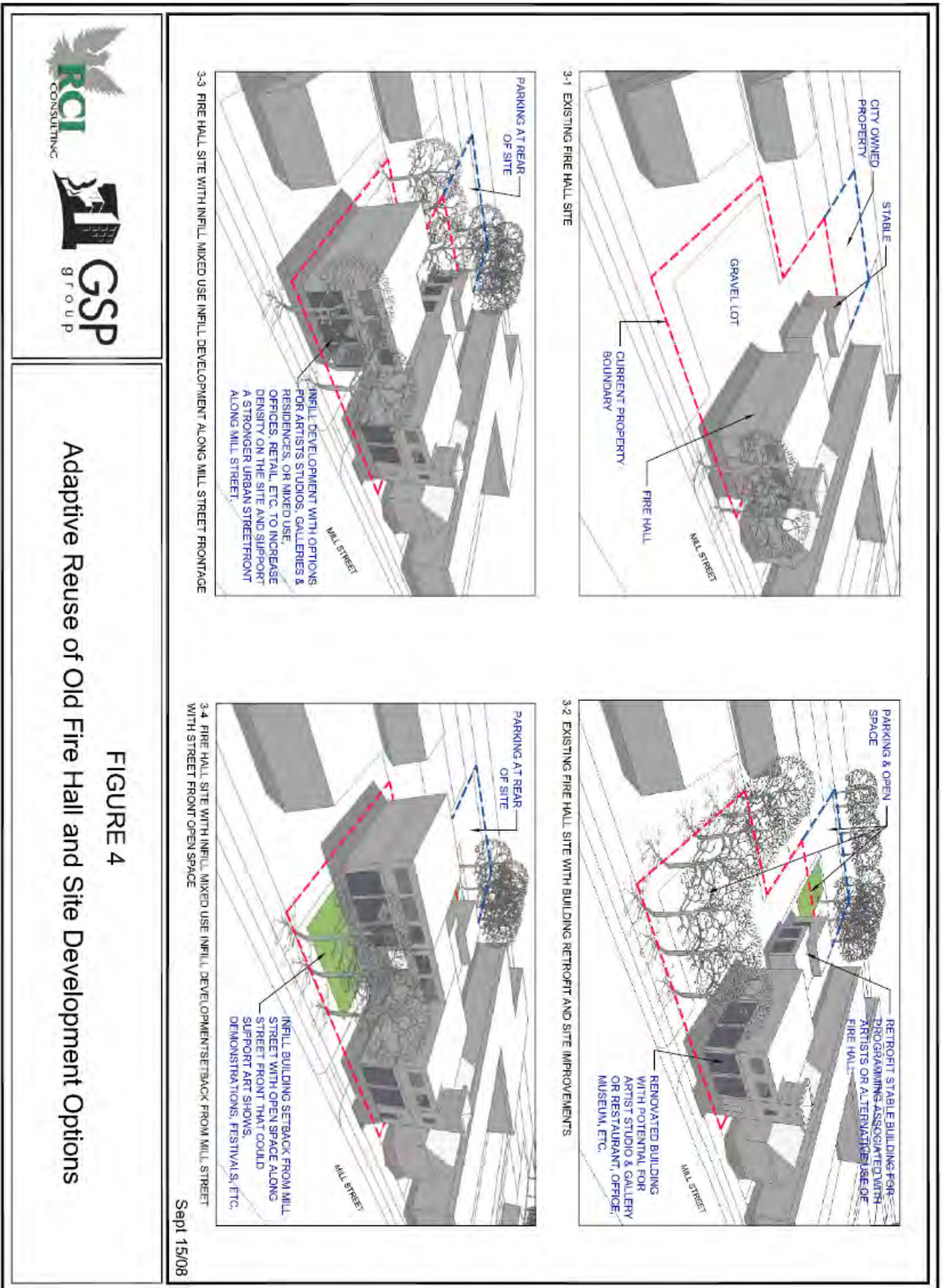
Artscape's first live/work building in Toronto which opened in 1995, helped to revitalize the area and is now the 'heart' of Queen Street's successful Gallery district.
(www.torontoartscape.com/900queen/)

Many of the City's arts organizations are located nearby and the development of the fire hall as some form of arts facility will strengthen the central city area as the art zone for the community. Within close proximity to the fire hall are facilities such as the University of Windsor Visual Arts Program in the LeBel Building on College Avenue, Arcite on University Avenue, McKenzie Hall, Windsor Art Gallery, St. Clair Centre and the outdoor sculpture garden along the riverfront.

Should there be insufficient interest to develop an arts facility in the Old Fire Hall, it is recommended that museum, restaurant, retail and office uses which will attract people to the area on a regular basis should be explored for the building. It may also be possible to infill new residential development at the rear of the site in conjunction with commercial uses located along the Mill Street frontage. Various potential building reuse and site redevelopment options are presented in Figure 4.

2.4 Adaptive Reuse of the Jail

The historic building at the northwest corner of Brock and Peter Streets is currently used as the Windsor jail. Based on the proximity of this building to the commercial core, Mackenzie Hall, library and Brock School, ***it is recommended that if the building that currently houses the Windsor jail on Brock Street becomes vacant and available, consideration should be given to using this building for community uses such as a museum, public centre, or the location of the Sandwich Health Community Centre.***



3.0 TARGET AREA 2 - WATERFRONT

The Community Planning Study provides general direction and specific recommendations with respect to a Redevelopment Strategy for the Olde Sandwich Towne Waterfront. This section of the report builds on the recommendations in the Community Planning Study by:

- a) identifying properties in the waterfront area that are well located and suited for redevelopment;
- b) specifying additional land uses that should be considered for the Waterfront Area;
- c) specifying the order of actions needed to develop and implement a Master Plan for the Waterfront lands; and,
- d) identifying actions that can be taken to reduce land use conflicts between the Waterfront Port lands and the Waterfront Recreation lands.

