

OLDE SANDWICH TOWNE

COMMUNITY PLANNING STUDY REPORT OCTOBER 2006



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1.0 INTRODUCTION

1.1 History of Olde Sandwich Towne

Before the arrival of Europeans, the area around Sandwich was inhabited for hundreds of years by “Neutral Nations” Aboriginals including Ottawa, Potawatamis, Wyandots and Chippewas. The origins of Sandwich date back to 1701, when the French built a military base and trading post called Fort Ponchartrain in present day Detroit. During this period many French settlers left the Fort to farm the south bank of the Detroit River, which they called Petite Cote’. By 1728, at the request of the Huron Aboriginals, the Jesuit Fathers built the first Assumption Church in the community.



Historic Sandwich and Brock Streets

The British captured Canada in 1759. Little changed in the French settlement until after 1783, following the American Revolution, when retired soldiers and British Loyalists settled in the area. In 1797, when the Americans occupied Detroit, the honourable Peter Russell, President of the Executive Council, bought the Huron Church Reserve and established a new administrative headquarters for the British. The new Town of Sandwich was laid out according to a plan comprising three parallel streets with lots divided into one-acre sections. Many names of streets within this area have distinct historical references related to Anglo-Saxon Protestant culture. The remainder of the town was subdivided into 24-acre “park” lots. The intersection of Bedford and Brock streets would be the centre of the town, where St. John’s Church and Cemetery and Mackenzie Hall still stand.

Sandwich was incorporated as a Town in 1858 and was a separate municipality from Windsor. In 1935 Sandwich was amalgamated with Windsor and other border cities. Since then, though there have been notable achievements, Sandwich has generally struggled through a period of decline from its former local historical prominence.

1.2 Neighbourhood Development History

In 1979, The City of Windsor prepared a Neighbourhood Improvement Plan for Sandwich. This plan was used to establish areas of conservation, rehabilitation and redevelopment. Appropriate policies were implemented to preserve the unique historical significance of the Sandwich community. The Ministry of Municipal Affairs and Housing and Windsor City Council adopted the Neighbourhood Improvement Plan in 1980. Over the following years, immediate benefits were seen throughout the community, some of which included streetscape improvements, sewer upgrades, the restoration of several key heritage buildings and the formation of the Olde Sandwich Towne Business Improvement Area (BIA).



Mackenzie Hall, located at 3277 Sandwich Street was formerly the Essex County Courthouse. It was first opened in 1796, but abandoned when administration offices moved in 1974. It was restored as a cultural centre for the City of Windsor in the 1980s during a restoration project.

1.3 The Olde Sandwich Towne Community Planning Study 2005-2006

Since the Neighbourhood Improvement Plan of 1979, community improvement in Sandwich has lost momentum and the area has experienced a period of declining investment. In early 2005, City Council recognized that Sandwich needed a renewed vision and a plan to improve the quality of the experience of living, visiting and working in Sandwich. On February 28, 2005, Windsor City Council directed the Planning Department to undertake a Community Planning Study for an area of the city in West Windsor immediately west of the Ambassador Bridge, much larger than the BIA, but still referred to locally as “Olde Sandwich Towne” .

Windsor City Council also reaffirmed its commitment to its strong tradition of wide-ranging public consultation for

the Olde Sandwich Towne Community Planning Study by requesting “that a focus group consisting of a diverse group of community stakeholders be selected to serve as resource to the (city) staff.” This direction from City Council resulted in a Community Task Force being formed to guide the development of the Community Planning Study, in ways such as:

- Providing direction for improving the quality of life for residents of Olde Sandwich Towne, while enhancing the community’s rich heritage;
- Encouraging and empowering the residents and business owners to actively participate in the plan-making and priority-setting process for their community;
- Working with all of the stakeholders to identify issues and areas of concern for the community;
- Developing mutually acceptable and realistic strategies to address the concerns and issues identified by the community;
- Identifying, supporting and justifying additional reports and studies that will implement the Olde Sandwich Towne Community Planning Study; and,
- Providing the residents and business owners with a new level of understanding about the community in which they live and operate, by providing them with information that they might not have otherwise known.

The result of this planning effort is a document that will be useful to varying degrees to the different groups/stakeholders in Sandwich (the residents, a Community Development Corporation, City departments, local business owners/groups, the Olde Sandwich Towne BIA, and other local non-profit groups) for planning their activities and day-to-day operations. The local stakeholders can benefit from the consultation that was part of the planning process in order to set their priorities and to meet the needs of the local community.

Consistent with City Council’s direction referenced above, the community has identified strategies and actions that they feel will improve the desirability of Olde Sandwich Towne as a place to live, operate a business and visit. The following sections of this Olde Sandwich Towne Community Planning Study document is a summary of these strategies and actions (in the form of recommendations) that will help the community realize its vision for Olde Sandwich Towne.



View of the Ambassador Bridge from McKee Park

1.4 Study Area Defined

Olde Sandwich Towne, also known as Windsor’s west end, is located west of the Ambassador Bridge. The north boundary of the Community Planning Study area is the Detroit River, which shifts its east-west course more southerly at this point. Keeping this compass shift in mind, the study area’s other boundaries are on the east Huron Church Road, a high traffic road that leads to the Ambassador Bridge, College Avenue on the south; and Prospect Avenue on the west. [See Figure 1]

Windsor landmarks in addition to the Ambassador Bridge are located in close proximity to Olde Sandwich Towne. To the east is Assumption Church and The University of Windsor, with its high concentration of student rental housing. The southern part of the study area has a mainly residential character. The western part has more industrial-based activities.

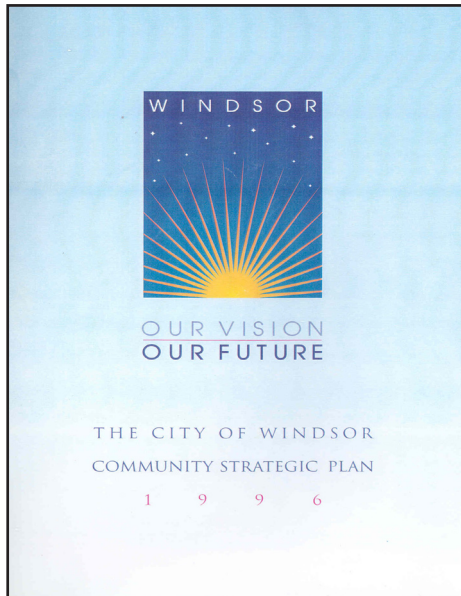
FIGURE 1



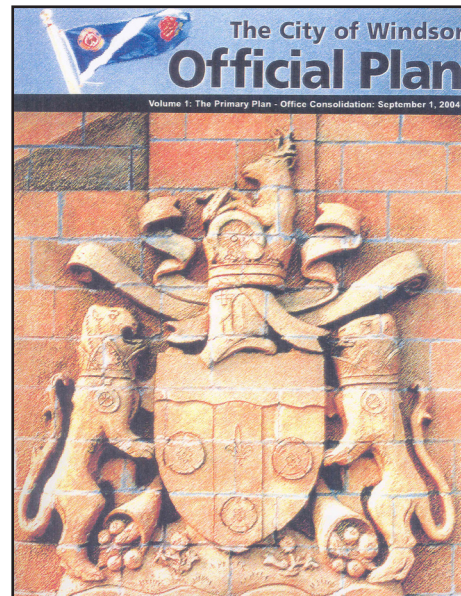
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2.0 POLICY FRAMEWORK

During Task Force meetings, members often raised issues that have been addressed or partially addressed through existing policy documents. This provided the City staff an opportunity to provide information on the following current City policy documents and how they affect Task Force observations and suggestions.



The City of Windsor Community Strategic Plan



The City of Windsor Official Plan

2.1 Community Strategic Plan

In 1996 the City of Windsor Community Strategic Plan process engaged over 2,500 individuals and groups to express their hopes for Windsor’s future, and to help create a community vision. The Community Strategic Plan (CSP) was then created to guide the City in achieving this vision. The Sandwich Community Planning Study has been influenced by the strategic themes and objectives outlined in the CSP, especially the “vibrant economy” and “safe, caring and diverse community” themes. By way of the community planning process described in this plan, the City has fulfilled part of its CSP mission to “mobilize innovative community partnerships”.

2.2 The City of Windsor Official Plan

The Official Plan further builds on the themes of the Community Strategic Plan. Especially relevant to this Community Planning Study are the policies the Official Plan outlines for community development. For example, O.P. Section 4.1.5 encourages community empowerment in municipal decision-making. This Study has not only empowered the Task Force in a municipal process, but has also inspired them to pursue their own actions to benefit the community. In Section 3.3.1.3, the Official Plan promotes “Distinctive Neighbourhood Character” by retaining and enhancing the features that make the neighbourhood unique such as heritage structures and parks.

2.3 Existing Design Studies and Guidelines

In 1986, the City of Windsor undertook a Heritage and Design Guidelines study of the Sandwich community. The study reported findings that describe the growth and development of Sandwich as falling within 6 distinct periods including the French Settlement (1701-1776), Early Sandwich (1797-1819), Golden Age (1820-1855), Victorian Era (1856-1899), Turn-of-the-Century (1900-1935), and Post-Amalgamation with the rest of Windsor (1936-present day). Study recommendations focused on the design of new developments, and improvements to the streetscape and existing building façades. To promote consistency in land use, building form and character, the guidelines emphasize a historic theme for the community. The objective of the façade guidelines was to ensure all buildings complemented the historic features of the community. Streetscape beautification concepts were incorporated to give the area a pedestrian-friendly atmosphere typical to that of a small town.

Although many new developments have occurred in Sandwich since the Heritage and Design Guidelines Study was completed, not all of them fully reflect the guidelines' intent. Some of the study findings may still be relevant and could be applied to future design guidelines in the area.

2.4 Housing Analysis and Recommended Strategies

The 2004 Housing Analysis and Recommended Strategies (HARS) study addresses affordable housing issues in Windsor and Essex County. The HARS report defines affordable housing as housing where the monthly rent or house payments (excluding utilities) do not exceed 30 percent of the gross monthly household income.

In Olde Sandwich Towne 1,115 of 2,990 households spend 30% or more of their household income on rent. This figure interprets to over 37 percent of the households in the study area that are currently in or in need of affordable housing.

Based on 2001 census data, the median annual household income in Olde Sandwich Towne is \$25,097. The HARS report recommends that the City of Windsor provide 96 new housing units per year for households earning \$20,000 to \$29,000 a year, 118 units for households earning \$10,000-\$19,999 annually, and 51 units for those earning less than \$10,000 a year. In addition to these targets, housing that addresses the following urgent needs in Windsor-Essex are to be prioritized:

- Lack of affordable rental housing
- A need for emergency, transitional and supportive housing
- A need for a greater range of affordable home ownership options

In Olde Sandwich Towne the average monthly costs of both rental and owned units is lower than the City of Windsor average. It is important to the local community that housing in Sandwich remains affordable even with the ongoing revitalization efforts in the community.

2.5 Brownfields Redevelopment Strategy

The City of Windsor is currently undertaking a Brownfields Redevelopment Strategy with the hope of encouraging the rehabilitation and reuse of former industrial and commercial properties that are contaminated as a result of the past uses on the property. The strategy will address contaminated properties across the entire city, as well as any vacant and underutilized properties in Sandwich. It is anticipated that this strategy will address some of the compatibility issues between the residential and industrial uses in Sandwich by encouraging the reuse of the former industrial properties as uses that are more compatible with the existing residential uses in Sandwich.



Example of a possible Brownfield parcel in Olde Sandwich Towne

In the time between the development and the adoption of the Brownfields Redevelopment Strategy, there are some significant environmental issues remaining that also need to be addressed prior to the re-use of any industrial property in Sandwich. The historical and current industrial uses along the Detroit River suggest that it is reasonable to suspect that substances, either individually or collectively, are present which may pose a danger to public health, safety and/or the environment. The Official Plan states that:

Council shall not approve development applications on a Potentially Contaminated Site until the site has been assessed and/or remediated in a manner consistent with federal and provincial legislation, policies and appropriate guidelines and the policies of this Plan.

The applicable Provincial Guideline is “Guideline for Use at Contaminated Sites in Ontario”. It should apply in conjunction with re-use of industrial properties. In such instances, the City should ensure that the level of clean up is appropriate for both the re-use of the site and the protection of sensitive land use receptors.

An Environmental Site Assessment in accordance with Official Plan policy 5.4.8.3 should be undertaken concurrently with any Planning Application and any clean up and/or remediation should be completed to Provincial standards as outlined in the *Guideline for Use at Contaminated Sites in Ontario* document prior to a Building Permit being issued. This requirement should apply to all of the former industrial properties located in Sandwich.

It is also the City’s intent to develop a Community Improvement Plan (CIP) under section 28 of the *Planning Act* to implement the Brownfield Redevelopment Strategy. A CIP will allow the City to offer financial incentives for the rehabilitation of brownfield properties in the city. All brownfield properties located in Sandwich will be eligible for the financial incentive offered through the CIP once it is completed.

2.6 Bicycle Use Master Plan

In Olde Sandwich Towne, bike routes currently exist on sections of Brock Street, Russell Street, Peter Street, Prince Road and College Avenue. [See Figure 2.] The existing bike routes include both on-road routes and off-road multi-use trails. Although the current routes provide a reasonable level of connectivity with the waterfront lands east of the Ambassador Bridge and parks south of Sandwich, there are gaps in the bicycle network that can be improved upon.

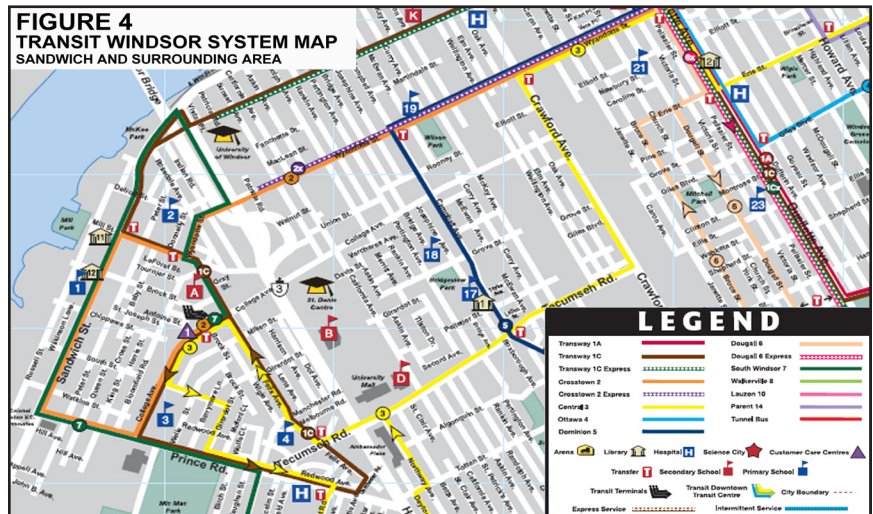
The City of Windsor’s 2001 Bicycle Use Master Plan (BUMP) recommends additions to the bicycle network that will improve the quality of life for people in Sandwich. These additions are to be phased in over 5-20 years and will likely be incorporated as part of other public works projects in the area.

The recommended routes include access on Sandwich Street, Prince Road and an expansion of the College Avenue route. [See Figure 3.] The proposed improvements to the bicycle network will better connect Sandwich with surrounding neighbourhoods, and will provide more travel options for those who choose not to drive a car.



2.7 Transit Master Plan

Current public transportation routes in Olde Sandwich Towne consist of four bus routes. [See Figure 4.] The Crosstown 2 bus travels along Sandwich Street and connects the College Avenue area with Downtown and the east end via Wyandotte Street. The South Windsor 7 bus also travels along Sandwich Street and connects the community with the Windsor Raceway, St. Clair College, and Devonshire Mall. The Central 3 bus connects Sandwich with Downtown via Tecumseh Road, and continues in a circuitous route towards the east end of the city. The Transway 1C bus connect Sandwich with Downtown via University Ave, and then continues along Tecumseh Street East to Tecumseh Mall on the city's east end.



It is noted in the City's Transit Master Plan, currently in development, that Sandwich has an above average transit ridership per capita yet the transit services are not as well developed as they are in central Windsor. The approved Short Term Service Plan (pending approval by council) proposes several changes to the routes to fill important gaps in service such as providing connections the growing South Cameron neighbourhood to the south-east of Sandwich, and improving the connection to the popular University Mall. New express routes will replace some of the less efficient, circuitous routes.

2.8 Archaeological Master Plan

On February 6, 2006, City Council adopted the *Archaeological Master Plan* as its policy for dealing with the responsibility of making archaeological potential determinations, and placing archaeological conditions on development proposals on behalf of the Province, and in accordance with Provincial policy direction.

The *Archaeological Master Plan* addresses the specific physical, topographical and cultural factors that tell the story of human history within the city. As time passes, the physical evidence of the city's rich archaeological heritage is increasingly threatened by modern development. The *Archaeological Master Plan* and its companion document, the *Archaeological Master Plan Implementation Guide* provides guidance for the assessment and protection of the city's valuable archaeological resources.

Sandwich's rich history and proximity to the Detroit River make it an area that has been identified by the *Archaeological Master Plan* as an area that has high potential for finding archaeological resources. As such, development proposals located within the Community Planning Study area will be required to conduct an archaeological assessment following the process outlined in the *Archaeological Master Plan Implementation Guide*.

2.9 Environmental Master Plan

The 2006 Environmental Master Plan supports strategies suggested by the Task Force to expand and connect the greenway system by acquiring lands and identifying linkage opportunities. The plan also encourages infill and high-density developments that support walking, cycling and transit. Continued investment in older neighbourhoods such as Olde Sandwich Towne is one of the many steps suggested by the Environmental Master Plan to create healthy communities.

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3.0 THE COMMUNITY PLANNING PROCESS

The Olde Sandwich Towne Community Planning Study was developed using guidelines set up in *The Planning Handbook*, a publication of the U.S.-based Local Initiatives Support Corporation and Chicago’s New Communities Program. This approach is focused on creating “a quality-of-life plan for comprehensive community development” by using neighbourhood planning as a central tool to revitalize the neighbourhood for local residents. The Planning Department chose to use the *Planning Handbook* because its simple, easy-to-read format guides to the planning process for the community and at the same time provides planners with the structure needed to undertake a complex study.



Members of the Olde Sandwich Towne Task Force engaged in outreach with the local community

The *Planning Handbook* is not just a land-use planning document but a “quality-of-life” planning document. Instead of focusing on housing or retail needs, the process it sets up goes above and beyond traditional planning to address all community needs including parks, health care, safety, and social services. Based on past planning experiences in Sandwich and the community’s current needs, it was determined that the handbook would provide a fresh new approach to this Community Planning Study.

The goal of the planning process was to engage residents and local organizations using a Task Force and sub-committees to focus on larger issues in an outreach effort to the community, which would result in the achievement of a healthier, safer, and stronger neighbourhood.

To get the Task Force into frame of mind necessary for the task ahead, the *Planning Handbook* provides some initial questions for the Task Force to begin thinking about, as to the strengths and challenges facing the community.

Some of these include:

- How can we improve the physical environment?
- What would expand economic opportunity for residents?
- How can we encourage new investment?
- How can we expand access to quality health care and social services?
- What would make the neighbourhood safer and more pleasant?
- Which land and buildings could be used better?
- How can we improve transportation in and through the neighbourhood?



Sandwich Bay Park – an example of a community amenity

What would build connections between the neighbourhood and jobs, shopping and entertainment in other parts of the city?

Do we have enough places for recreation? For all age groups?

How can we improve our schools?

- Are there places for neighbourhood residents to come together?
- How can we encourage residents to own and invest in properties or businesses?
- What needs aren't being met?
- How can residents take responsibility for neighbourhood improvement?
- What organizations can play leadership roles in our plans?
- How can we encourage relationship-building and trust among diverse residents and groups?



Olde Sandwich Towne Community Task Force members in discussion

3.1 Task Force Structure and Individual Roles

To capture the vision of local stakeholders and achieve their goals for their community, the Olde Sandwich Towne Community Planning Study Task Force was set up at City Council's direction. It consisted of approximately twenty individuals representing a variety of community interests, including local residents, business/property owners, and representatives from local not-for-profit organizations.

The *Planning Handbook* recommends assigning roles to various Task Force members to share in the leadership of the planning process. These roles are intended to ensure cooperation and strong participation among all members while keeping the meetings on track. Roles suggested by the *Planning Handbook* include: chairperson, recorder, timekeeper, validator, pacesetter, synthesizer, assigner, mediator, and hospitality critic. A list of responsibilities and the Task Force member designated for each role is attached as Appendix 1.

3.1.1 Sub-Committees

The Task Force was further subdivided into six sub-committees that met regularly as a group and also with the rest of the Task Force. These sub-committees were created based on the categories of initial strategies and actions that the Task Force identified.

Group 1: Appearance of Community; Community Image

Group 2: Commercial Development; Housing Choices and Conditions

Group 3: Health Care, Schools; Education; Needs of Elderly, Youth, and the Family

Group 4: Parks and Open Space; Neighbourhood Land Use

Group 5: Safety and Crime

Group 6: Communication Among Residents; Opportunity of Friendship; Neighbourhood Tradition and Events

The challenge for each sub-committee was to further refine the initial strategies by proposing specific actions that would enhance existing opportunities and change weaknesses into opportunities. Each group was required to select a leader and arrange their own meetings. At the sub-committee meetings, they developed strategies specific to their group of issues and presented them at the next general Task Force meeting. The sub-committees helped the Task Force stick to the set process



The Olde Sandwich Towne Community Task Force members discussing roles and creating sub-committees

and timeline, and the small group format facilitated manageable brainstorming discussions.

3.2 Visioning and Strategy Development

There are ten steps in the community planning process outlined by the *Planning Handbook*, each building on the previous step. The steps include: Start-up; Research; Kick-off Meeting; Creation of Committees; Visioning and Initial Strategies; Community Outreach; Strategies Workshop; Review, Refine, Agree; Implementation; and Publication of the Plan.

These steps involved the Task Force meeting at each step to discuss the progress being made and to refine the issues and strategies being presented by the individual sub-committees. This “checks and balances” system was used to ensure that the strategies, projects and tasks were still consistent with the overall vision of the plan. [See Figure 5.]

During the last stages of the plan, the Task Force met to develop a suggested time frame for the completion of each project and a list of recommended resources and appropriate organizations and individuals that would be responsible for the implementation of the actions recommended by the Community Planning Study.

3.2.1 Meeting 1 – Kick Off Meeting

Once the Task Force was created, geographic realities such as barriers, vacant lots, anchors of activity, and connectors were identified. “Target Areas” within the study area were also identified in an effort to concentrate resources to the areas that would benefit the community improvement efforts the most (see Section 5.3). A list of weaknesses and strengths were also identified so that Task Force members could form a prioritized issues list. The process and timeline for the creation, realization, and implementation of the plan were also confirmed at this meeting.

3.2.2 Meeting 2 – Create Committees

The second meeting of the Olde Sandwich Towne Task Force was when the six sub-committees were created in response to the initial strategies and actions identified at the first meeting. These sub-committee groups discussed more specific actions that would break down the barriers facing community improvement and enhance community life.

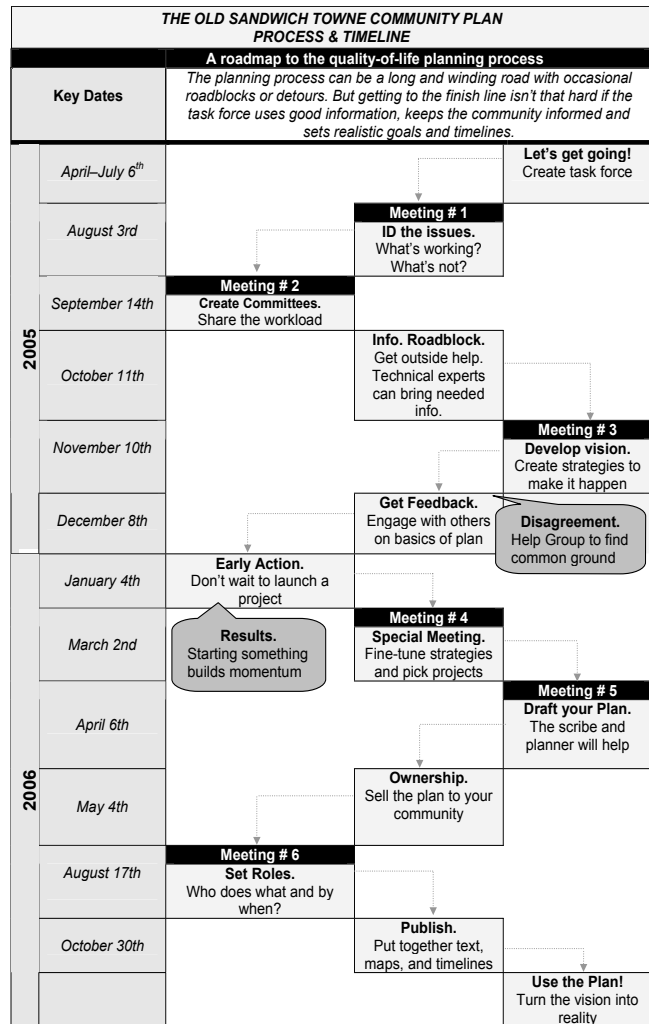
3.2.3 Meeting 3 – Visioning and Initial Strategies

The third meeting was held to confirm develop a vision statement that would guide the Olde Sandwich Towne Task Force in the refinement and further development of strategies for implementing the plan.

In order for the Task Force to be able to gauge the progress being made on their plan, an informal public session was held to allow for other members of the community to view the developments so far and add

in any other comments that would help the Task Force. This informal feedback session yielded comments and concerns from stakeholders and the community regarding the initial strategies and actions that were developed in response to the top issues identified in Meetings #1 and #2 and by the community-at-large.

FIGURE 5



The vision statement was also developed at this meeting. According to the *Planning Handbook*, it is important to develop and fine-tune the vision because it guides the Task Force and Planners through the planning process, providing them with a common agreed-upon outcome that is desirable to the community. The Task Force was asked to brainstorm what they would like to see Olde Sandwich Towne become in the future. Many ideas and images such as the overall community atmosphere, the design of the community, its health and safety and local amenities were discussed. The vision that was developed at this meeting is discussed in Section 7.1 of this study.

3.2.4 Meeting 4 – Strategies Workshop

After documenting the comments, concerns and the identified strategies, the Task Force was divided into four groups that were asked to translate the text of the initial strategies and actions into a visual form. In a meeting format called a “charette”, a series of maps and illustrations showing a combination of individual strategies and actions were produced with the help of professional planners from the City of Windsor. [See Figure 6, Figure 7, and Illustrations].

3.2.5 Meeting 5 – Review, Refine and Agree

The fifth meeting was held to review, refine, and agree on the work that was produced from the previous meeting. A general consensus was reached regarding which projects and strategies should be prioritized and pursued first. Additional priorities and time frames for these actions were also discussed.

3.2.6 Meeting 6 – Implementation and Roles

The final meeting in the planning process was held to begin assigning “roles” to the different organizations and/or individuals that could play a hand in implementing the Community Planning Study. It was understood and clarified that the ultimate implementation of this Study would require a clear understanding of which organizations had the capacity to lead each project, the achievable time frames, and resources that could be further developed to advance the strategies and actions.

“What is a charrette?”

“A charrette refers to a creative, intense workshop where ideas from the public are translated into a visual format with the help of professional planning staff.”



Olde Sandwich Towne Task Force members discussing ideas during the Strategies Workshop

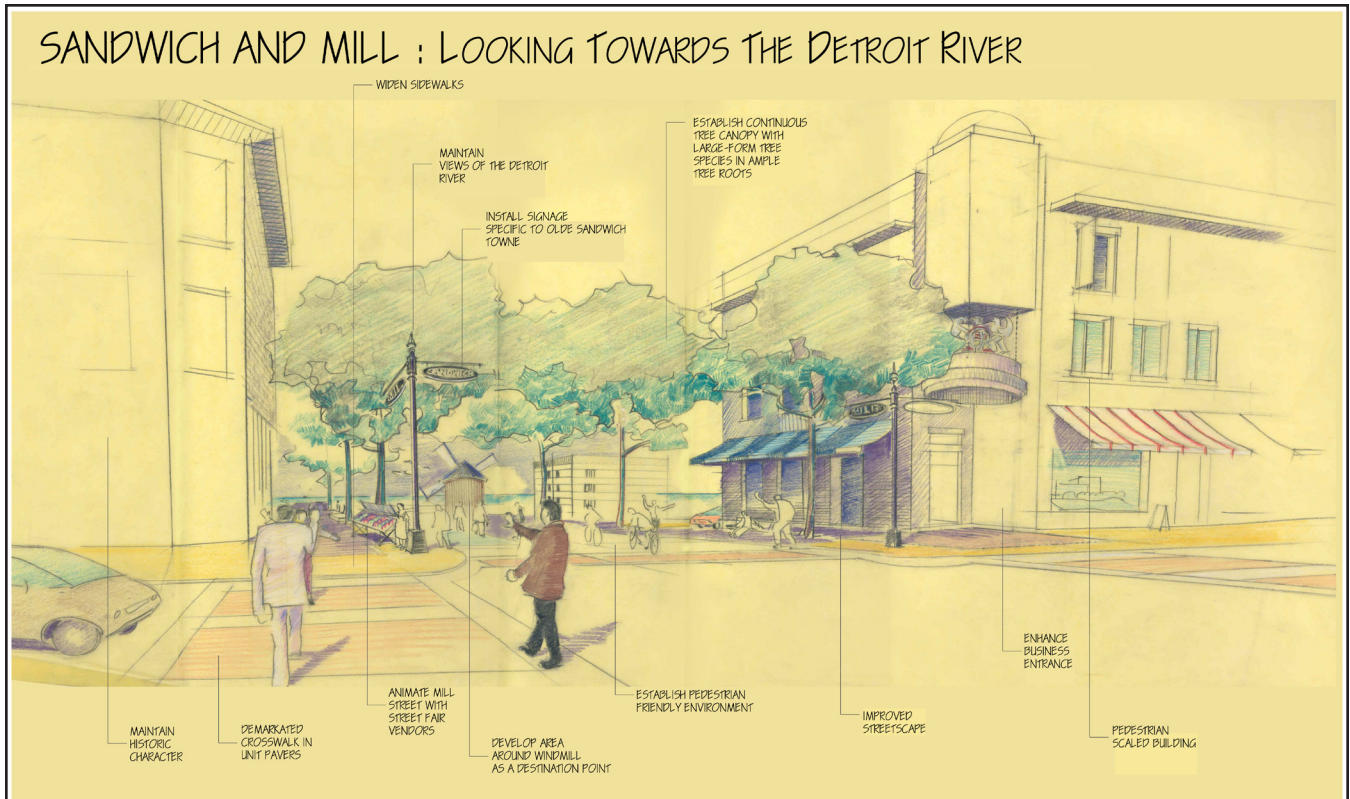


Illustration: Visual representation of the result of Task Force strategies that could be applied to the Northwest corner of Mill Street & Sandwich Street



Illustration: Visual representation of the result of Task Force strategies that could be applied to the former bank site at the Northwest corner of Mill Street & Sandwich Street

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4.0 BACKGROUND

4.1 Demographic Study

In July 2005, planners from the City of Windsor prepared a “Data Book” for the Olde Sandwich Towne Community Task Force. According to the Planning Handbook, “each community receives a Data Book filled with information about their community including such information as population, housing costs, income levels and land uses. This is an important reference that should be consulted early and often.” This Data Book summarized the demographic information collected through the 2001 Statistics Canada Census for Olde Sandwich Towne. The Task Force used this information during the preparation of the Community Planning Study to identify target geographical areas of concern, to help focus on the important projects, and to better understand available and needed resources.

Overall, the census composition within Olde Sandwich Towne is similar with the rest of the city. However, there are some significant differences between Olde Sandwich Towne and Windsor as whole that are highlighted in the following sections. These differences generally occur in the categories of dwelling types, ownership statistics for properties, household sizes and household composition.

4.1.1 Population

According to 2001 Canada Census statistics, the population within the study area boundaries was approximately 7,050 people or 3.4% of Windsor’s total population of 208,400 people. Olde Sandwich Towne is comprised of a diverse mix of ethnic origins with the top five consisting of in order, Canadian, French, Irish, English, and Scottish ethnic backgrounds.

The median age in the study area of 29.7 years is significantly lower than Windsor’s median age of 36 years. [See Table 1.]

Olde Sandwich Towne, when compared against the rest of the city, has higher proportion of people that are in the earlier stages of life. Sandwich has a higher percentage of residents than the rest of city in all age groups up to age 35, when the average falls below the city average for all of the age categories above 35 years.