3.1 Waterfront Redevelopment Strategy

The Vision in the Community Planning Study envisions a more picturesque waterfront that is easily accessible to all residents. Figure 18 of the Community Planning Study shows the waterfront area from McKee Park to Brock Street being redeveloped for waterfront recreation uses. Figure 7 of the Community Planning Study provides a conceptual plan for redevelopment of the waterfront that shows redeveloped parks, a redeveloped marina, a waterfront trail and festival area. Strategy 6 in the Community Planning Study outlines specific actions designed to expand the parks and open space system in Olde Sandwich Towne, but these actions are also required in order to revitalize and convert the waterfront into an accessible recreation area. As they relate to the Waterfront (Target Area 2), these actions as recommended in the Community Planning Study to be undertaken by the City, often in partnership with other organizations such as the BIA, include:

- Acquire riverfront property for recreational purposes when it is available as per Council Resolution M89-92 (high priority, immediate term 2-3 years);
- Extend the Riverwalk and Recreation way as identified in the Central Riverfront Implementation Plan (CRIP) (high priority, immediate term 2-3 years);
- Prioritize funding for the redevelopment of McKee Park (founding nations theme) and Mill, Queens Dock and Riverfront Parks (family oriented, limited commercial, redevelop marina, band shelter and festival area) (high priority, immediate term 2-3 years);
- Develop a Master Plan for riverfront lands within Olde Sandwich Towne that can be amended to the CRIP and the Official Plan (medium priority, immediate term 2-3 years);
- Improve the area under the bridge (medium priority, long term 3-5 years); and,
- Work with owners of industrial sites along the waterfront to improve their properties (low priority, long term 3-5 years).

The Sandwich Neighbourhood Waterfront is a Special Policy Area designated in Schedule A (Planning Districts and Policy Areas) of the Official Plan. The Sandwich Neighbourhood Waterfront is comprised of the area bounded by Chewitt Street on the north, Russell Street on the east, Brock Street on the south and the Detroit River on the west. This area is designated Waterfront Recreation in the City's Official Plan. This designation permits recreation and leisure activities and facilities and marinas for pleasure craft.

Policy 6.10.3.5 of the Official Plan specifies that the municipality shall plan and manage municipally owned waterfront recreation areas to provide for a variety of recreation, leisure and cultural activities and facilities. Notwithstanding the Waterfront Recreation designation of these lands, residential uses may be permitted within the Sandwich Neighbourhood Waterfront:

- a) at the southwest corner of Mill Street and Russell Street to no greater than fifteen (15) storeys in height and maximum 250 dwelling units; and,
- b) at the southwest corner of Chewitt Street and Russell Street to no greater than three (3) storeys in height.

The above noted property at the southwest corner of Mill Street and Russell Street is directly across from the Duff Baby House. In order to maintain views of the Detroit River and ensure that development on this property is compatible with the Duff Baby House, ***it is recommended that the City:***

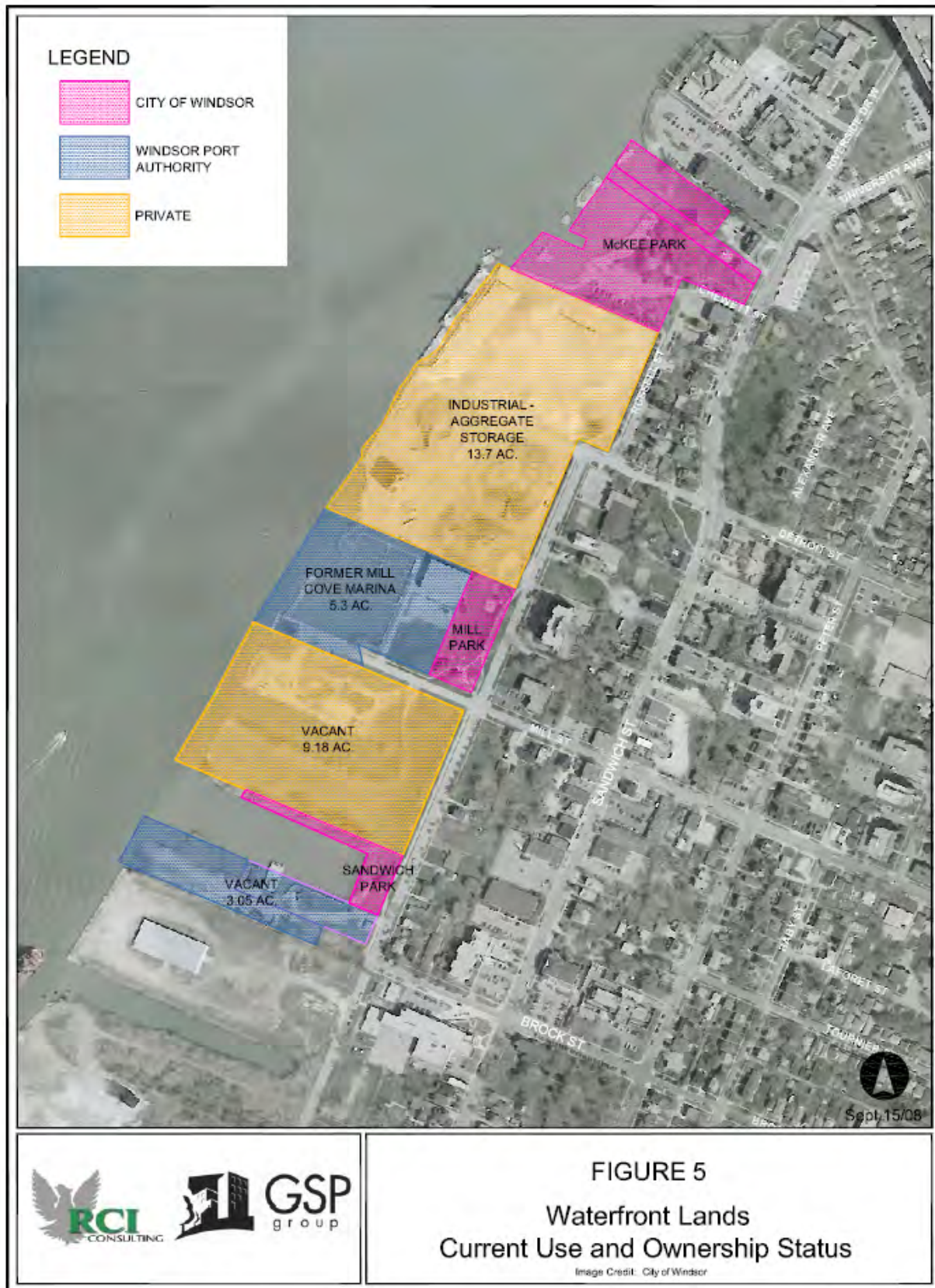
- a) ***adopt a site specific rezoning for this property that includes standards and development limits that ensure views to and from the Duff Baby House are protected; and,***
- b) ***adopt an amendment to the Official Plan that contains a permissive policy of development rights transfer from one site to another site.***

The Special Area policies require that any residential development within the Sandwich Neighbourhood Waterfront convey lands to the City for public open space purposes. Where such a conveyance is to be made, the City shall give preference to lands extending along the Detroit River for the continuation of the waterfront linear park system.