As of 2001, 40% of the total population in Sandwich is under the age of 25 years – not surprising given the study area’s proximity to the University of Windsor.

	Olde Sandwich Towne		Windsor, Ontario	
Total Population	7,050		208,400	
Males	3,550		101,925	
Females	3,500		106,475	
Age Cohorts				
Under 20 years	1,795	25.5%	52,620	25.2%
20 to 24 years	1,030	14.6%	15,330	7.4%
25 to 34 years	1,320	18.7%	32,965	15.8%
35 to 44 years	1,050	14.9%	32,945	15.8%
45 to 54 years	620	8.8%	26,915	12.9%
55 to 64 years	410	5.8%	18,305	8.8%
65 and older	820	11.6%	29,345	14.0%
Median Age	29.7		36	

4.1.2 Households and Families

There are 2,995 households in the Olde Sandwich Towne Community study area, representing approximately 3.6% of households in Windsor. Of that number, 48.6% are single-family households, 1.5% are multiple family households and 49.9% are non-family households. In the rest of Windsor, 65% are single-family households, 2% are multiple family households, and 34% are non-family households. This finding supports the theory that large portions of the population living in Sandwich are students from different families living together. [See Table 2.]

There are currently 1,550 families in the area; 1,160 are families with married or common law couples (75%). Approximately 395 families (25%) are lone parent families. Windsor is similar to Sandwich with 40,370 families (80%) who are composed of either a married or common law couple and 11,330 families (20%) who are lone parent families.

Table 2: Households and Families				
	Olde Sandwich Towne		Windsor, Ontario	
Number of Households	2,995		57,090	
Single Family	48.6%		65%	
Multiple Family	1.5%		2%	
Non-Family	49.9%		34%	
Number of Families	1,550		57,090	
Married or Common Law	1,160	75%	40,370	80%
Lone Parent	395	25%	11,330	20%

4.1.3 *Dwellings*

There are 2,990 dwelling units in this area, of which only 795 (26.6%) are owner-occupied, and 2,195 (73.4%) are rented. This is significantly different from Windsor where 64.8% of the dwelling units are owned and 35.1% are rented. Again, this high number can be attributed to the proximity of the University of Windsor to Olde Sandwich Towne and the number of students who live in off-campus housing in the community. [See Table 3.]

The average value of housing units in Olde Sandwich Towne in 2001 was \$106,000, considerably less than the \$142,000 value for the rest of Windsor.

Table 3: Dwellings				
	Olde Sandwich Towne		Windsor, Ontario	
Occupied Dwellings	2,990		83,820	
Owner-Occupied	795	26.6%	54,315	64.8%
Rented	2,195	73.4%	29,420	35.1%
Average Value of Housing Units	\$106,000		\$142,000	

4.1.4 *Income*

Table 4 shows that the average household income in the study area is \$33,995, and the median income is \$25,097; considerably less than the \$58,360, and \$47,071 respective Windsor averages.

With 550 families in the study area considered to be low-income families, Sandwich has a much higher occurrence (35%) than the rest of the city at 13%.

Table 4: Income		
	Olde Sandwich Towne	Windsor, Ontario
Average Household Income	\$33,995	\$58,360
Median Income	\$25,097	\$47,071

4.1.5 *Language, Immigration and Mobility*

In both Sandwich and Windsor, English is the dominant language. The 2001 Census Canada reported indicated that 69% of the population in Sandwich and 71% of the population in Windsor reported English as their native language.

In Sandwich, the dominant non-official home language was Arabic, spoken by 23% of the population, followed by Chinese (15%), Spanish (11%), Bengali (8%), and Urdu (8%). This is slightly different in Windsor as a whole, with Italian (17%), Arabic (16%), Chinese (9%), Polish (6%), and Spanish (5%) being spoken. [See Table 5a.]

Table 5a: Language				
	Olde Sandwich Towne		Windsor, Ontario	
Dominant Language	English		English	
Dominant Non-Official Home Language	Arabic	23%	Italian	17%
	Chinese	15%	Arabic	16%
	Spanish	11%	Chinese	9%
	Bengali	8%	Polish	6%
	Urdu	8%	Spanish	5%

Both Sandwich and Windsor have become more ethnically diverse over the last 20 years, due to increased immigration into the area. The dominant period of immigration for both Sandwich and Windsor, shown in Table 5b, was 1996 – 2001.

Table 5b: Total Immigration Population by Period of Immigration				
	Olde Sandwich Towne		Windsor, Ontario	
Total Immigrant Population by Period of Immigration	2,065		55,320	
Before 1961	90	4%	9,735	18%
1961 – 1970	65	3%	7,675	14%
1971 – 1980	145	7%	6,770	12%
1981 – 1990	335	16%	8,960	16%
1991-1995	325	16%	8,635	16%
1996-2001	1,115	54%	13,550	24%
Dominant Period of Immigration	1996-2001	54%	1996 – 2001	24%

Migration can be associated with the shift in household composition. Sandwich has a higher resident mobility average compared to Windsor, Ontario. This can be a challenge for increasing the average value of housing units. Both the high resident mobility average and the average value of housing units can be attributed to the number of students who rent dwelling units as a result of their proximity to the University of Windsor.

According to the 2001 census for Sandwich, 1,845 people (28%) had moved to their current address in the previous year, 4,195 people (67%) had moved in the preceding five years and 945 people (15%) had moved from outside Canada in the last five-year period.

Mobility percentages are lower for Windsor. According to the 2001 census, 32,800 people (16%) had moved to their current address in the previous year, 90,275 people (47%) had moved in the preceding five years and 12,195 people (6%) had moved from outside Canada in the last five year period. [See Table 5c.]

Table 5c: Mobility				
	Olde Sandwich Towne		Windsor, Ontario	
Different address 1 year ago	1,845	28%	32,800	16%
Different address 5 years ago	4,195	67%	90,275	47%
From outside Canada in last 5 years	945	15%	12,195	6%

4.1.6 *Labour Force and Industry*

The labour force in the study area is comprised of 3,240 workers.

Table 6 shows that the top five industries in which residents of both Sandwich and Windsor are employed are Manufacturing, Accommodation and Food Services, Retail Trade, Educational Services, Health Care and Social Assistance. The most common occupational group in Sandwich is Manufacturing, with 21% of the total labourers, followed by 13% in Accommodation and Food Services. This is similar to Windsor where 28% of the labourers work in the Manufacturing Industry and 11% of the labour force in the Retail Trade Industry.

	Olde Sandwich Towne		Windsor, Ontario	
Labour Force	3,240		105,365	
Top 5 Industries	Manufacturing	21%	Manufacturing	28%
	Accommodation and Food Services	13%	Retail Trade	11%
	Retail Trade	11%	Accommodation and Food Services	9%
	Educational Services	7%	Health Care and Social Assistance	9%
	Health Care and Social Assistance	7%	Educational Services	6%

4.1.7 *Education*

The number of Olde Sandwich Towne residents who have a bachelor’s degree or graduate degree is 20%. This is similar to Windsor, where 17% of the population has a bachelor’s degree or other post-graduate degree.

In Windsor, 61.8% of the population in the age group of 15-24 years attend school either full-time or part-time. Similarly in Sandwich, 67% of the population in the age group of 15-24 years attend school either full-time or part-time. In Sandwich, 18% of the population in the age group of 20 years and over have a technical or academic certificate or diploma, compared to 26% in Windsor.

In Windsor, 42% of the population have not received post-secondary education, of these, 16.8% graduated from secondary school. These statistics are slightly lower in Sandwich, where 36% of the population have not received post-secondary education and of those, 15% have graduated from secondary school. [See Table 7.]

	Olde Sandwich Towne	Windsor, Ontario
Attending School	67%	61.8%
Less than H. School	36%	42%
High School	15%	16.8%
College/Trade	18%	26%
University	20%	17%

4.2 **Physical Conditions Review**

4.2.1 *Crime Prevention Through Environmental Design Assessment*

Crime Prevention Through Environmental Design (CPTED) looks at the design and management of a physical environment to reduce opportunities for crime to occur, by applying the four CPTED strategies:

Territoriality - the assumption that people protect space that they define as their own and possess a developed respect for the territory of others. Fences, pavement treatments, beautifying gardens, art, signs, routine maintenance and landscaping are examples of physical design which may visibly express active ownership;

Natural surveillance - active observing. Since criminals do not generally wish to be observed, much less apprehended, the configuration of physical features, activities and people, in ways that maximize opportunities for surveillance can discourage crime. Barriers to surveillance (e.g. bushes, walls and alcoves) can make it difficult to observe activity;

Activity support - the use of design and signage to encourage intended patterns of usage of public space; and

Access control - encouraging approved users while discouraging those that may seek to abuse space. Thoughtfully located entrances, exits, fencing, landscaping and lighting can direct pedestrian and vehicular traffic in ways that discourage crime.

A further crucial dimension of CPTED concerns the effective and continuous maintenance and management of urban space that is actively being used and discouraging the under-use of such space (e.g. dereliction and vacancy).

Between September 15, 2005 and October 15, 2005, Windsor Police Services, in cooperation with the Windsor Crime Prevention Committee, prepared a CPTED Assessment for the Olde Sandwich Towne BIA. The assessment identified opportunities for improvements that could help lower crime throughout the BIA. The Olde Sandwich Towne BIA area has many positive attributes that can support crime prevention. The rich heritage and attractive architectural features are viewed as positive in terms of safety and security. These features consistently attract eyes on the area. The streetscape design is pedestrian friendly, with openly visible sidewalks, benches, streetlights, and landscaping. This improves both pedestrian involvement and visibility in the area. Many of the properties on Sandwich Street exhibit proper maintenance and can be a sign of care and control of the area.

Despite all these positive attributes, many safety and security challenges still exist in the Olde Sandwich Towne BIA. Applying CPTED design principles can improve the overall physical environment and reduce the occurrence of crime. The CPTED design assessment recommended that high priority deficiencies need to be addressed, including on-going commitment to maintenance, lighting improvements, proper identification of addresses and clean-up programs. There are numerous instances of sightlines being obstructed by overgrown vegetation on private properties. It is imperative that sightlines remain clear and free of any overgrown vegetation or obstructions that may reduce natural surveillance.

The lighting levels throughout the BIA are generally below recognized standards for being able to encourage a pedestrian environment that promotes safety and security. Low light levels reduce a person's ability to see clearly at night and elevates the possibility of crime occurring because the deterrence of potentially being caught is greatly reduced. The following chart of suggested lighting levels for different areas or uses in a community are based guidelines to maximize safety and security published by the Illuminating Engineering Society of North America.



Porches facing the street are an example of the CPTED concept of "Natural Surveillance"



Streetscaping on Sandwich Street is an example of the CPTED concept of "Activity Support"

Location	Lighting Level (in foot-candles)
ATM's, pay phones, bus shelters	4 to 5
Covered parking, building entrances	3 to 4
Convenience stores/gas stations	3 to 4
Walkways/sidewalks, surface parking lots	2 to 3
Housing common areas, alleys, parks	1 to 2

4.2.2 *Heritage Property Inventory*

A community's identity and civic pride is rooted in the physical and cultural links to its past. In order to celebrate Windsor's rich history, the City of Windsor is committed to recognizing, conserving and enhancing heritage resources.

The City's Official Plan sets the goals for heritage planning, which are to identify, recognize, protect, enhance and properly manage the City's heritage resources. Heritage resources include buildings, structures, archaeological and historic sites, landscapes and landmarks, either individually or in groups, which are considered to be of significant architectural and/or historic value.

There are several properties of historical significance within the study area. The City of Windsor's Heritage Properties Inventory list has over 60 properties in Sandwich that are of known architectural and/or historical interest and that could be considered for designation under Ontario's *Heritage Act*. The purpose of the *Ontario Heritage Act* is to give municipalities and the provincial government powers to preserve the heritage of Ontario. The primary focus of the Act is for conservation, protection and preservation of heritage buildings and archaeological sites.



Sandwich Post Office, one of 12 designated heritage properties in Olde Sandwich Towne.



Sandwich Towne Hall, a landmark listed heritage property located in Olde Sandwich Towne



Brock Street Registry, a landmark listed heritage property located in Olde Sandwich Towne.

Designated properties under the Act are protected from any substantial changes to the property's heritage attributes. The owners of the properties are eligible to receive grants or loans for alterations of specific preservation guidelines. Since 1980, twelve properties in Sandwich have been designated as heritage properties under the *Ontario Heritage Act*, most notably Mackenzie Hall, the Sandwich post office, and the Sandwich Towne Fire Hall.

5.0 COMMUNITY PERCEPTIONS

5.1 Challenges and Perceived Weaknesses

Issues identified by the Olde Sandwich Towne Task Force, are summarized as Top Weaknesses in Figure 8. The Task Force developed a preliminary list of weaknesses during an initial brainstorming session then sought public input through a community feedback survey (see Appendix 2). Results from the feedback survey were incorporated into the final Top Weaknesses chart as shown.. Several comments received were general in nature and could be applicable in a variety of the Task Force sub-committees. Often the perceived weaknesses of the community referred to an overall poor impression that visitors might have when driving through Olde Sandwich Towne.

The Task Force and its sub-committees have addressed each weakness with the creation of a series of proposed projects or activities that could change the weakness into an opportunity for Sandwich. For example, general comments such as “Looks Poor” and “Unkempt Lots” were cited. This impression has reinforced the importance of community upkeep to the Task Force.

5.2 Opportunities and Perceived Strengths

Opportunities and Strong Points were also identified through meetings held by the Olde Sandwich Towne Task Force. These were areas that the Task Force summarized as Top Strengths of the community in Figure 9. Proposed activities and projects that revolve around these opportunities are meant to increase the quality of life within the community.

5.3 Geographic Realities of Sandwich

As recommended in the Planning Handbook, the Task Force recognized that strategies and actions must respond to the study area’s particular geography. Geographic Realities define physical areas within the Community Study Area that have a high social impact and are identified as places that must be recognized for their role within the local community.

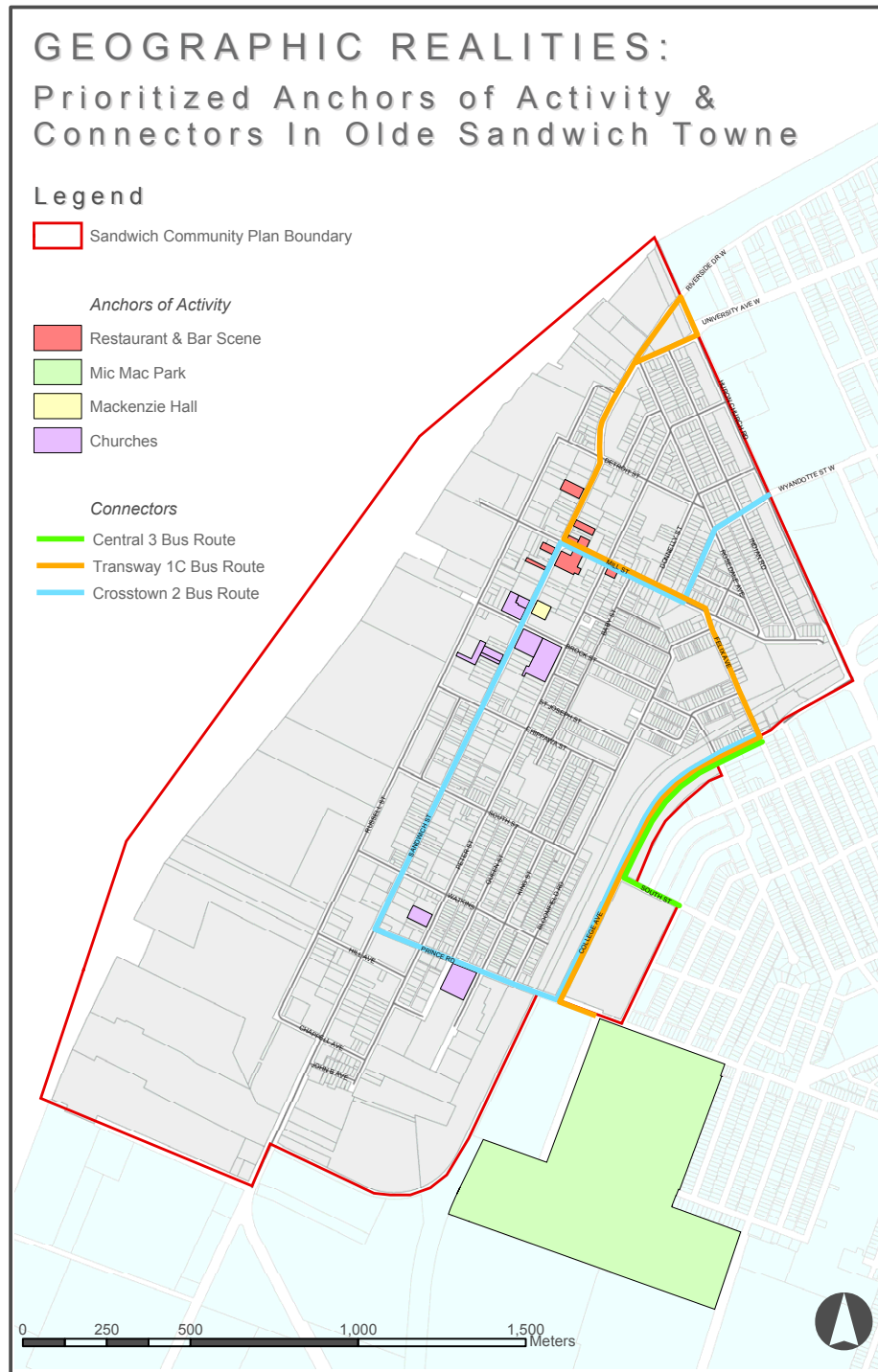
FIGURE 8

Top Weaknesses Identified	
Commercial Development	Lack of bank Needs more retail diversity
Health Care	Need family physician Need more facilities Need more health services Need cluster of health services No emergency at hospital
Neighbourhood Land Use	Lack of waterfront walkway / access
Appearance of the Community	Gravel yards Boarded up storefronts / homes Looks “poor” Unkempt lots
Community Image	Need to build on history Poor image / reputation
Safety and Crime	No presence after hours Lack of after hours policing Hours of operation - Community station
Parks and Open Space	Ice Rink Need a more central park Swimming pool (limited hours) Basketball court
Schools and Education	Keep schools open
Communication Among Residents	Poor communication: language barriers

FIGURE 9

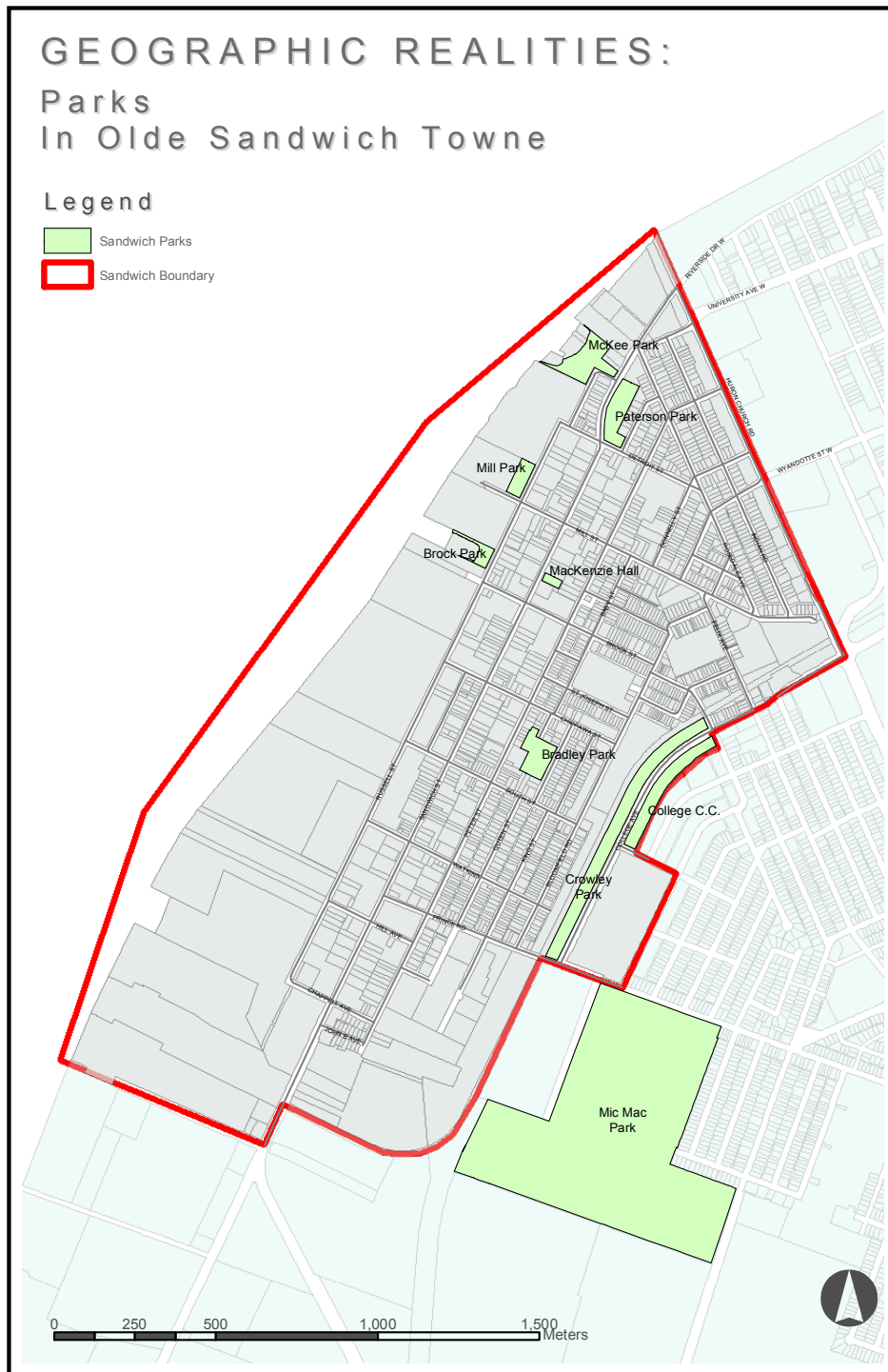
Top Strengths Identified	
Appearance of the Community	Designated heritage buildings Historical murals Trees and landscaping
Parks and Open Space	Riverfront access Several neighbourhood parks
Safety and Crime	Neighbourhood police station Local crime prevention
Community Image	Loyalty and sense of pride “Four Corners” - Intersection of Brock & Sandwich St. Strong sense of history / heritage
Commercial Development	Potential development for vacant buildings
Schools and Education	Schools provides most services for diverse community Local and accessible at all levels
Health Care	Sandwich Community Health Centre
Opportunities for Friendships	Sandwich Towne Festival (Bi-national)
Neighbourhood Land Use	Four community gardens Bicycle paths

FIGURE 10



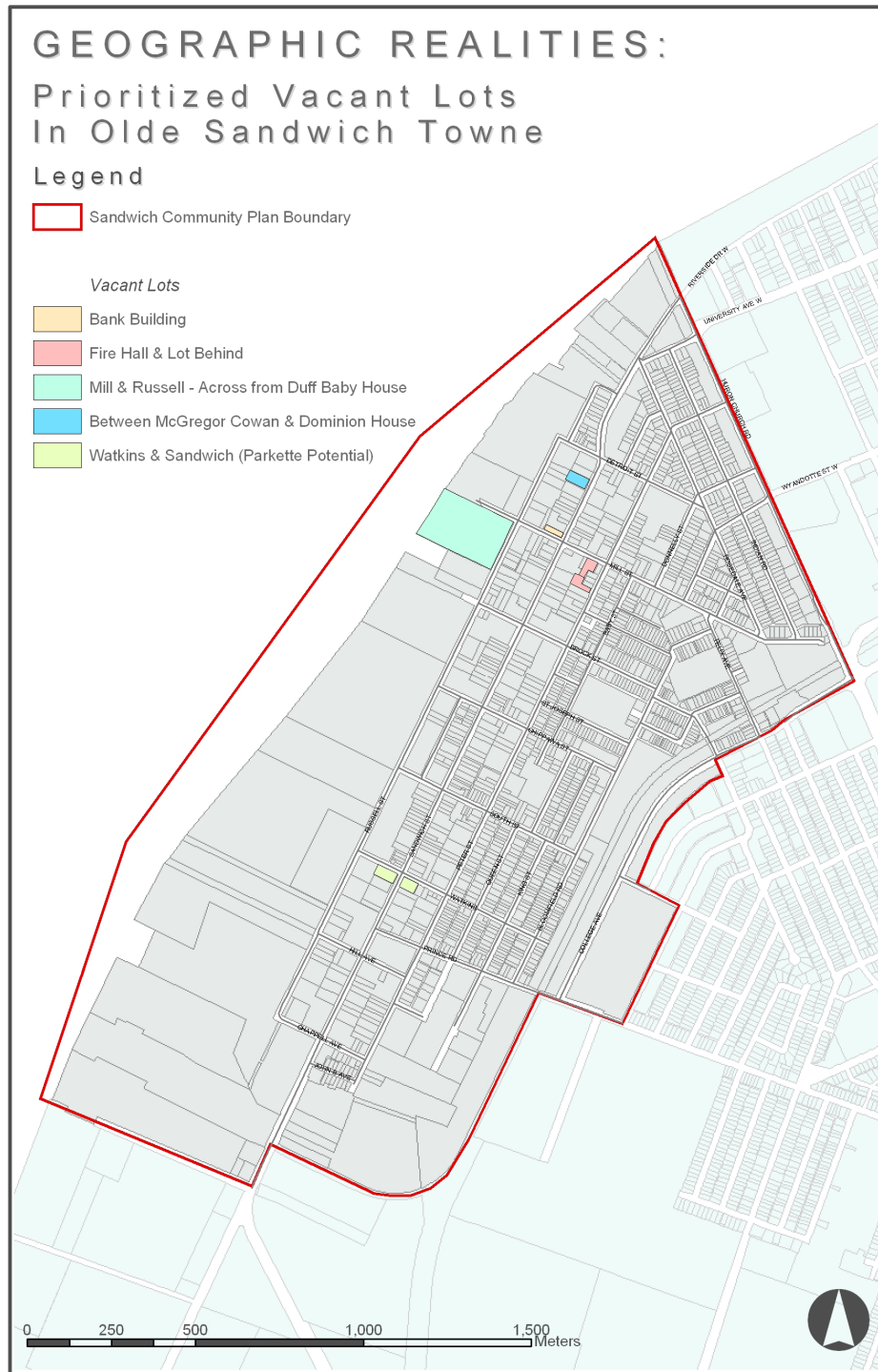
Anchors of activity were identified within the Sandwich Community Study Area. These areas represented locations within Sandwich that are popular gathering places for local residents. These included: restaurants, bars, parks, churches, and the former local town hall. Also mapped were *Connectors* - the public transit routes. [See Figure 10]

FIGURE 11



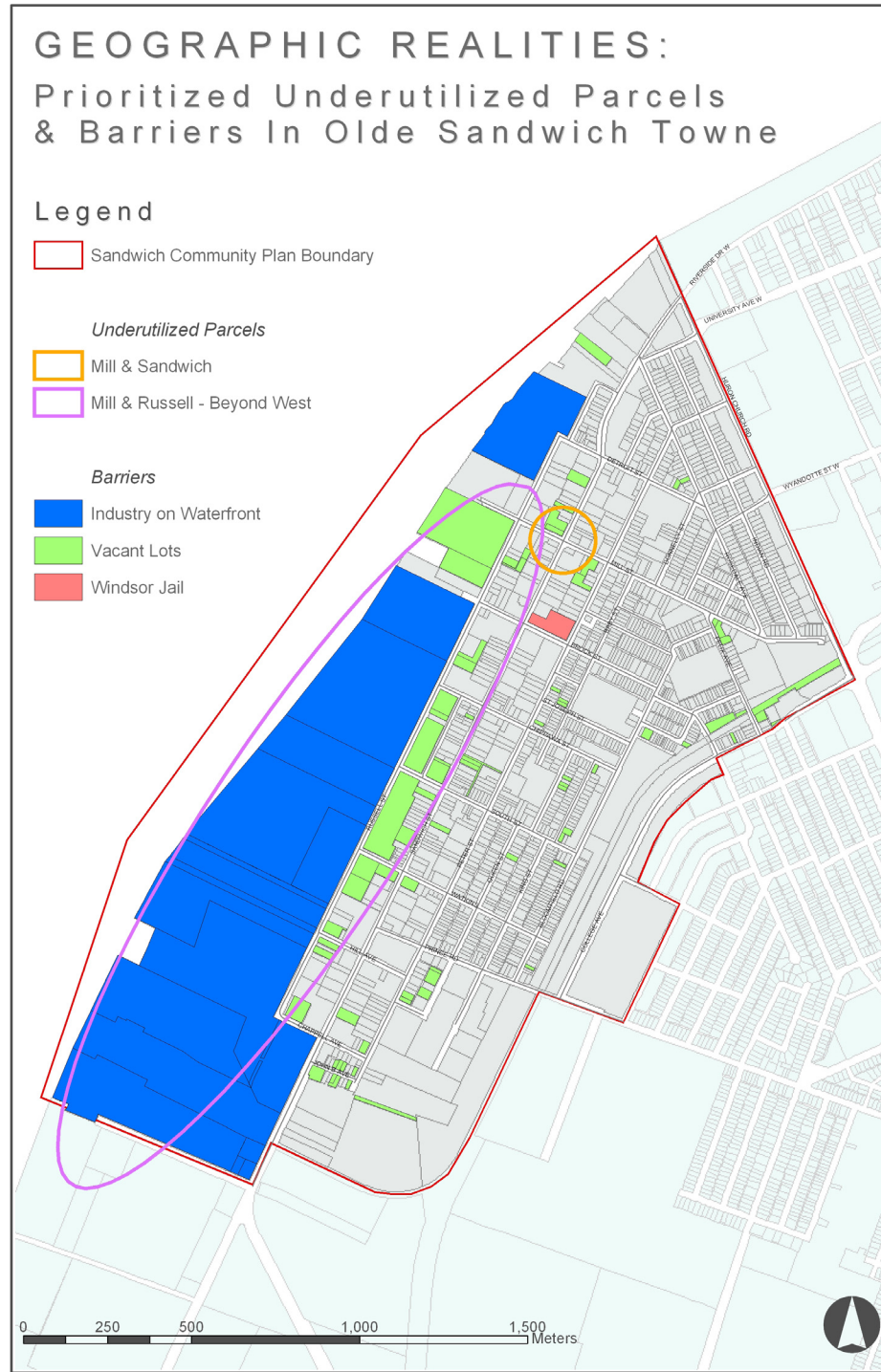
Parks were identified within the Sandwich Study Area as areas that must be addressed because of their role in community development. There were several parks highlighted that the Task Force found to be important in the definition of Sandwich. These included: McKee Park, Paterson Park, Brock Park, Mill Park, Mackenzie Hall, Bradley Park, and Crowley Park. Also included, but lying outside of the identified area was Mic Mac Park [See Figure 11.]