A part of the waterfront lands in the Project Area from McKee Park to the northern Project Area boundary are covered by a Special Policy Area designated in Schedule A (Planning Districts and Policy Areas) of the Official Plan and known as the Central Riverfront Park Lands. The policies in this section of the Official Plan are based on the City of Windsor Central Riverfront Implementation Plan (CRIP) adopted by Council in September of 2000. The CRIP guides design and implementation of development in the Central Riverfront with a focus on cultural heritage, sustainable development, landscaping, circulation, water transportation, scenic drive, building, structures and monuments, beacons (park pavilions), parking and servicing infrastructure. The Central Riverfront is seen as one cohesive park with a series of distinct uses and areas. The Plan focuses on public accessibility and a range of recreational activities and facilities.

The Waterfront Redevelopment Strategy presented in this section of the report builds on and complements the recommendations and conceptual plan for the Riverfront contained in the Community Planning Study and the policies contained in the City's Official Plan and CRIP.

Figure 5 shows lands on the waterfront that would be impacted by the Waterfront Redevelopment Strategy, including ownership, property size and property use. The City owns three parks (McKee, Mill and Sandwich) in the waterfront redevelopment area. The Windsor Port Authority owns two properties in the area. The Mill Cove Marina to the west of Mill Park is currently not in use. The Port Authority's Brock Street site which is just to the south of Sandwich Park is also vacant.



Both these vacant Port Authority properties are designated “Port Mixed Use” in the Port Authority’s Land Use Plan (2000). This designation envisions that these lands will be used for a variety of mixed use activities that serve to improve the waterfront with uses such as waterfront recreational and related commercial uses and waterfront residential uses. Therefore, the Port Authority Land Use Plan is in conformity with the City’s Official Plan.

Only two properties in the waterfront redevelopment area are privately owned (see Figure 5). One of these properties (9.2 acres) is currently vacant, while the largest of the two properties (13.7 acres) is the current location of an aggregate terminal and storage operation (Essroc Italcementi Group). The relocation of the aggregate terminal and storage operation further south into the Waterfront Port Lands is a critical precursor to redevelopment of the Olde Sandwich Towne Waterfront. This property where the aggregate operation is located is identified in the City’s Official Plan, Schedule C, as a known or suspected waste disposal site. Therefore, based on existing and historical uses on this property, it is quite likely that this property would have to be remediated and/or risk assessed prior to conversion to park/recreation use.

The Community Planning Study recommends that the two privately owned waterfront properties be acquired when they become available. *This report concurs with the intent of that recommendation. However, based on the necessity of this action to enable full scale redevelopment of the Olde Sandwich Towne Waterfront, it is recommended that the City of Windsor begin discussions with the owners of these two privately owned properties on the Waterfront (as shown in Figure 5) as soon as possible.*

The Community Planning Study recommended that a Master Plan be prepared for the waterfront lands within Olde Sandwich Towne. While the Waterfront Redevelopment Strategy presented in this report expands upon the waterfront revitalization concepts presented in the Community Planning Study, and provides some additional recommendations, it is not intended as a Master Plan document. Therefore, *it is recommended that a Master Plan for the Olde Sandwich Towne Recreation Waterfront Lands be prepared.* This Master Plan should be guided by the planning policies in the Official Plan and the CRIP as well as any applicable recommendations that come out of the Brownfield Redevelopment Strategy and Community Improvement Plan currently underway. Also, *it is recommended that detailed information on the environmental condition of properties that the City may be considering acquiring in the Waterfront Redevelopment area be obtained and carefully considered during the preparation of this Master Plan.*

Figure 6 shows the proposed Waterfront Redevelopment Strategy. As shown in Figure 6, *it is recommended that the City’s waterfront trail system be extended under the Ambassador Bridge, through McKee Park and into the Olde Sandwich Towne Waterfront Area. In the interim, while property acquisition issues are being resolved to permit full extension of the Waterfront into Olde Sandwich Towne, it is recommended that the riverfront walk be extended at least to McKee Park.*



The key difference between the Waterfront Redevelopment Strategy contained in this report and the concept contained in the Community Planning Study is that ***this report recommends that the northern portion of the aggregate terminal property be remediated and redeveloped specifically as an extension to McKee Park. McKee Park would take on the role of passive open space park on the waterfront, while Mill Park (and adjacent lands) further to the south, and the now vacant Mill Cove Marina, would be redeveloped as an active recreation area and would act as the southern anchor to the City's waterfront trail system.***

It is recommended that the entrance to McKee Park be reoriented to Riverside Drive and that the current small parking area off Chewitt Street be enlarged. It is also recommended that Detroit Street be extended to the waterfront providing another point of access for the residents of Olde Sandwich Towne and general public to the waterfront.

It is recommended that the City begin discussions with the private owner(s) of lands south of Mill Street regarding joining these lands with Port Authority owned lands and the southern portion of the aggregate terminal property to form a large two block waterfront recreation area. It is recommended that the focal point of this waterfront recreation area would be the redevelopment of Mill Park and the vacant Mill Cove Marina.

As conceptualized in Figure 7 of the Community Planning Study, ***it is recommended that this area be redeveloped for a marina and waterfront recreation and leisure activities including uses such as a festival area, an outdoor farmers market, a wetland interpretive area, a historical artifacts and educational area (possibly in conjunction with the Old Mill and the nearby Duff Baby House).*** This would be a family oriented recreation area designed to bring people of all ages from Olde Sandwich Towne, the rest of the city and elsewhere, to the waterfront where they can enjoy a range of activities and experiences.