FIGURE 12



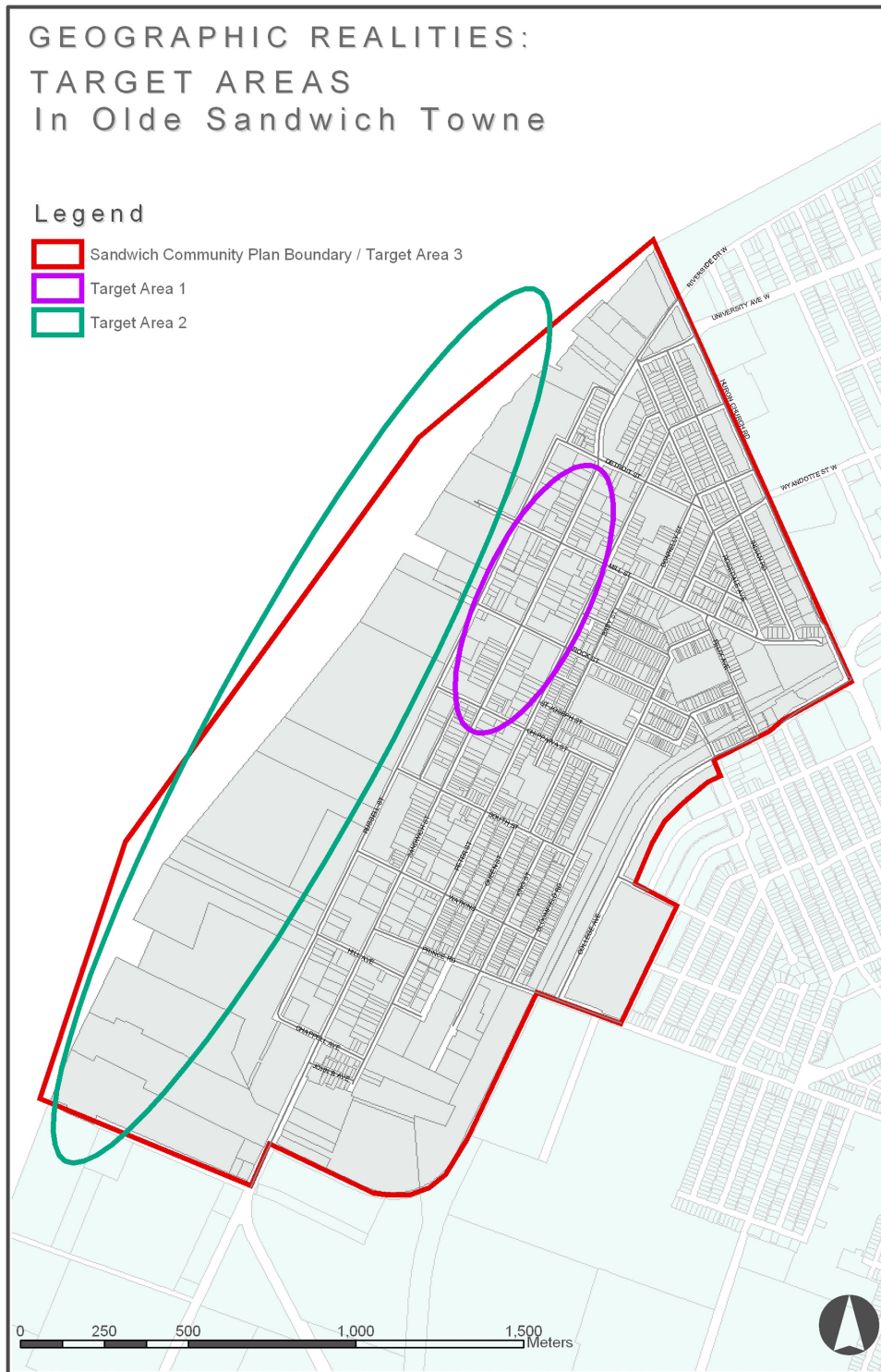
Vacant Lots or abandoned buildings that represent a current problem but might have future uses. *Vacant Lots* represent existing issues that can be resolved to create areas for the local community to congregate and foster a sense of community. There are currently 6 lots located within the Olde Sandwich Towne Community Study Area that can be redeveloped to provide the community with amenities to increase their quality of life. [See Figure 12.]

FIGURE 13



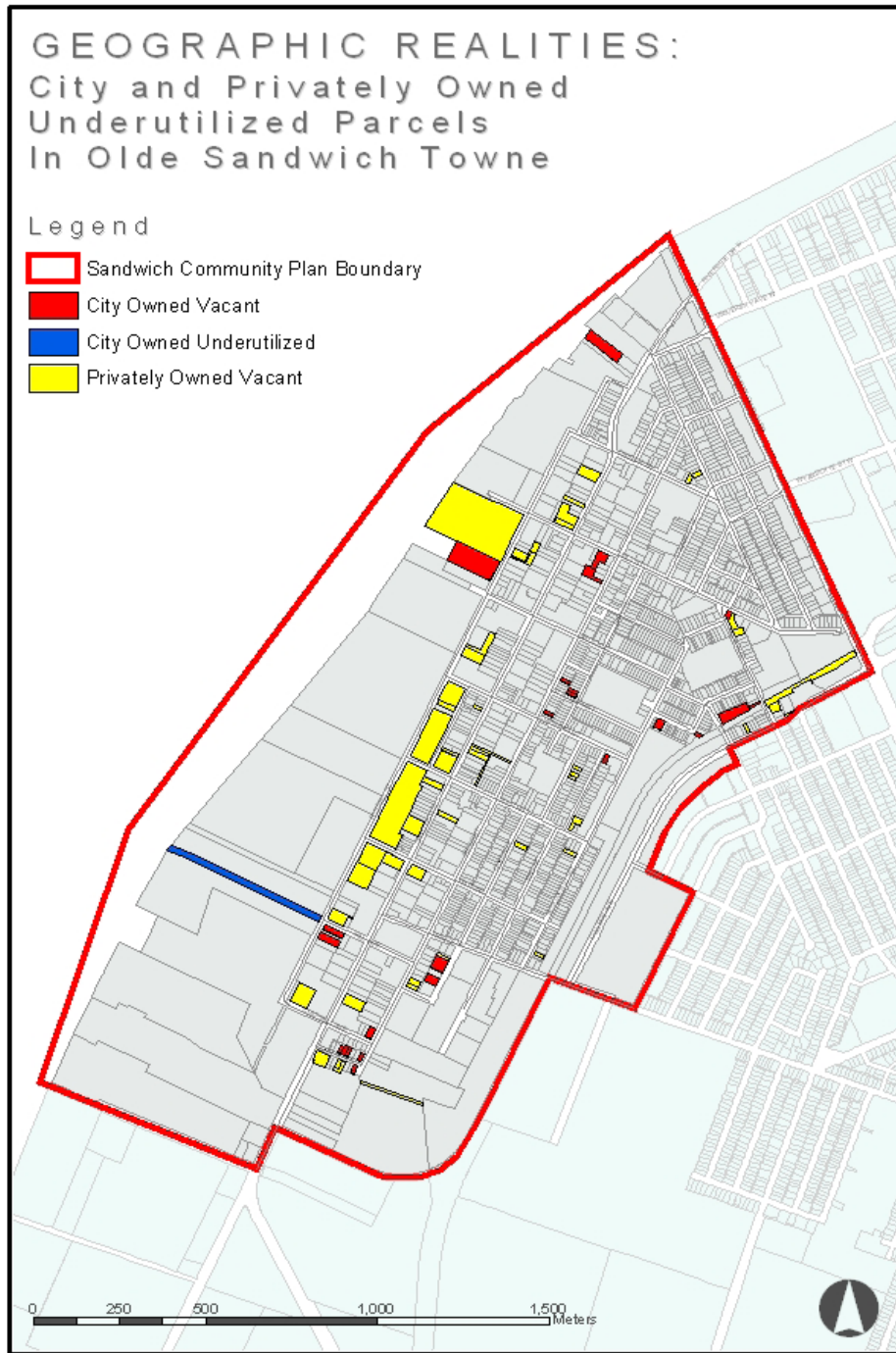
Underutilized Parcels and *Barriers* are identified as both areas of weakness and as opportunities. These parcels of land are often vacant and have potential to be further developed for more intensive use that will benefit the community. Examples of use include open space, schools, local community centres, or health centres. The barriers identified are issues within the local community that are the focus of resolution. These areas within Sandwich are identified as the industrial lots along the Riverfront, vacant lots, and the Windsor Jail. [See Figure 13].

FIGURE 15



Target Areas [Figure 15] were identified within the Olde Sandwich Towne Study Area. Two subsets of the community are seen as opportunities for revitalization that would have high impact upon the rest of the community: the Riverfront, and the Sandwich Street between Chippewa St and Detroit Street.

FIGURE 16



Vacant and underutilized lots that were either *City Owned* or *Privately Owned* Lots [Figure 16] were identified within the Sandwich Community Planning Study Area. These parcels were classified by the Task Force as areas of both a weakness and an opportunity because of their potential to be further developed to improve the community life within Olde Sandwich Towne.

6.0 THE COMMUNITY DEVELOPMENT TOOLBOX

The following section introduces some of the opportunities that exist under current Ontario legislation for community improvement and development to occur in Sandwich. Identification and discussion about these opportunities lays the foundation for recommendations made later in this report by examining the legislative authority and process by which the opportunity can be developed into a community development “tool” that will assist the Sandwich community to realize its vision.

6.1 The Planning Act

The *Planning Act* is provincial legislation that sets out rules and guidelines on how municipalities should plan for future growth, how land uses may be controlled, and who may control them. The City of Windsor uses the *Planning Act* to adopt an Official Plan that sets out the city’s general planning goals and policies for future growth and development.

6.1.1 Community Improvement

The *Planning Act* also provides a very useful section that pertains to community improvement. This particular section establishes the process for the designation of a community improvement project area and the preparation of a community improvement plan for the purposes of community improvement.

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

The Planning Act, Section 28.

Section 28 of the *Planning Act* permits municipalities to prepare a community improvement plan, whether the improvement is for physical, social, economic, environmental – or a combination – of reasons. A municipality’s community improvement plan can focus public attention on areas in transition, on redevelopment and revitalization, and on stimulating more investments. In order to accomplish these goals, section 28 of the *Planning Act* allows the municipality to designate a by-law for a specific area or community; construct or improve existing municipal land; sell or lease municipal land; and provide grants or loans to owners and tenants in the community improvement project area.

6.1.2 Site Plan Control

Site Plan Approval is a type of development control, where the site plans and elevation drawings for the development must be approved prior to the issuance of a building permit. Issues such as access to the site, building location, parking, loading facility/ amenities and basic infrastructure requirements are addressed during the process.



Heritage Sign at the intersection of Sandwich Street and Brock Street



Regular maintenance protects investments made in community improvement

Many impacts of potentially conflicting uses can be reduced or even eliminated through the proper design of a development site. The location, size, and orientation of the building and building openings can all greatly decrease the possibility that the site's use will have a negative impact on the surrounding properties. To help in the evaluation of site plans in Olde Sandwich Towne, the Task Force originated a series of "Development Design Principles" which, if applied to all development proposals in the study area, could improve the quality of new development. The Development Design Principles are intended to:

- Ensure that the policies outlined in the Urban Design/Civic Image Section of the City of Windsor Official Plan are achieved;
- Ensure that the development is designed to foster a distinctive and attractive area identity;
- Ensure the integration of the development with surrounding uses contributes to the overall character of the area;
- Ensure that natural and built heritage resources are protected and enhanced;
- Ensure that the massing, height, architectural proportions, scale, orientation and siting of development creates compact urban form and is enhanced through landscaping;
- Ensure that at least one building wall is located on or in close proximity to an exterior lot line and oriented to the street to provide direct sidewalk pedestrian access from the public right-of-way;
- Ensure that parking areas are located at the side and/or rear of buildings and not located in the front of buildings and along the street frontage;
- Ensure that appropriate landscaping and other buffers to enhance/screen all parking lots, outdoor loading and service areas;
- Ensure that appropriate landscaping and other buffers separate development which may negatively impact adjacent sensitive uses;
- Ensure that loading bays, service areas and parking areas are located to avoid conflict between pedestrian circulation, service vehicles and movement along the public right-of-way; and,
- Ensure that all signage, on private and public property, is functional and attractive.

The *Planning and Conservation Land Statute Law Amendment Act, 2005*, otherwise referred to as Bill 51, will introduce new planning reforms for municipalities in Ontario. If enacted, municipal governments will have more control over the appearance of buildings, including matters relating to "exterior design, including without limitation the character, scale, appearance and design features of buildings and their sustainable design". The extent to which the proposed legislation will affect the implementation of this plan is uncertain at this time.



Murals in Olde Sandwich Towne help foster its unique identity



Sculptures located in Olde Sandwich Towne are one of many measures that implement Public Art policies in Windsor's Official Plan

6.2 The Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to give municipalities and the provincial government powers to preserve the heritage of Ontario. The primary focus of the Act is for conservation, protection and preservation of heritage buildings and archaeological sites. Individually designated properties under the Act are protected from substantial changes that would adversely affect the property's heritage attributes. Part V of the Ontario Heritage Act provides for the designation and protection of Heritage Conservation Districts. Under Part V of the Ontario Heritage Act; groups of properties can be deemed as a Heritage Conservation District. A Heritage Conservation District is a collection of buildings, streets and open spaces that are of special significance to the community.

The owners of the properties may receive grants or loans for alterations of specific preservation guidelines.

Heritage Property Tax Relief program (HPTR) – Section 365.2 of the Municipal Act, 2001:

The Heritage Property Tax Relief program is administered by municipalities to encourage good stewardship, maintenance and conservation of locally designated heritage properties for the benefit of the community. Municipalities may pass a by-law to establish a local Heritage Property Tax Relief to provide 10 to 40 percent tax relief to owners of eligible heritage properties. To be eligible for the program, a property must be designated under the Ontario Heritage Act. . The City of Windsor has established a pilot study for application of the Ontario Heritage Tax Relief Program. The Sandwich Heritage Property Tax Relief Program is a 10-year pilot project that began in 2005 and will continue until 2015. The program offers 40% property tax relief for a maximum period of ten years to owners of properties designated under Part IV of the *Ontario*



Duff Baby Mansion, the oldest known building in Southwestern Ontario, now a designated Heritage Property in Olde Sandwich Towne

Heritage Act and are zoned for commercial and/or multiple residential use within the core area of the former Town of Sandwich. There are currently nine properties participating in the Sandwich Heritage Property Tax Relief Pilot program.

6.3 The Municipal Act

6.3.1 'Bonusing' Prohibited

Ontario's *Municipal Act* assists in the proper administration and financial management of municipalities. The Municipal Act section 106 prohibits directly or indirectly assisting any manufacturing business or other industrial or commercial enterprises through the granting of bonuses. Prohibitions include: no giving or lending money; leasing, selling or giving municipal property; or giving exemptions for levies and other fees.

Despite all these prohibitions, a Community Improvement Plan approved by the Ministry of Municipal Affairs and Housing is the only way a municipality can provide incentives for redevelopment without violating s.106 of the *Municipal Act, 2001*.

6.3.2 Community Development Corporations

The *Municipal Act* (section 109) allows municipalities to create a Community Development Corporation (CDC), which is a broad term referring to a not-for-profit organization mandated to provide economic development activities and services to a particular geographic location such as a region, city or neighbourhood. Economic development can be interpreted as increasing local investments, job creation and/or providing technical and financial assistance to local businesses.

The Boards of CDC's typically consist of leading local business owners and volunteers from community groups who are dedicated to helping businesses in the community increase their economic and employment base through community planning and economic initiatives.

Despite section 106 of the *Municipal Act* that prohibits the "bonusing" of industrial or commercial enterprises, a municipality may provide financial or other assistance at less than fair market value or at no cost to a community development corporation. The assistance provided by the municipality to the CDC is not prescribed by the Act, but it may include the following:

- Giving or lending money and charging interest;
- Lending or leasing land;
- Giving, lending or leasing personal property; and
- Providing the services of municipal employees.

The *Municipal Act* also outlines the rules and regulations that the CDC must follow such as providing annual financial reports and allowing the municipality permission to audit the CDC and monitor the progress of the CDC.

6.3.3 *Business Improvement Areas*

Section 204 of the *Municipal Act* allows the creation of Business Improvement Areas (BIAs) for the purposes of overseeing the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond what is provided at the expense of the municipality generally; and to promote the area as a business or shopping area. In other words, a Business Improvement Area serves the community through the improvement of businesses, which can be accomplished in two ways: the improvement of the physical environment in the area and the economic redevelopment of the local business community through area-wide promotion and advertising.

Successful BIAs also encourage members to improve their own properties at their own expense. Some methods include recognizing commercial building façade improvements, helping to fund improved pedestrian-oriented lighting, and adopting sign programs that will enhance the attractiveness of the area, and promote the image of it as a coherent, well-organized commercial district.

BIAs are run by a Board of Management appointed by the municipal council, with at least one municipal councilor usually appointed as a member. The Board prepares an annual budget for the BIA, and normally has it approved by the annual general meeting of the members. The budget is then submitted to the municipality for approval. The municipal

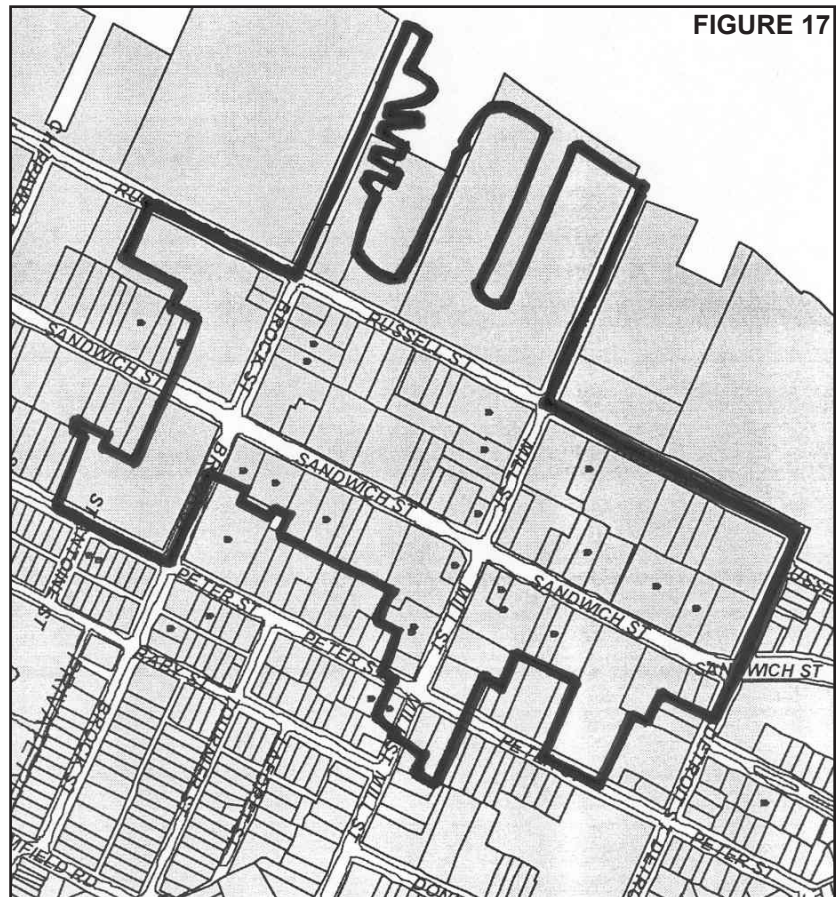


FIGURE 17

Figure 17: Map of the Olde Sandwich Towne Business Improvement Area

council can then add a levy to the property tax paid by every business taxpayer within the BIA boundaries. The money collected through the municipal tax system, and through other fund-raising ventures the BIA may decide to pursue, funds the physical improvements and promotional programs that the BIA decides to undertake. The existing boundaries of the Olde Sandwich Towne BIA are illustrated in Figure 17.

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7.0 OLDE SANDWICH TOWNE COMMUNITY PLANNING STUDY STRATEGIES & RECOMMENDATIONS

7.1 Vision

After completing the visioning exercise in Meeting 3, the Task Force agreed to the following vision for their community:

Olde Sandwich Towne is a vibrant waterfront community

The Task Force studied several examples of vision statements from other community plans and opted for a shorter, more concise vision statement that is packed full of meaning. A shorter vision statement is easier for the members of the community to remember. Communicating the vision statement to others helps unify the community and improve the image of Sandwich.

Olde Sandwich Towne - By using “Olde Sandwich Towne” the Task Force is officially naming their community. Instead of referring to the community as just “Sandwich” or “Windsor’s West End”, the name “Olde Sandwich Towne” has historical implications and represents the community’s unique heritage attributes.

Vibrant - The Task Force chose one word that would summarize the variety of cultural activities that currently exist in Olde Sandwich Towne and that would also represent the type of activities and businesses they would like to attract. They wanted Sandwich to be a place where both residents and visitors can shop, dine, or catch a show. It was agreed that, by definition, a vibrant community would include these types of activities.



Collage representing assets of Olde Sandwich Towne

Waterfront - The waterfront is one of Olde Sandwich Towne’s greatest assets yet it is also an area for improvement. The Task Force envisions a more picturesque waterfront that is easily accessible to all residents and envied by those visiting Sandwich.

Community - Olde Sandwich Towne is more than just a neighbourhood or planning district in Windsor, it is a community with its own identity. The Task Force wanted their vision to reinforce the community values in Sandwich. They envision a community that welcomes newcomers and reaches out to those in need.

As described earlier in this report, in order to achieve the vision that residents of Olde Sandwich Towne hold for their community, realistic goals and objectives were set. These were then broken down into strategies and actions overseen by sub-committees that met with the whole Task Force regularly to review their progress and to ensure that the strategies and actions remained consistent with the community vision.

7.2 Introduction to Task Force Strategies and Actions

The strategies and actions that emerged from the *Planning Handbook* community planning process are listed in full in Appendix 3, grouped into one of the following categories:

- Appearance and Community Image
- Commercial Development and Neighbourhood Land Use
- Communications and Marketing

- Health Care, Education and Community Needs
- Parks and Open Space and Neighbourhood Land Use
- Safety and Crime

The remaining sections of this report summarize the strategies and actions developed by the Task Force and list the recommendations that are necessary to advance them.

7.3 Appearance and Community Image

7.3.1 Heritage Conservation

The Task Force felt that Olde Sandwich Towne’s heritage resources were among its most positive characteristics, and that they should be preserved and enhanced. The vacant land issue in Sandwich is also an opportunity for infill projects that can contribute to Sandwich’s unique historical character. An example would be the former CIBC bank property located at the corner of Sandwich and Mill Streets. The Task Force identified this location as priority area for heritage-compatible infill. If Sandwich were to be designated a Heritage Conservation District (HCD), the *Ontario Heritage Act* requires that a Heritage Conservation District Plan be prepared. That plan would include design guidelines aimed at protecting views and vistas, façade, streetscape, and lighting elements. A HCD Plan could also incorporate special signage with logos that could better identify the district and orient visitors. If a HCD By-law were to be passed by City Council, all new developments and repairs to existing streetscape within the designation area would have to conform with Heritage Conservation District Plan.



Windmill located across the street from the Duff-Baby Mansion. Built in 1992, it is a replica of the windmills that lined the Detroit River in the early 1800s.

RECOMMENDATION 1. *It is recommended that the City hire a heritage consultant to undertake a study investigating the possibility of designating Sandwich as a “Heritage Conservation District” under Part V of the Ontario Heritage Act (R.S.O. 1990, Chapter 0.18)*

7.3.2 Urban Design

Parts of Olde Sandwich Towne may not be included in the Heritage Conservation District study or meet the criteria for an area that is of “cultural heritage value or interest” under the Ontario Heritage Act. Those areas should be developed in a way that complements the designated District to create a continuous community identity. Important design elements to consider include:



View looking east along Sandwich Street, an example of the role streetscaping plays in good urban design

- Views and vistas
- Façade improvements
- Signage
- Streetscape standards

- Lighting
- Green building design

RECOMMENDATION 2. *It is recommended that the City develop urban design guidelines and performance standards for new developments and redevelopments occurring outside the proposed Heritage Conservation District designation area in Olde Sandwich Towne.*

The task force members noted that they would like to improve the streetscape along Sandwich Street by creating a pedestrian-friendly environment and improved bicycle access to the area. Streetscape standards should be a part of the proposed Heritage Conservation District guidelines or any urban design guidelines for the area, and should be modeled after those prepared for Downtown Windsor. Repairs and other improvements to the streetscape can drastically improve Sandwich’s community image and the attractiveness of local businesses.

RECOMMENDATION 3. *It is recommended that the City of Windsor Planning Department and the Sandwich BIA work with the Public Works Department to apply the proposed streetscape standards and repair or replace the current streetscape along Sandwich Street, including the installation of bicycle lanes.*

7.3.3 Upkeep of Private Property

Some of the negative aspects of Olde Sandwich Towne’s community image result from the poor upkeep and illegal use of private property. It is the opinion of the Task Force that an increase in by-law enforcement in the area would drive owners to better maintain their properties.



An example of poor upkeep on private property

RECOMMENDATION 4. *It is recommended that the Building and Development Department pro-actively inspect and document Property Standards violations in an effort to target substandard building conditions and the illegal use of property in Olde Sandwich Towne.*

7.3.4 Housing Stock Conditions

The Task Force also expressed concern over the number of boarded up homes in Sandwich and the poor condition of some of the housing stock. The poor appearance of the housing stock can deter potential buyers and also cause the neighborhood to become a target for crime. In general, the housing in Olde Sandwich Towne is more affordable than in other areas of the city. While it is important the number of affordable housing units be maintained, the percentage of units that are in need of major repairs imply that the homes may not be meeting the needs of those who live there. The task force would like the City to provide financial incentives that will increase the quality and appearance of residential units in the Sandwich area.



An example of housing improvements

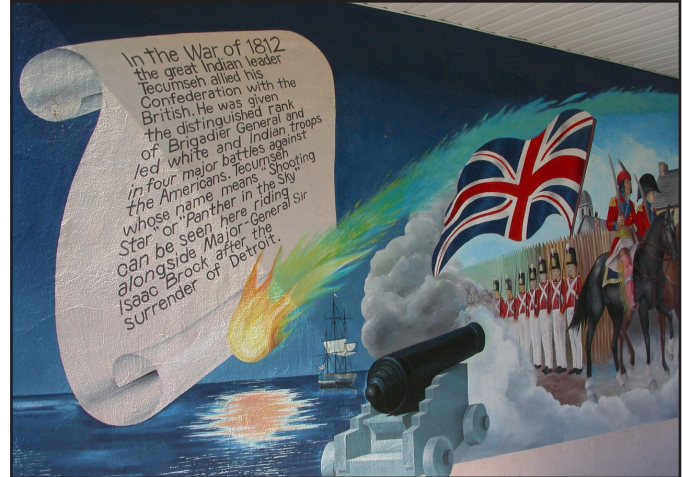
RECOMMENDATION 5. *It is recommended that the Planning and Building and Development Departments research possible financial incentives that will encourage residential property owners to renovate their buildings.*

7.3.5 Public Art

The Sandwich community takes pride in the colourful murals that decorate many of the buildings. These murals reinforce the unique historical character of the community by depicting important events in the history of Sandwich. The Task Force would like to establish Olde Sandwich Towne as “The Mural Capital of South-western Ontario”.

RECOMMENDATION 6. *It is recommended that the City of Windsor’s Cultural Affairs staff assist the BIA and proposed CDC in expanding the existing mural project, prioritizing the gateway areas as identified on the Key Actions map and the area under the Ambassador Bridge for mural additions.*

The Task Force identified three areas as gateways to the Sandwich community. One is located at Riverside Drive West near Detroit Street and Paterson Park. This gateway area leads into the Sandwich Street Corridor and Heritage Area as shown on the Key Actions map. The second gateway area is at Wyandotte Street West and Indian Road and leads into the residential area identified as Heritage Area Two on the Key Actions map (Figure 18). The third gateway is located at the southern edge of the study area near the industrial district and the Ojibway Parkway. Gateway areas should be branded with appropriate signage, landscaping and public art pieces. The land covered by the Ambassador Bridge is another area that should be top priority for any public art and landscaping additions.



Existing murals are a point of pride in the community

RECOMMENDATION 7. *It is recommended that the area under the Ambassador Bridge and the three gateways identified by the Task force be improved with public art, landscaping, and signage.*

7.4 Commercial Development and Business Attraction

7.4.1 Local Economic Development

The Task Force noted that, in its opinion, there are two main ingredients missing from a successful local economy in Sandwich. The absence of a major financial institution in Sandwich is the first noted ingredient. The other is the need for a more diverse retail and commercial sector in Sandwich focused in Target Area 1 in Figure 14. The Task Force has endorsed the idea of a Community Development Corporation that would have the responsibility of attracting new businesses and jobs to Sandwich, while also retaining the existing businesses and helping them to expand and grow.



Existing murals are a point of pride in the community

The CDC will be a non-for-profit corporation incorporated under Ontario legislation and will be expected to implement the strategies and actions developed by the Sandwich Community Task Force. The Task Force feels strongly that the Board Membership of the CDC should be made up of people who live, own property or work in Sandwich.

RECOMMENDATION 8. *It is recommended that the City of Windsor establish a Community Development Corporation (CDC) for Olde Sandwich Towne and target funding from the 2007 Capital Budget to support the CDC.*

The Task Force thought that the logical first step in the development of a strategy to attract new businesses to Sandwich would be to hire a consultant to develop a market study to determine the types of businesses that could be sustained in Sandwich, and also to explore the viability of a mixed-use “stop and shop” concept.

RECOMMENDATION 9. *It is 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 suitable for the area.*

The Task Force also identified the need to attract a financial institution to locate in Sandwich. The Task Force members, BIA, and local councillors have already begun approaching financial institutions to locate in Sandwich as part of the “Early Action” process described in the *Planning Handbook*. Once established, the CDC would be able to contribute additional resources to make this action a success for Sandwich.



The former bank site, an example of a possible location for a financial institution

RECOMMENDATION 10. *It is 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 Task Force concluded that the boarded up storefronts and the poor condition of some of the commercial buildings in Sandwich both contribute to the poor image or reputation of Sandwich. This in turn, makes Sandwich undesirable in the eyes of potential investors. The Task Force paid significant attention to this challenge facing Sandwich and it arrived at the conclusion that a Community Improvement Plan that offers financial incentives to improve the appearance of commercial properties would prove useful in improving the overall image of the commercial district. They also felt that the scope of the Community Improvement Plan study should also include the industrial areas near the waterfront.

RECOMMENDATION 11. *It is recommended that the Sandwich Community Planning Study Area be designated as a Community Improvement Plan Project Area as defined in Section 28 (2) of the Planning Act, R.S.O. 1990, and that the Planning Department research the financial incentives that would improve the local economy in Sandwich.*

Even the most successful pedestrian-friendly retail districts have some parking available. Though alternative modes of transportation are encouraged, the reality is that there is a shortage of off-street parking to accommodate visitors to Sandwich. Most visitors drive to Sandwich and the availability of parking nearby is crucial to the success of local businesses. Instead of businesses in Sandwich competing for the scarce on-street parking spaces available, it was suggested that the Sandwich BIA coordinate local businesses to cost share a parking area that would be located behind the existing storefronts.

RECOMMENDATION 12. *It is recommended that the Olde Sandwich Towne BIA coordinate the cost sharing of free, convenient, safe and well-lit customer parking for all local businesses at the rear of buildings.*

7.5 Communications and Marketing

7.5.1 Communication and Marketing Strategies

The proposed CDC should play an active role in addressing issues such as boarded-up storefronts and vacant property by promoting Olde Sandwich Towne as a vibrant waterfront community to potential buyers. It is anticipated that by marketing the strengths of Olde Sandwich Towne, the public and investors will improve the community's reputation, and erase the negative connotations of "Windsor's West End" that have been echoed by the media. The Task Force members had several ideas for a marketing campaign. They include a website and a monthly newspaper in the top seven languages spoken in Sandwich: English, French, Arabic, Chinese, Spanish, Bengali and Urdu. The CDC board of directors and members should also act as the "champions" for Sandwich by networking with outside interests and the media to garner interest in Sandwich.

RECOMMENDATION 13. *It is recommended that the proposed Sandwich CDC partner with the local BIA and the City of Windsor's Cultural Affairs staff to launch a marketing campaign highlighting the community's history, arts, and entertainment.*

7.5.2 Festivals and Events

The Task Force anticipates that the marketing campaign recommended above will help strengthen community pride as well as improve the vitality of Olde Sandwich Towne now. Olde Sandwich Towne community events also help promote and celebrate the community's unique identity by bringing all residents and organizations together. Every year the Sandwich BIA hosts the Sandwich Festival with the help of community groups and sponsors. The festival has grown in support and size over the years. It hosts a wide range of activities such as vendors, exhibitions and fireworks displays. The Task Force would like the festival to expand its scope even further over the next years. The City's Cultural Affairs staff can assist the BIA to host events such as military re-enactments, a "haunted Sandwich Towne" and town beautification contests. The BIA can also expand the Sandwich festival to include pub-crawls and an open marketplace.



Sandwich Festival, 2005

RECOMMENDATION 14. *It is recommended that the City of Windsor's Cultural Affairs staff assist the BIA and proposed CDC in expanding new opportunities for the Olde Sandwich festival. The festival can be used to celebrate the uniqueness of Olde Sandwich Towne through innovative themes.*

7.6 Health Care, Education and Community Needs

7.6.1 Health Care

The Task Force expressed many concerns over the shortage of local health care services, notably the shortage of family physicians, and the lack of local health facilities and services.

Since 1989 the Sandwich Community Health Centre (SCHC) has been striving to bring medical services to local residents. Many residents currently have to travel outside the community to receive adequate health care. This

is often problematic for the growing elderly population and for those that have no access to a car. The SCHC is a valuable partner in implementing the Task Force strategies regarding health care, and also is a valuable resource for newcomers in the community. The Task Force would like to see more activities offered from the SCHC and a new medical centre to better serve the health care needs the community. A joint medical facility located within the Sandwich commercial district that includes both the SCHC and a medical clinic would be an efficient use of resources and would be within walking distance for most residents. Examples of how the City can assist the SCHC with this project include a fast-tracking development application process and submitting a Council letter of support to the Ministry of Health.