In addition to the uses shown in Figure 7 of the Community Planning Study, ***we recommend that some additional uses be considered in the two block waterfront anchor recreation area from Detroit Street to Brock Street. These include:***

- ***commercial space at grade to provide services and activities for waterfront patrons, e.g., limited retail opportunities such as concessions;***
- ***an artist's walk/vendor area to showcase art pieces done by Olde Sandwich Towne artists and artists from other parts of Windsor;***
- ***entertainment uses such as a band shell; and,***
- ***parking facilities to provide parking for people visiting the Waterfront and additional parking close to and serving the commercial core.***

It is recommended that the waterfront trail pass through McKee Park and the waterfront recreational area with access to the trail from McKee Park, Detroit Street, Mill Street and Brock Street. It is recommended that formal "river watch" observation points be established in McKee Park and at the foot of the Detroit Street extension and Mill Street. It is also recommended that the vacant 3.5 acre site currently owned by the Port Authority to the south of Sandwich Park, and just to the north of the Waterfront Port Lands, be used as a passive vegetative buffer area to reduce the visual impact of industrial uses to the south and land use

compatibility issues between the Waterfront Port Lands to the south of the 3.5 acre site currently owned by the Port Authority, and the Waterfront Recreation Lands to the north.

Finally, as recommended in Strategy 6 of the Community Planning Study, ***it is recommended that the City and Port Authority should work with owners of industrial sites in the Waterfront Port District to improve the visual appearance of their properties and develop a “Working Waterfront Port” theme.*** Based on observations in the industrial port area made during the analysis conducted as part of the Background Report, ***it is recommended that the City work with the private landowners, the Port Authority and their tenants to promote improvements to the appearance of industrial properties via the screening of outside storage areas, enhanced front yard landscaping and adherence to property standards by-laws. It is recommended that the City enhance enforcement of the property standards by-law in Target Area 2, especially on both the east and west side of Russell Street along its length through the Project Area. In addition, it is recommended that incentives for the improvement of the appearance of industrial properties along the waterfront, e.g., entranceways and landscaping, could be considered for inclusion in the Community Improvement Plan.***

4.0 TARGET AREA 3 – REMAINDER OF OLDE SANDWICH TOWNE PROJECT AREA

4.1 Policies to Foster Stable Residential Neighbourhoods

Target Area 3 has a variety of housing types and tenures. This includes housing for a large proportion of University of Windsor students living off campus. Target Area 3 also includes at least 60 residential properties along the Indian Road corridor near the Ambassador Bridge and in the Edison Street area that have been boarded up. Therefore, from a residential perspective, Target Area 3 has become more transitory in nature.

The Background Report documented the condition of the housing stock in parts of Target Area 3 as a major concern. This has begun to impact on the stability of the area as a residential neighbourhood. This section of the report examines possible strategies that could help stabilize the residential neighbourhoods in Target Area 3 over time and improve the overall condition of the housing stock in this area. Notwithstanding the policy measures outlined in this section of the report, if the residential properties that have been boarded up in Target Area 3 persist or increase in number over an extended period of time, this will serve to further destabilize the residential neighbourhoods in Olde Sandwich Towne and this will have detrimental physical and social impacts on the Olde Sandwich community as a whole.

4.1.1 Demolition Control

Maintaining and enhancing the supply and quality of residential units in Sandwich Towne is seen as a key ingredient to revitalization of the entire area. A Demolition Control By-Law was passed on January 29, 2007 for Olde Sandwich Towne. This By-Law was approved to ensure that all requests for demolition of a dwelling or dwelling unit require the permission of Council before a demolition permit is issued by the Chief Building Official. An Interim Control By-law is also in place in Olde Sandwich Towne until January 28, 2009 in order to allow for the completion and adoption of the CIP for Olde Sandwich Towne.

On April 14, 2008, the City of Windsor Council approved a process for exemptions to the Demolition Control By-law. This process allows City staff to review and process requests for demolition and building permits in Olde Sandwich Towne on a case-by-case basis, with only those applications for demolition or building permit that are consistent with the intent of the Interim Control By-law being recommended to Council for approval. ***It is recommended that the City continue the existing Demolition Control By-law and process for processing exemption requests for at least one year after the Olde Sandwich Towne CIP is approved in order to allow time for the CIP to be implemented and begin to take effect.*** The need for continuation of the Demolition Control By-law could then be evaluated one year after the CIP has been approved. This will help to ensure that boarded up residential dwellings in Target Area 3 are not demolished unless a replacement use has been proposed and approved.

We recognize that the Interim Control By-Law expires on January 28, 2009, and cannot be further extended. We also recognize that the provisions of s. 33(7) of the *Planning Act* are essentially ineffective for ensuring that a replacement use or structure is built at all or in a timely way as the maximum penalty provided is \$20,000 for each dwelling unit which is the subject of

demolition. Therefore, ***it is recommended that the City explore steps it may be able to take under other provisions of the Planning Act, the Municipal Act or the Heritage Act or if necessary obtain special legislation, to ensure that the City can refuse a demolition permit except under conditions which can effectively ensure, e.g. by provision of a bond, that a replacement use or building which respects the characteristics/features of the area is built in a timely way.***

4.1.2 Enhanced Enforcement of Property Standards

Enforcement of the City’s property standards in a consistent manner is key to demonstrating to the public, residents, businesses and potential investors that the municipality is focused on maintaining and creating a viable, healthy neighbourhood. This principle has led to enhanced property by-law enforcement programs in municipalities such as Owen Sound and Kingston. Based on visual observation of Target Area 3, ***it is recommended that enforcement of the property standards by-law in Target Area 3, particularly in regards to issues of “blight” such as outside storage, be improved to result in a tidier appearance in the area.***

4.1.3 Banning of Interim Uses such as Parking Lots

A number of municipalities in Ontario facing similar commercial and residential area destabilization situations have amended their zoning by-laws to ban certain non-development related interim uses such as surface commercial parking lots. The rationale is that by allowing a landowner to demolish a structure and pay for the property taxes and maintenance by establishing a commercial parking lot deters the property owner from redeveloping the property in the long run to a higher and better use in the short to mid-term. ***It is recommended that the City of Windsor ban the following interim uses in Target Area 3:***

- a) surface parking lots; and,***
- b) storage sheds.***

4.1.4 Incentive Programs

It is recommended that any incentive programs designed to spur commercial and residential redevelopment in Target Areas 1 and 2 such as development charge reductions, permit fee waivers, loans/grants for building improvements/rehabilitation and creation of residential units also be evaluated for applicability in whole or in part to Target Area 3.