RECOMMENDATION 15. *It is recommended that in support of ongoing SCHC activities, the City assist in the planning approvals necessary to develop a new health centre and medical clinic located within the Sandwich commercial district and that City Council support the SCHC in obtaining funding for this venture from the Ministry of Health.*

7.6.2 Education

The Task Force would like their local schools to remain open and available for community use after hours, and serve as community centres if the school boards should determine these local educational facilities are surplus.

Schools can facilitate many functions that meet community needs. Multi-use functions include arts and culture programs, community events, recreational sports, and after-school youth programs. Active community centres and schools enrich communities.



General Brock School, the elementary school located in Olde Sandwich Towne, also contains a branch of Windsor Public Library and a community police station

RECOMMENDATION 16. *It is recommended that the City of Windsor's Cultural Affairs staff and the department of Parks and Recreation investigate the feasibility of using schools located in Olde Sandwich Towne for program delivery to the Sandwich community.*

The Olde Sandwich Towne Task Force members feel that local schools should encourage their students to learn more about the history of Sandwich, and participate in volunteer programs within the community.

RECOMMENDATION 17. *It is recommended that the City of Windsor's Cultural Affairs staff work with school boards to engage local students to learn about the history of Sandwich and participate in programs that instill community pride.*

7.6.3 Cultural Diversity

Olde Sandwich Towne is a diverse community with many new Canadians relocating to the area. A cohesive and inclusive atmosphere is important to the success of the community. The Task Force feels that the diversity of cultures is an important asset to the Sandwich community and that newcomers should feel that they are welcomed.

The Multicultural Council of Windsor and Essex County prides itself with seeking new and innovative ways of meeting the needs of Windsor's ethnically diverse population. For 30 years they have been providing a wide range of services to the local immigrant community, and given this experience, the Multicultural Council of Windsor and Essex County is best qualified to identify what needs of the immigrant community in Sandwich are not being met and how to best engage different ethnic groups in the implementation of the Community Planning Study.

RECOMMENDATION 18. *It is recommended that the Multicultural Council of Windsor and Essex County be consulted to assist the proposed Sandwich CDC, and other implementing agencies, with the development of strategies to engage the different ethnic communities located in Sandwich in the implementation of the Community Planning Study and any subsequent community development initiatives undertaken in Sandwich.*

The Task Force did acknowledge poor communications exist between the ethnic groups in Sandwich and attributed it to the language barriers between groups. One suggested solution would mirror an existing example of this challenge being overcome in Windsor generally. The City of Windsor has a 311 call centre which provides citizens easy access to their municipal government for information and non-emergency services, with non-English speaking residents being able to access the service using interpreters that are contracted through Language Line Services. This allows operators to access interpretation in 150 languages. The Task Force would like to see more promotion of this translation service to encourage more Sandwich residents to contact the City for municipal matters. Local businesses, organizations and residents could also benefit from translation services whether they are in the form of a language line or multi-lingual signs.

RECOMMENDATION 19. *It is recommended that the proposed Sandwich CDC work with the Olde Sandwich Towne BIA to investigate and cost-share a translation service for local businesses and organizations.*

7.7 Parks and Open Space

7.7.1 Parks and Open Space

While the Task Force noted that the number of neighbourhood parks and the riverfront are strong community assets, it did have some issues that mostly focused on the lack of recreational activities present at the parks. It was suggested that each park be redeveloped with a certain theme to provide a range of activities that would appeal to all age groups in the community. The themes suggested by the Task Force are as follows:

- *Mill, Queens Dock and riverfront:* Family-oriented, limited commercial (marina, band shelter, festival area)
- *McKee:* Founding nations theme (Huron, Wyandotte, Algonquin and Ottawa First Nations)
- *Paterson:* Family-oriented (e.g. ice rink, various outdoor activities)
- *Bradley:* Children-oriented (e.g. wading pools and water features)
- *Crowley:* Teen-oriented (e.g. basketball, skateboarding, soccer)



Gazebo located behind Mackenzie Hall, an example of an area that can be improved to prevent crime

RECOMMENDATION 20. *It is recommended that the parks in the Olde Sandwich Towne Community Planning Study Area be redeveloped to include the recreational activities suggested by the Olde Sandwich Towne Community Planning Study Task Force.*

The presence of trees and open space will improve the quality of life of residents by providing a sense of nature within a dense urban community and by providing the means for passive recreation. Residents would like to see the few Mission Pear Trees in Sandwich protected and would like the City to investigate the feasibility of replanting this species of tree throughout the community. The Task Force would also like a walkway to access the waterfront.

RECOMMENDATION 21. *It is recommended that all parks in the Olde Sandwich Towne Community Planning Study Area be connected with landscaped trails and by planting and maintaining trees along streets*

7.8 Safety and Crime

7.8.1 Safety/Crime

Residents and business owners on the Task Force expressed concern over the amount of crime in Olde Sandwich Towne, and feel that the Windsor Police Service and Neighbourhood Watch presence could be improved.

As mentioned earlier in this report, a Crime Prevention Through Environmental Design (CPTED) Assessment was completed in 2005 for properties within the Olde Sandwich Towne BIA boundary. The assessment suggested many simple and inexpensive measures that property owners can take to deter criminals.

Members from the Task Force noted that there are many areas in Sandwich that are not well lit. According to the CPTED assessment, the single most effective component

in providing for a safe and secure built environment is lighting. When properly designed and applied, lighting can enhance both the perception and actual levels of safety and security for buildings, parks/open spaces, public places, streets and alleys, and parking facilities. Proper lighting provides increased visibility to enhanced sightlines, both deterrents for inappropriate behaviour.

The CPTED assessment found the lighting levels throughout the BIA to be generally below recognized standards for safety and security. Therefore, a recommendation was made by the authors of the CPTED assessment stating that all light fixtures which do not meet the industry standards for safety and security as outlined in the *Physical Conditions Review* section of the CPTED assessment be upgraded to full cut off style metal halide fixtures (for producing clean, white light). The Task Force would like to see these measures implemented and applied to areas outside the BIA boundary in Sandwich.



An alleyway in Olde Sandwich Towne, an example of an area that can be improved to prevent crime

RECOMMENDATION 22. *It is recommended that the City's Public Works Department review and confirm the "Measured Illumination Level" findings from the 2005 Olde Sandwich Towne BIA Crime Prevention Through Environmental Design Assessment, and upgrade the lighting fixtures on public property that do not meet the Illuminating Engineering Society of North America's recommended guidelines for safety and security.*

During its meetings, the Task Force identified certain areas where there is perceived criminal activity, such as Bradley Park, and suggested actions to improve the safety in Sandwich. These actions include the installation of surveillance cameras to monitor target areas and let people know that they are being watched. The Windsor Crime Prevention Coordinator and the Windsor Police Services planner can assist in suggesting other measures to alleviate crime that are less expensive such as improving illumination of the area and maintaining shrubs.



An example of an area that can be improved to prevent crime

RECOMMENDATION 23. *It is recommended that the Windsor Crime Prevention Committee partner with Windsor Polices Services to conduct a CPTED audit for Bradley Park and that the department of Parks and Recreation implement the safety measures.*

Task Force also expressed concern over the community police station operation hours and feels that there should be a place nearby where victims of crime can go to be safe when the station is closed. The current community police station shares a building with Brock Public School and the local library branch and is only open during regular business hours.

RECOMMENDATION 24. *It is recommended that the City of Windsor Social Services Department and the Windsor Police Services develop a "safe house" program with local organizations such as the United Way.*

In order for the current Neighbourhood Watch program to be successful, all residents in the community must actively participate. The Windsor Crime Prevention Committee hosts awareness programs for local residents yet participation is low. Local community organizations need promote the same sense of empowerment and pride, shown throughout the Olde Sandwich Towne Community Planning Study process, to rest of the Sandwich community.

RECOMMENDATION 25. *It is recommended that Sandwich community organizations encourage its members to participate local Crime Prevention initiatives such as Neighbourhood Watch and to report crimes.*

Due to the high speed limit of the Sandwich Street arterial road, residents have expressed concerns over the safety of pedestrians. The lack of pedestrian safety can have a negative effect on businesses located on Sandwich Street. The Task Force requests that pedestrian safety be improved while recognizing that Sandwich Street is an arterial road.

RECOMMENDATION 26. *It is recommended that City of Windsor Transportation Planning/Public Works staff design and implement Pedestrian Safety Measures along Sandwich Street from Huron Church Road to John B Street, and on Riverside Drive from Rosedale to Detroit.*



An example of an area that can be improved for pedestrian safety.

8.0 PLAN IMPLEMENTATION

8.1 Organizational Structure

An organizational structure is essential to ensure that the strategies and recommendations from the previous sections are implemented and that the appropriate responsibility centres are assigned to carry out the work necessary to ensure that the vision for Olde Sandwich Towne is advanced. As an outcome of the sixth and final meeting, the Community Planning Study Task Force began assigning responsibilities, or “roles” as they were called in the *Planning Handbook*, to the organizations or groups that were to have the responsibility of implementing specific strategies and actions. At this point, the work of the Task Force was complete. The following section takes the work done by the Task Force and begins to provide some additional structure to the implementation of the Community Planning Study by clarifying the expectations of the organization(s) assigned to implement the study, and identifying potential partnership and funding opportunities.

8.1.1 *Sandwich Community Study Implementation Committee*

The City of Windsor has set a precedent with the creation of an Implementation Committee for a similar study in another area of the city known as Little River Acres. Since a majority of the strategies and actions developed by the Task Force have been assigned to the City to implement, the Implementation Committee approach developed by the City lends itself well to the implementation of the Sandwich Community Planning Study - at least until the recommended Community Development Corporation is set up. After that, the need for a separate Sandwich Community Planning Study Implementation Committee (from this point forward referred to more simply as the *Implementation Committee*) can be revisited.

The Implementation Committee would be made up solely of City staff from departments that have a vested interest and/or have been identified specifically in the study as a component of a particular strategy. The primary purpose of the Implementation Committee is to coordinate and track the implementation of recommendations contained in the Olde Sandwich Towne Community Planning Study that are the responsibility of one or more departments of the City of Windsor or the joint responsibility of the City and a partnering organization.

An Implementation Coordinator would be appointed to, as the name suggests, coordinate the implementation of recommendations made in the study. The Implementation Coordinator is to be the designated City contact person for the implementation of the Olde Sandwich Towne Community Planning Study. The Coordinator would also prepare an annual report to Council outlining the progress made throughout the year on the implementation of the study. This approach is beneficial because it requires the ongoing monitoring of the study and it transfers a higher level of responsibility to individual departments to make sure that their actions, budgets and plans are aligned with the recommendations of the Community Planning Study. The Coordinator, in exercising the duties of the position, also ensures that all applicable City policies are fully considered and that all of the members of the Committee are given a fair opportunity to present their views.

It is also anticipated and recommended that the Implementation Committee will also be assigned the responsibility of implementing the Community Improvement Plan developed as a result of Recommendation 11 of the Community Planning Study.

RECOMMENDATION 27. *It is recommended that the City of Windsor establish the Sandwich Community Planning Study Implementation Committee and appoint an Implementation Coordinator to coordinate the City's implementation of the Community Planning Study.*

8.1.2 *Olde Sandwich Towne Citizens Advisory Group*

It was never the intention of the Community Planning Study process, being guided by the *Planning Handbook*, to develop a study that at the end of the process would be handed off by the Task Force for its implementation. The Task Force made up of local stakeholders developed the study and in doing so have contributed to a brighter future for Olde Sandwich Towne. For this very reason, the study should remain a community document with some of the responsibilities that go along with it remaining so. With the work of the Task Force now completed, a new entity that directly represents the citizens and their interests, as well as accepts some responsibility for the implementation of the Community Planning Study, will prove essential in moving forward. This study is recommending that a Citizens Advisory Group be established - at least until the recommended Community Development Corporation is set up. After that, the need for a separate Citizens Advisory Group

can be revisited.

A Citizens Advisory Group is a way of influencing and leveraging the resources of other organizations in the community in advancing the vision of Olde Sandwich Towne. A Citizens Advisory Group comes with the recognition that there is a wealth of knowledge in each community and the Citizens Advisory Group allows the community to take advantage of this expertise. In addition, Citizens Advisory Group members will also have access to networks of people and organizations that can bring additional resources and expertise to the implementation of Community Planning Study.

RECOMMENDATION 28. *That City Council establish the Olde Sandwich Towne Citizens Advisory Group for the purpose of participating in the implementation of the Community Planning Study, functioning as a community point of contact, and facilitating ongoing communication between the community and partnering organizations.*

This idea of tapping into the community’s resources, expertise and network begins to broach the topic of the group’s composition. The Olde Sandwich Towne Citizens Advisory Group should include former Task Force members as well as other community representatives passionately interested in implementing the recommendations of the Community Planning Study. However, the main principle when appointing people to the group should be, *Find the Right People*. There are three main criteria that should be fulfilled by the people appointed, including:

- 1) They should be directed affected or impacted by what is happening in Sandwich;
- 2) They should be genuinely interested in making Sandwich better and implementing the Community Planning Study; and,
- 3) They should have a level and area of expertise that is needed to move the vision for Sandwich forward.

The Olde Sandwich Towne Citizens Advisory Group will be expected to monitor the “pulse of the community” to gauge how the community feels on issues. They will also be expected to continue the work done by the Task Force by continuously seeking partnerships and/or funding to implement the Community Planning Study and to seek out projects that serve the purpose of making Olde Sandwich Towne a better place to live, work and visit.

8.1.3 Sandwich Community Development Corporation

It has been an underlying assumption from the outset of this study that a Community Development Corporation (CDC) would be formed for the purposes of promoting economic development in Olde Sandwich Towne upon the completion of this study. Therefore, given this assumption it should be no surprise that a number of strategies and actions developed by the Task Force were focused and subsequently assigned to the proposed Community Development Corporation. Section 6.3 of this study provides a good summary about what Community Development Corporations have the authority to do in Ontario. As well, there are a number of strategies and actions that have been assigned to the CDC by the Task Force. These community-derived strategies and actions should contribute to the informative steps of beginning to form the mandate for the CDC.

CDC’s entrusted for one particular geographical part or functional aspect of a municipality are relatively rare in Ontario. Tailoring a CDC to suit the intent of this Community Planning Study, while also taking into account other municipal priorities, is a task which requires careful thought and collaboration within City administration, Ministry of Municipal Affairs & Housing officials, and beyond. For this reason, although the Community Planning Study begins to inform the mandate and work program for the proposed Sandwich CDC, it does not make any recommendations with regard to important CDC operational matters such as: the appropriate reporting structure, membership composition, responsibilities of CDC members, membership expertise requirements, proposed budget allocation requirements, and source(s) of funding.

8.1.4 Olde Sandwich Towne Business Improvement Area

Currently, the existing Olde Sandwich Towne BIA represents the core commercial properties within Olde Sandwich Towne. The BIA recognizes that people want clean, interesting and attractive places in which to live, work, shop, visit, eat, and be entertained. By creating an attractive shopping area through the use of convenient parking and beautification projects – the use of benches, flowerbeds and planters, special street lighting, improved streetscapes, the Olde Sandwich Towne BIA is promoting the economic development and sustainability of the existing businesses within the commercial corridor of Sandwich.

To further promote local economic development, the Olde Sandwich Towne Community Task Force has

identified several strategies earlier in this report that the BIA should implement to benefit the local community.

8.2 Partnerships

With the exception of the Olde Sandwich Towne Citizens Advisory Group discussed above, all of the implementation bodies are either in existence or, in the case of the CDC, were being considered at the time this study was initiated. The strategies and actions recommended in this report are assigned to, and lend themselves well to having the organizations identified above partner together among themselves and/or with other agencies and organizations to implement the Community Planning Study. It would be a disservice to the community if these partnership opportunities that serve the purpose of making Olde Sandwich Towne a better place to live, work and visit were not explored. For this very reason, the following partnership opportunities are presented and should be considered by the appropriate implementation organization/group at the appropriate time.

8.2.1 *The United Way*

The United Way embraces the “Community Building” approach by working with the community to find solutions that build on existing strengths and maximize existing community resources. This philosophy is well matched with the approach of the Community Planning Study process and with addressing some of the challenges facing Olde Sandwich Towne.

Two services offered by the local United Way that would be particularly beneficial to the Sandwich community are *Training and Consulting in the Not-for-Profit Sector* and *Community Research and Planning*.

United Way’s Centre for Training and Consulting in the Not-for-Profit Sector offers community-tailored training and consulting services that will assist organizations such as the proposed Sandwich Citizens Advisory Group to respond strategically to social, political and economic challenges facing the community to and to maximize the human and financial resources to address these challenges. The United Way also offers training that meets the needs of the client.