4.2 Open Space Strategy

The Community Planning Study identified improvements to local parks as well as a need to link open spaces in the community. As noted in Section 3.1 of this report, the Community Planning Study also made recommendations about the waterfront and creating additional public facilities along the waterfront as this is the most important component of the local open space system. We reviewed the open space, park and waterfront components of Olde Sandwich Towne. This section of the report provides a basic Open Space Strategy for Olde Sandwich Towne, including general direction and recommendations for improvements to various components of the open space system and linkage of open spaces in Olde Sandwich Towne. This Open Space Strategy is summarized in Figure 7. ***It is recommended that City staff undertake more detailed plans and capital budgeting for improvements of the open space facilities described in this report.***

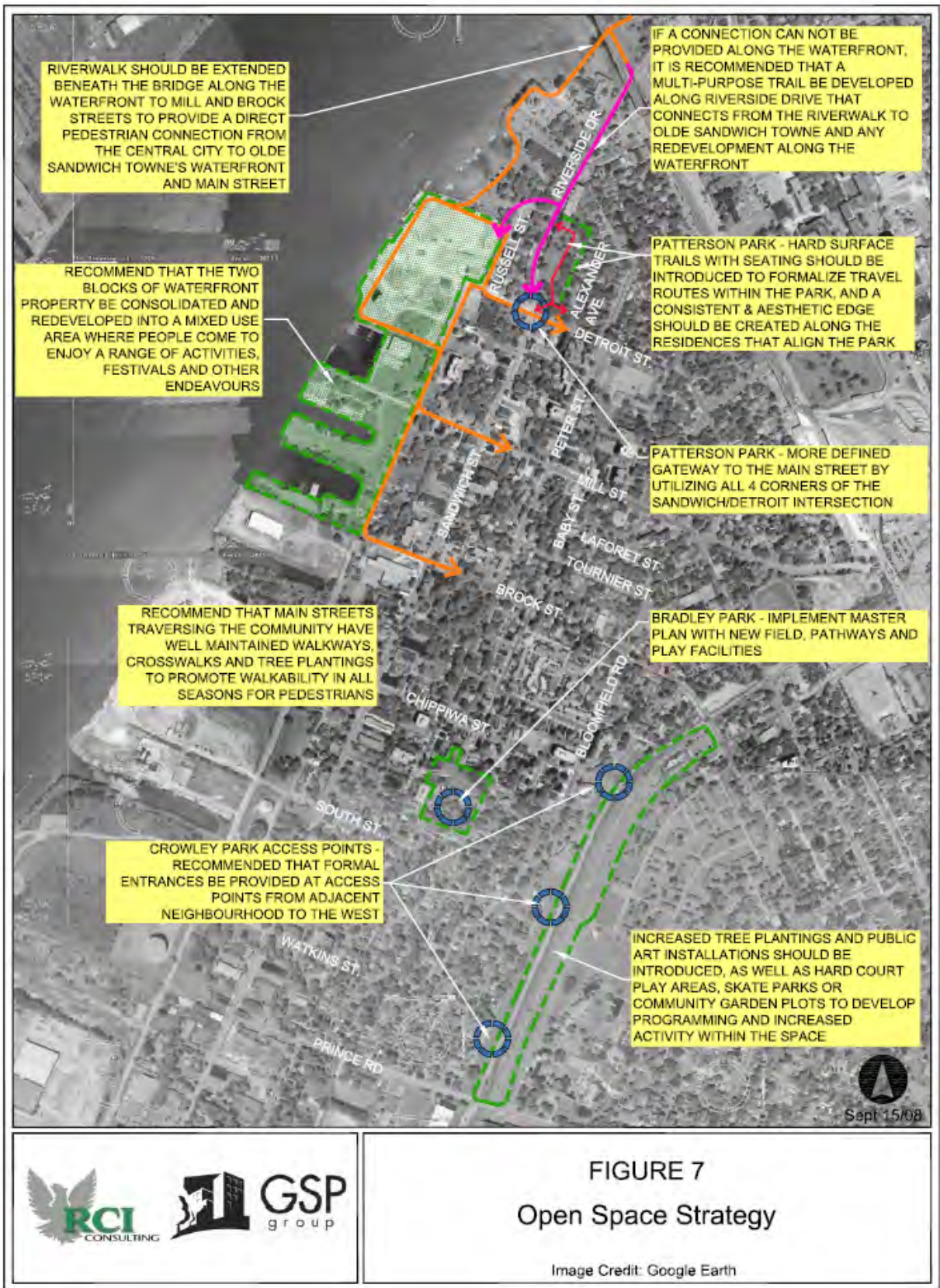


FIGURE 7
Open Space Strategy

Image Credit: Google Earth

4.2.1 Riverwalk Extension

Windsor has a magnificent waterfront. The transformation from industrial and railway uses to a linear park system punctuated with public art along the Detroit River and overlooking the City of Detroit is a jewel in the City's Open Space System. Unfortunately, this riverfront park and the riverwalk ends abruptly at the Ambassador Bridge, just as it enters Olde Sandwich Towne. The Ambassador Bridge is itself an important and iconic structure as the international gateway between Southern Ontario and United States. The bridge is visible from much of the community and is a handsome engineered structure.

Extending the riverwalk into the Olde Sandwich Towne Project Area was previously identified as an important city initiative even before the Community Planning Study. The City of Windsor Central Riverfront Implementation Plan (CRIP) (Brook McIlroy and MBTW Group, 2000) recommended the extension of the riverwalk to McKee Park on Russell Street.



Extending the riverwalk into the Sandwich Area has previously been identified as an important City initiative and would provide a direct connection from the central city to Olde Sandwich Towne's waterfront and main street

As part of the Site Plan Control agreement (SPC-063/04) for the Ambassador Bridge Plaza Expansion approved in 2004, the City received a 9 metre wide permanent easement between the Detroit River, Riverside Drive West and being located beneath the Ambassador Bridge, for a public pedestrian walkway/bicycle pathway from the Canadian Transit Company to fulfill the requirement for parkland Conveyance. As such, ***it is recommended that the riverwalk be extended under the bridge along the river's edge as illustrated in the CRIP, and that a wide multi-purpose cycling and pedestrian trail be developed to provide a seamless connection to Olde Sandwich Towne. It is recommended that work on this initiative commence immediately.***

In conjunction with the waterfront improvements and redevelopment described in the Community Planning Study and in Section 3.1 of this report, ***it is recommended that the riverwalk be extended through to the Mill Street/Brock Street area providing a direct connection for people from the central city to the Olde Sandwich Towne main street area.*** The extension of the riverwalk will be important for businesses in this area as it could provide new pedestrian and cycling traffic

4.2.2 Waterfront Redevelopment

As described in Section 3.1, the waterfront between Brock Street and McKee Park is currently a mix of vacant land, a vacant marina, parking lots and one large aggregate terminal and storage operation. As previously noted, ***it is recommended that the aggregate terminal and storage operation and other industrial operations in this part of the Waterfront be relocated further to the south along the riverfront in the Waterfront Port lands.***

It has been recommended that these two blocks of waterfront property be redeveloped for parks, marinas, recreation uses, and possibly commercial and entertainment uses and new expanded parking facilities. This area could be unique to the City of Windsor as a mixed use area where

people live, work and come to enjoy a range of activities from boating to simply watching activity on the river, reading in the park or enjoying festivals, concerts and other artistic endeavors. This type of mixed use waterfront development should attract residents from Olde Sandwich Towne and visitors from across the City and elsewhere to the Olde Sandwich Towne Waterfront and commercial core. This will benefit businesses in the commercial core and provide opportunities for business retention, expansion, attraction and diversification in Olde Sandwich Towne.

This type of redevelopment plan will require cooperation between the various landowners and most importantly, leadership from the City to acquire land, undertake master planning and facilitate redevelopment projects. A key first step will be the recommended preparation of a Master Plan which identifies the appropriate land uses, open space system, design guidelines, infrastructure development and an implementation strategy.



The redevelopment of the vacant marinas and industrial lands along the waterfront into a mixed use area with public open spaces could help strengthen the vision of Olde Sandwich Towne as a vibrant waterfront community.

4.2.3 Paterson Park

Paterson Park is a gateway to Olde Sandwich Towne for those travelling from the east along Sandwich Street. The park has many mature trees, open lawn areas, a play structure and could contain other facilities without detracting from its open and pastoral character. The Community Planning Study recommended that Paterson Park be redeveloped along a family oriented theme, with an outdoor ice rink and other outdoor activities.



A treated edge to screen adjacent residences, as well as hard surfaced pathways and seating areas could help to enhance the aesthetics and use of the park.

A number of improvements to Paterson Park are recommended to complement this theme, including creation of:

- a) a consistent edge adjacent to the residential neighbourhood on Alexander Boulevard;***
- b) a more defined gateway at the corner of Sandwich Street and Detroit Street utilizing all four corners of the intersection, including some hard surface areas along with benches and covered seating areas and installation of a community information board to identify community activities; and,***
- c) an ice rink and other outdoor activities to reflect the family-oriented theme for Paterson Park identified in the Community Planning Study.***

4.2.4 Crawley Park

Crawley Park is a unique linear open space along College Avenue and the railway. It is located along residential neighbourhoods and also in close proximity to the local community centre. The park is primarily an open green space with few features or facilities. ***A number of improvements to Crawley Park are recommended, including creation of:***

- a) ***more formal entrances from Olde Sandwich Towne neighbourhoods to the west, including markers or entrance features clearly identifying the presence of the park;***
- b) ***a series of facilities within the park such as hard court play areas, a skateboard park, sitting areas with shade trees, community gardens and public art. The skateboard park could be located at the north end of the park near the bus terminal. This would provide convenient access for people coming to the facility from beyond Olde Sandwich Towne.***

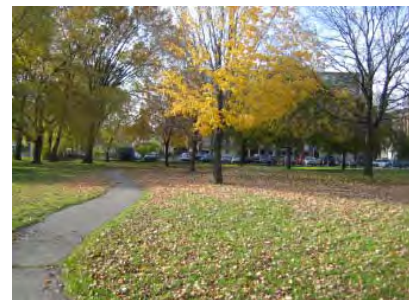
It is recommended that improvements to Crawley Park should be guided by a Master Plan prepared by the City with considerable input from the Olde Sandwich community. It is possible that some of the facilities in the park could be created and installed by the community, such as the community gardens and tree planting.



Entrances linking Crawley Park to the adjacent residential area could be enhanced to give a greater presence to the park. Facilities to increase use options for the space, as well as increased tree plantings are also recommended.

4.2.5 Bradley Park

The Community Planning Study recommended that improvements such as playground, walking paths, trees and benches be added to Bradley Park. The Parks Department has since prepared a Master Plan for Bradley Park that includes a junior soccer field, sports court, play areas, gazebo and a series of paths throughout the Park. This Master Plan is illustrated in Appendix B. These improvements will increase the neighbourhood recreational and play opportunities for Sandwich residents. Therefore, ***it is recommended that the planned improvements to Bradley Park, as per the Master Plan for Bradley Park, be implemented.***



Implementation of the Bradley Park Master Plan will add a series of paths, a junior soccer field, sports court, play areas, and a gazebo to the park.

4.2.6 Corridors of Connection

The issue of cross corridors was also identified in the Community Planning Study. There are no natural green corridors or creek valleys connecting the east and west side of the community. Olde Sandwich Towne is, however, developed on a grid street pattern and there are many streets traversing the community in an east/west direction that provide this function. ***It is recommended that the City ensure that the main streets traversing the community have well maintained sidewalks, abundant tree planting to provide shaded walking surfaces in the summertime, and crosswalk areas which promote ease of crossing for pedestrians.***

4.3 Off-Street Parking Options for Sandwich Community Health Centre

The building of a new Sandwich Community Health Centre (SCHC) was put on hold subject to a review by the Local Health Integration Network (LHIN). This three phase review is expected to take about 18 months. The first phase of the review is now complete. The purpose of this review is to look for integration opportunities between the Teen Health Centre (a Community Health Centre), the City Centre Community Health Centre and SCHC. The integration opportunities could also include community partners such as the Sandwich Teen Action Group (STAG) to offer local agencies the opportunity to bring programs and services to West Windsor. More information on the review is provided at: <http://www.erieclairhinnews.on.ca>

The property purchased from the City of Windsor a few years ago for purposes of the SCHC is on Prince Road immediately to the east of 3755 Kings Street. This property is currently for sale and a real estate agent is looking for other properties in the Sandwich area. The preferred location of the SCHC would be on or near Sandwich Street within Target Area 1 because the Centre is interested in having a street presence.

The SCHC requires 24,000 sq. ft. for the building and 70 parking spots for staff/clients. SCHC prefers most of the floor space on the first level for accessibility purposes. SCHC would consider splitting their operations between two sites, e.g., walk-in clinic at the former Shoppers Drug mart site and the diabetes health promotion unit at the northwest corner of Mill and Sandwich Streets (former CIBC Bank site). The SCHC would also consider space at Mackenzie Hall or the old Jail if it were to be vacant, or a site on the Waterfront or at the University of Windsor. At this early stage of site selection for the SCHC, it is premature to identify off-street parking options until the selection process is narrowed down to one or two sites. However, *it is recommended that if the SCHC is included in a multi-use centre, that the City assist in assembling land for the multi-use center, including land for parking.*

4.4 Heritage Preservation and Enhancement

One of the key strengths of Olde Sandwich Towne is the rich history of the area, including the number of heritage and historic buildings. It is important to maintain, enhance and promote this heritage identity. This will not only help to ensure the heritage features and buildings in Olde Sandwich Towne are preserved, but it will also help to attract people to the area. In order to preserve and enhance the heritage of Olde Sandwich Towne, *it is recommended that the following actions be considered:*

- a) *Offer regular daily tours of heritage properties in Olde Sandwich Towne, e.g., this could be a self guided audio tour starting from the public library where an audio headset could be rented and a heritage map would be supplied;*
- b) *Create a heritage museum in Olde Sandwich Towne that depicts the history and heritage of the area in text and pictures, e.g., seniors and others in Olde Sandwich Towne could be asked to donate old pictures of the area to such a museum;*
- c) *Develop a wayfinding system between the murals and other points of interest in Olde Sandwich Towne; and,*
- d) *Include heritage gardens in the Master Plan for the Waterfront.*

5.0 SUMMARY OF RECOMMENDATIONS

For each of the recommendations contained in this report, the summary table below provides a brief description of the recommendation, page reference for full description of the recommendation, lead organization, potential partnering organization(s), and recommended timing of implementation (short, intermediate, long term, and beyond) to match the timeline system used in the Community Planning Study.

Target Area 1 – Commercial Core							
2.1 Business Retention, Expansion, Attraction, and Diversification Strategies							
Recommendation	Page No.	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years
1. Prepare Market Study for Olde Sandwich Towne (OST) as a first step in developing a Business Retention and Expansion strategy	4, 6	BIA and CDC	City	X			
2. Take back responsibility for maintenance of planters and benches in the OST BIA	5	City	BIA		X		
3. Replace street trees in the OST BIA that have been damaged or removed	5	City	BIA		X		
4. Compile an inventory of information resources for businesses in OST	5	BIA	City	X			
5. Prepare a business to business directory	6	BIA	City		X		
6. Produce a Consumer Guide or Business and Dining Guide for OST	6	BIA	City		X		
7. Develop additional networking opportunities for businesses in OST	6	BIA and/or CDC	City		X		
8. Offer business seminars	6	BIA	City		X		
9. Develop and implement a marketing/branding campaign	7	BIA	City		X		
10. Consult with BIA to determine if improvements can be made to existing policies (building, licensing, parking by-law)	7	City	BIA	X			
11. Prepare a business recruitment package	7	BIA	City		X		

Target Area 1 – Commercial Core							
2.2 Off-Street Parking Options							
Recommendation	Page No.	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years
12. Pursue short term parking option at Sandwich and Mill Streets	8	City		X			
13. Pursue long term parking option – rear lane system west of Sandwich Street	11	City	BIA		X		
14. City and BIA to discuss usage of private lots for general parking use after business hours	11	City	BIA	X			
15. Develop public parking facilities on the waterfront	11	City					X
2.3 Adaptive Reuse of Old Fire Hall							
16. City to retain ownership of building	12	City		X	X	X	X
17. City to target funding from the Heritage Endowment Trust Fund to restore the building to its pre-1940s appearance	12	City			X		
18. City to work with partners in the arts community to continue and enhance arts related use of the building	13	City	University of Windsor Arctite Mckenzie Hall Windsor Art Gallery BIA	X	X		
19. If insufficient interest in use of building as an arts facility, explore other potential uses such as a museum, restaurant, retail and office uses	13	City			X		
2.4 Adaptive Reuse of the Jail							
20. If jail becomes available, consider community uses such as a museum, public centre, or location for Sandwich Community Health Centre (SCHC)	13	City	SCHC Local Health Integration Network Sandwich Teen Action Group Other community organizations	X	X	X	X

Target Area 2 – Waterfront							
3.1 Waterfront Redevelopment Strategy							
Recommendation	Page No.	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years
21. Adopt a site specific rezoning for the property across the street from the Duff Baby House that includes standards and development limits to protect views	16	City		X			
22. Adopt an amendment to the Official that contains a permissive policy of development rights transfer	16	City		X			
23. Commence acquisition discussions with owners of two privately owned properties on the Waterfront regarding joining of these properties with Port Authority owned lands to form a large two block waterfront recreation area	18, 20	City	Port Authority Private property owners	X	X	X	X
24. Prepare a Waterfront Master Plan	18	City	Port Authority Private property owners				
25. As permitted, conduct environmental due diligence on private properties	18	City	Private property owners	X	X		
26a. Extend the waterfront trail system under the Ambassador Bridge, through McKee Park and into Olde Sandwich Towne with access to the trail from McKee Park, Detroit Street, Mill Street and Brock Street	18 20	City	Port Authority Ambassador Bridge Corporation Private property owners	X			
26b. In the interim, extend the waterfront trail at least to McKee Park	18	City			X	X	
27. Acquire, remediate and redevelop the northern portion of the aggregate terminal property as an extension to McKee Park	20	City	Port Authority Private property owners			X	X
28. Reorient the entrance to McKee Park to Riverside Drive and enlarge the small parking area off Chewitt Street	20	City			X		
29. Extend Detroit Street to the Waterfront	20	City				X	

3.1 Waterfront Redevelopment Strategy (continued)							
Recommendation	Page No.	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years
30. Redevelop the two block waterfront recreation area for a marina and waterfront recreation and leisure activities	20	City	Port Authority				X
31. Consider permitting some additional uses in the two block waterfront anchor recreation area from Detroit Street to Brock Street, including commercial space at grade, artist's walk/vendor's area, entertainment uses and parking facilities	20	City		X			
32. Establish formal river watch observation points in McKee Park and at the foot of the Detroit Street extension and Mill Street	20	City	Port Authority				X
33. Utilize the vacant 3.5 acre site currently owned by the Port Authority to the south of Sandwich Park as a passive vegetative buffer	20	Port Authority	City			X	
34. Work with owners of industrial sites in the Waterfront Port District to improve the visual appearance of their properties and develop a "Working Waterfront Port" theme	21	Port Authority	City Port Authority tenants Private property owners				
35. Enhance enforcement of the property standards by-law in Target Area 2, including hiring of additional by-law inspection staff as necessary	21	City		XX			

Target Area 3 – Remainder of Olde Sandwich Towne Project Area

4.1 Policies to Foster Stable Residential Neighbourhoods

Recommendation	Page No.	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years
36. Continue the existing Demolition Control By-law and process for processing exemption requests for at least one year after the Olde Sandwich Towne CIP is approved	22	City		X			
37. Explore steps that can be taken to ensure that the City can refuse a demolition permit to ensure that a replacement use or building is built in a timely way	23	City		X			
38. Improve enforcement of the property standards by-law in Target Area 3	23	City		X			
39. Ban surface parking lots and storage sheds in Target Area 3	23	City		X			

4.2 Open Space Strategy

40. Undertake detailed plans and capital budgeting for the improvements recommended to the open space system in the Target Areas Planning Issues Report	23	City		X			
41. Extend waterfront trail under the Ambassador Bridge as illustrated in the CRIP	25	City		X	X		
42. Relocate the aggregate terminal operations and other industrial operations currently located in the Waterfront between Brock Street and McKee Park further to the south along the riverfront in the Waterfront Port Lands	25	City	Port Authority				X
43. Undertake improvements to Paterson Park	26	City			X		
44. Undertake improvements to Crawley Park	27	City				X	
45. Undertake improvements to Bradley Park	27	City				X	
46. Ensure the main streets traversing the community have well maintained sidewalks, abundant tree planting and crosswalk areas	27	City		X	X	X	X

*Olde Sandwich Towne Community Improvement Plan
Target Areas Planning Issues Report*

Recommendation	Page No.	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years
4.3 Off-Street Parking Options for the Sandwich Community Health Centre (SCHC)							
47. If the SCHC is included in a multi-use centre, assist in assembling land for the multi-use center, including land for parking	28	City	SCHC				
4.4 Heritage Preservation and Enhancement							
48. Offer regular daily tours of heritage properties in Olde Sandwich Towne	28	BIA		X			
49. Create a heritage museum in Olde Sandwich Towne	28	BIA	City			X	X
50. Develop a wayfinding system between the murals and other points of interest in Olde Sandwich Towne	28	City			X	X	
51. Include heritage gardens in the Master Plan for the Waterfront	28	City			X		

APPENDIX A

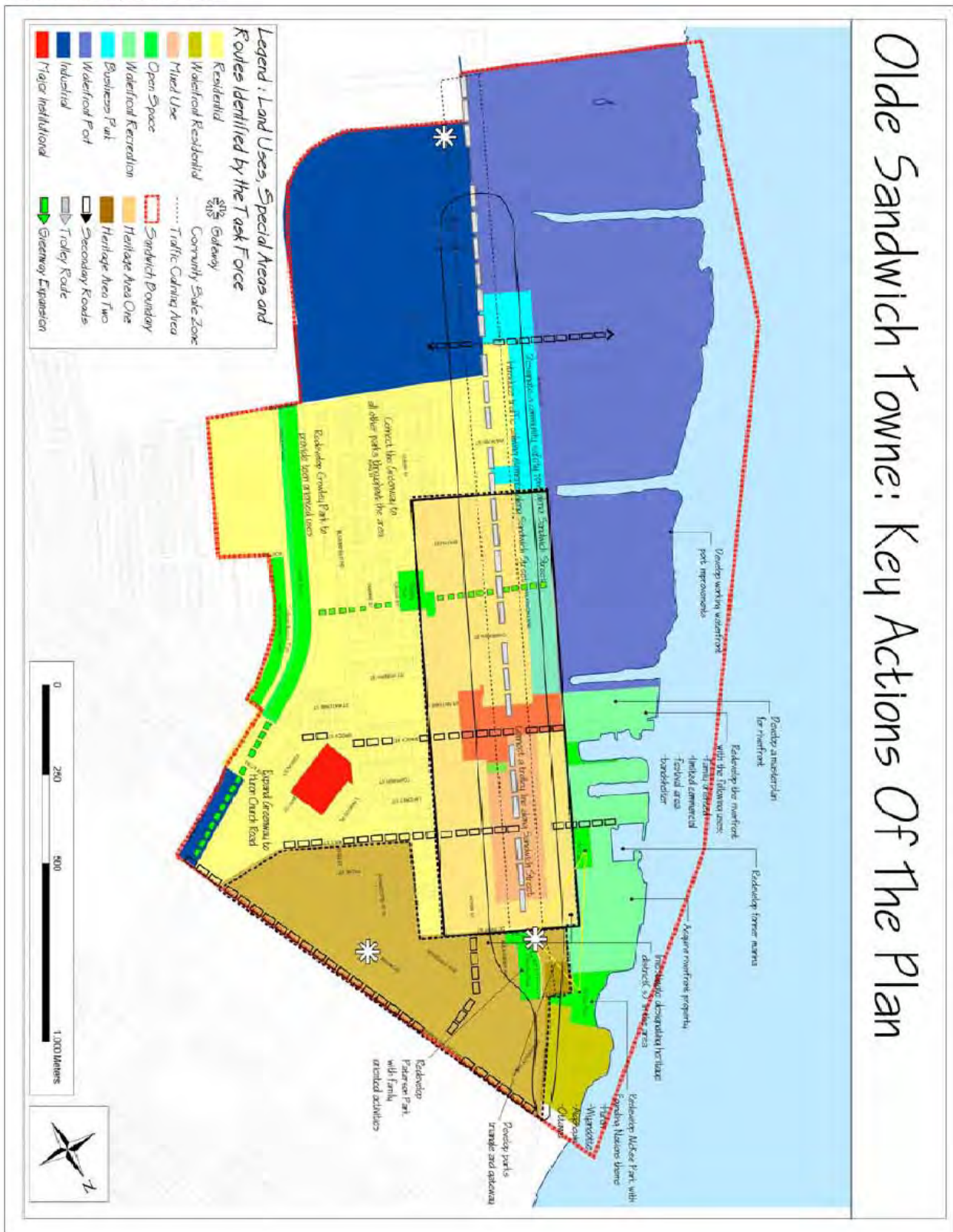
Figures from the Community Planning Study

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FIGURE 7: Visual representation of strategies that can be applied to the intersection of Russell Street and Mill Street, suggested at Meeting 4.



FIGURE 18: Key Actions Map



APPENDIX B

Bradley Park Master Plan



BRADLEY PARK
MASTER PLAN