The United Way’s Community Research and Planning service complements the organizational training

offered above by working with the community to develop local solutions to the local issues and challenges facing it. The United Way also encourages community partnership arrangements and consultation on activities such as program delivery, program evaluation, and identification of service gaps, all of which may prove beneficial as the community moves towards improvement.

8.2.2 *Regional Physician Recruitment Office Windsor/Essex*

The City of Windsor and Essex County have collaborated to create the Physician Recruitment Office, an organization that operates with an annual budget of \$220,000 to attract physicians to the service area. The Physician Recruitment Office’s staff receives direction from the Physician Recruitment Steering Committee, which is chaired by Essex County Warden Mike Raymond and Windsor Mayor Eddie Francis and includes the chief executive officers of three area hospitals, councillors from area municipalities and city and county managers.

The Task Force identified the need for additional doctors and local medical facilities. Inquires should be made to the Physician Recruitment Office on behalf of Sandwich to determine what the community can do to increase its chances for attracting additional doctors.

8.2.3 *Windsor-Essex Small Business Enterprise Centre*

The Windsor-Essex Small Business Enterprise Centre provides business development assistance by pointing prospective entrepreneurs in the right direction. Support comes in the form small business start-up assistance, as well as on-going support and information for the entrepreneur. The Small Business Enterprise Centre provides advice and support on preparing a business plan, loan application, cash flow preparation, government rules and regulations, sources of financial assistance and business management during free one-on-one consultations.

The Windsor-Essex Small Business Enterprise Centre, with the services it provides, would make a likely partner for the proposed CDC and the Olde Sandwich Towne BIA because these organizations can refer prospective entrepreneurs to the Small Business Enterprise Centre to increase the likelihood of the new business surviving in Sandwich.

8.3 Funding

8.3.1 *City of Windsor Capital Budget*

The Olde Sandwich Town Community Task Force has identified and prioritized a number of strategies and actions that fall within the City of Windsor’s realm of responsibility. Many of the strategies and actions have a “price tag” or financial cost associated with them and as such would have to be financed through the City’s budgeting allocations.

Consistent with other similar studies completed by the City in cooperation with local communities elsewhere in Windsor, this study recommends that a global project be created project in the Planning Department capital budget for all expenditures related to the Olde Sandwich Town Community Planning Study, and the subsequent Community Improvement Plan. The funding designated for individual recommendations in the Plan should be organized and tracked as individual “products” within the one capital project. This approach would permit City Council and the community to understand at-a-glance the total funding support given to the Olde Sandwich Town Community Planning Study.

RECOMMENDATION 29. *It is recommended the City of Windsor establish an Olde Sandwich Town Community Planning Study capital project for the purposes of implementing the Olde Sandwich Town Community Planning Study.*

The responsibility should rest with the Sandwich Community Study Implementation Committee for coordinating individual departmental budgets in preparing the proposed new capital budget project submission that implements the Community Planning Study. The Implementation Committee would also ensure that the budget submissions from City departments conform to the recommendations and associated priority ranking as established by the community and documented in the Community Planning Study.

8.3.2 *Community Development Corporation Budget*

The proposed Community Development Corporation will have a budget to fulfill its mandate. Recommendation 8 ensures that consideration for Community Development Corporation seed money is given in the City’s 2007 budget process. The 2007 amount that should be requested to launch the CDC and the process for establishing subsequent CDC budgets will require further study. However, this study

supports the idea of the CDC budget being established in consultation with the other implementation bodies identified in Section 8.1 and the Sandwich community.

8.3.3 *The Bell Community Economic Development Fund*

The Bell Community Economic Development Fund is a partnership between Bell Canada and the Community Economic Development Technical Assistance Program (CEDTAP), with the goal to foster community economic development through community development initiatives. The Bell Community Economic Development Fund provides support to organized and credible community economic development organizations, non-governmental organizations, and non-profit community-based organizations in order to stimulate growth and innovation through improved communications technology.

The grants awarded are available for projects that improve community well-being by focussing on community groups who are generally shown to be at a disadvantage. The projects must demonstrate long-term sustainable local impact and value to the constituencies they serve and strive to use or develop innovative strategies and approaches that address long term community economic development issues in specific communities. Projects must also demonstrate the level of funding support from other sources, how the initiative is sustainable, how it will leverage other resources in the community, how replication can and will be encouraged and how cost effective the proposed initiative/project is.

8.3.4 *The Ontario Trillium Foundation*

The Ontario Trillium Foundation has adopted the mission of building healthy and vibrant communities throughout Ontario by strengthening the capacity of the voluntary sector, through investments in community-based initiatives.

The Ontario Trillium Foundation is an agency of the Ministry of Culture which distributes \$100 million of government funding each year generated by through Ontario’s charity casino initiative. There are two grants available through the Ontario Trillium Foundation - the Community Program and the Province-Wide Program.

The Ontario Trillium Foundation emphasizes enhanced success for students and learners, healthier and more physically active Ontarians, enhanced employment and economic potential for workers and their families, more effective volunteers and more people engaged in their

communities, all of which were touched on in this Community Planning Study in one form or another.

These grants are available for applications in four broad sectors: arts and culture, environment, human and social services, and sports and recreation with applications linking two or more of the above sectors given preferential consideration because the Foundation operates with the belief that collaboration between organizations and sectors will strengthen the community. The grants are available to organizations with initiatives and partnerships that:

- Celebrate community heritage and diversity, while expanding the availability of arts and cultural events and the encouragement of tourism.
- Help communities take a leadership role in protecting their natural environments and habitats that promote healthy living.
- Create integrated community solutions that improve access to programs and services and stimulate economic activity.
- Promote active living and enhance social and physical well-being and the efforts of communities to attract and host special sports and recreation events that encourage economic activity.

A number of the strategies and actions identified by the Task Force would meet the criteria for a Trillium Foundation grant with some additional planning and collaboration given to the idea.

8.3.5 Windsor Family Credit Union Community Investment Program

The Windsor Family Credit Union (WFCU) Community Investment Program is an initiative designed to support the community, especially programs involving youth, health/welfare and social agencies, education, community/civic projects. WFCU is a local financial institution that invests in Windsor and the surrounding areas through its participation, donations and support of the community. It provides grants and programs to assist financially and otherwise local charitable, non-profit organizations involved with efforts to improve the local community. Of particular note, the WFCU provides the *Multi-Year Giving Program*, which assists charitable and/or non-profit organizations embarking on Capital projects by providing funding

for these requests that are spread over a period of three years. This potential source of funding and community support provides the proposed Citizens Advisory Group with another opportunity to explore when, and if, it decides to initiate a capital project in Sandwich.

8.3.6 Department of Justice Canada – Community Mobilization Fund

A number of the issues and challenges identified by the Task Force that are facing Sandwich fall within the category of Safety and Crime. Another community in Windsor has been successful in securing funding for a three-year period from the Community Mobilization Fund through the Department of Justice Canada.

The Community Mobilization Fund helps communities develop comprehensive and sustainable approaches to crime prevention and undertake activities that deal with the root causes of crime. The Community Mobilization Program aims:

- To increase the development of broad, community-based partnerships focused on dealing with local crime prevention issues;
- To increase public awareness of and support for crime prevention; and
- To increase the capacity of diverse communities to deal with crime and victimization.

The National Strategy on Community Safety and Crime Prevention is designed to help Canadians create safer communities, by supporting community-based crime prevention efforts, enhancing communities' knowledge and experience with respect to crime prevention and fostering partnerships and collaboration. The Organization Structure, and the strategies and actions recommended by this study align nicely with the objectives of the Community Mobilization Fund, and as such the opportunity to take advantage of this funding source should be explored.

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Appendix 1: Olde Sandwich Towne Community Planning Study Task Force Roles and Responsibilities

<i>The Olde Sandwich Towne Community Task Force</i> Roles of Task Force Members		
Role	Responsibility	Name of Task Force Member
Chairperson	Opens and closes the meeting, makes executive decisions and moves the process forward.	Hildegard Ashe
Facilitator	Helps move the process forward	John Bewsher (J.B.)
Planner	Helps the process along and brings relevant information to the meetings and process.	Kevin Alexander
Recorder	Jots down ideas on flipcharts, draws maps, flow charts, etc.	Shelly Duben
Secretary	Records detailed notes and provides meeting minutes for the next meeting	Pat Schincariol Mary Brannagan
Timekeeper	Ensures that the group spends a reasonable enough time on subjects, while also ensuring that the group does not go home without finishing its tasks. Often pauses conversation to ensure time is being used efficiently	Alice DiCaro
Validator	Ensures everyone has an opportunity to voice their opinions by making room for uncomfortable or unfamiliar ideas.	John Bewsher (J.B.)
Pacesetter	May sometimes stop the flow of discussion for the planner to provide additional start-up information that will inform the discussion.	Jennifer Sekela
Synthesizer	Helps to tie issues together and voices the relationship between various parts of the discussion.	Peter Deck
Assigner	Assigns tasks to Task Force Members, such as background research and follow-up information.	Pat Schincariol
Mediator	Helps the group integrate conflicting ideas or develop a plan to learn more about alternatives.	Nicole Sekela Blunt
Hospitality/ Critic	Reviews the overall meeting and critiques/ suggests areas of improvement. Ensures that there are proper refreshments and resources available at the meeting.	Bill Renaud

Appendix 2: Feedback Survey



Community FEEDBACK SESSION Questionnaire RESULTS

1. Do you feel that the top weaknesses and strong points identified are relevant to the Olde Sandwich Towne Community?

9 YES **0** NO

If NO, please identify your concerns below.

2. Do you feel that the strategies and actions identified will have an impact on improving the weaknesses or building upon the strengths identified by the Task Force?

9 YES **0** NO

If NO, please identify your concerns below.

3. Are there any actions and strategies that you do not understand?

0 YES **8** NO

If YES, please identify your concerns below.



Community FEEDBACK SESSION Questionnaire

4. Are there any actions and strategies that we overlooked?

1 YES

8 NO

If YES, please list actions and strategies below.

- *Industrial Actions*

5. Additional comments

- *I'm disappointed to see no initiatives to promote or encourage industrial businesses rather everything I saw was initiatives to eliminate or reduce the amount of industry in the area. Refocus on preserving industrial enterprise in the area is required. Remember, people typically live near where they work*
- *I am very impressed and excited as a business owner to see this great energy in the community*
- *BRING THE HISTORY OUT! We have such a great history and it needs to be brought out maybe include a museum*
- *I am extremely happy with the work this community is doing*
- *Main concern is appearance of the community especially on side streets; absentee landlords are neglectful, garbage issues. Why not Christmas lights in Mackenzie Hall tree and light up murals*

Thank you for all your answers and comments.

TOTAL RESPONDENTS **10**

Appendix 3: Olde Sandwich Towne Task Force Strategies and Actions

Olde Sandwich Towne Strategies & Actions: Appearance and Community Image							
STRATEGY & ACTIONS	VISION TIMELINE & TASK FORCE PRIORITY					LEAD ORGANIZATION(S)	PARTNERING ORGANIZATION(S)
	Priority	Short Term Year 1	Intermediate Term Year 2 - 3	Long Term Year 3 - 5	Beyond CPS Timeline		
Strategy 1: Improve the visual and perceived appearance of Sandwich through the use of existing and new innovative programming.							
A. Hire a heritage consultant to investigate the possibility of designating Sandwich as a "Heritage District", for the 1797 Olde Sandwich Towne Proper and Rosedale areas. The proposed heritage district will include design guidelines aimed at protecting views and vistas, facade improvement, signage (consistent with signage by-law), streetscape, and lighting.	Low					Planning Department, Cultural Affairs	N/A
	Medium						
	High	X					
B. Continue encouraging owners of properties designated under the Ontario Heritage Act, to take advantage of the Heritage Tax Relief Pilot Program	Low			X		Planning Department	CDC & BIA
	Medium						
	High						
C. Request the developer of the former bank at the corner of Sandwich and Mill modifying their plan to better suit the area. Investigate the possibility of using the TD Bank facade from the former Richmond block as part of the development.	Low					CDC	Planning Department, Cultural Affairs
	Medium						
	High	X					
D. Request that street signs reflect heritage character for use(s) identified as Heritage Conservation Districts on heritage areas	Low					CDC & BIA	Planning Department, Building and Development, Public Works, Cultural Affairs
	Medium			X			
	High						
E. Require that repairs and/or renovations to any existing structure are compatible with the historical character of Sandwich. (Bylaw enforcement to enforce gross abuses of bylaws regarding) property.	Low					Building and Development Department	CDC & BIA Monitor
	Medium						
	High		X				
F. Investigate the feasibility of restoring trolley tracks on Sandwich Street	Low					CDC	Public Works Traffic, Planning Division; Transit Windsor
	Medium						
	High			X			
G. Identify and protect the few remaining Mission Pear Trees in the Olde Sandwich Towne area and investigate the possibility of repatriating Mission Pear trees from Harrow Research Station.	Low					Parks and Forestry	BIA, ERCA
	Medium						
	High	X					
H. Develop urban design guidelines and performance standards for new developments and redevelopments for areas that will not be included in the proposed "Heritage District" to build-on the existing historic character in the Olde Sandwich Towne Area. Design Guidelines should include, but not be limited to the following; views and vistas, facade improvements, signage, streetscape, lighting, green building design.	Low					Planning Department, Cultural Affairs	N/A
	Medium		X				
	High						
I. Request the City of Windsor to assign a by-law enforcement officer to the Olde Sandwich Towne area to enforce existing by-laws regarding maintenance and upkeep of private properties and the illegal use of property, and encourage the community to use the 311 system to report violations. Develop a photographic log of areas that require special attention with regard to property condition, in the Olde Sandwich Towne Area.	Low					Building and Development Department	By-law Enforcement
	Medium						
	High	X					
J. Hire a graphic designer (logo consultant) to work the community to update the design of the existing Sandwich "Bicentennial logo" and create a permanent logo for Olde Sandwich Towne.	Low					CDC	BIA, Public Works, Cultural Affairs
	Medium						
	High		X				
K. Expand the existing mural project and establish Olde Sandwich Towne as "the mural capital of Southwestern Ontario".	Low					CDC	BIA, Cultural Affairs
	Medium						
	High			X			
L. Program a town beautification project and contest and include horticultural societies and private interests	Low				X	CDC	BIA
	Medium						
	High						
M. Develop an orientation and interpretive signage system for the Olde Sandwich Towne area that accurately reflects the boundaries of the entire area, and is consistent with Heritage character of the area.. (i.e.. Welcome to Olde Sandwich Towne signage)	Low					CDC & BIA	Planning Department, Cultural Affairs
	Medium		X				
	High						
N. Launch a marketing campaign and website with links to all businesses and groups within and outside of the area highlighting the communities history, arts & entertainment, retail, and housing opportunities.	Low					CDC	BIA, Cultural Affairs
	Medium		X				
	High						
O. Educate city officials, media, realtors, youth and the public at large regarding the perceived bad reputation of the "west end", and request all authorities to refer to Sandwich as "Olde Sandwich Towne" instead of the "west end".	Low					CDC	BIA
	Medium			X			
	High						
P. Develop streetscape standards and repair/ replace the existing streetscape along Sandwich Street.	Low					BIA	Planning Department, CDC, Public Works
	Medium						
	High		X				

Olde Sandwich Towne Strategies & Actions: Commercial Development and Neighbourhood Land Use							
STRATEGY & ACTIONS	VISION TIMELINE & PRIORITY					LEAD ORGANIZATION(S)	PARTNERING ORGANIZATIONS
	Priority	Short Term Year 1	Intermediate Term Year 2 - 3	Long Term Year 3 - 5	Beyond CPS Timeline		
Strategy 2: Attract a diversity of retail business that provide essential goods and services geared to the Olde Sandwich Towne neighbourhood, while preserving and enhancing neighbourhood land uses and our historical setting.							
A. Establish a Community Development Corporation (CDC) who will be the lead agency working with the City of Windsor to implement the strategies and Actions identified in the Sandwich Community Plan, as identified in CR 127/2005.	Low					Planning Department	Finance & Legal Departments
	Medium						
	High	X					
A. Target funding for the establishment of a Community Development Corporation (CDC) from the City's 2007 Capital Budget.	Low					Finance & Legal Departments	Planning Department
	Medium						
	High	X					
B. Designate the Sandwich Community Planning Study Area (identified as Map No. 1 of CR127/2005) a Community Improvement Plan Project Area as identified in Section 28 (2) of the <i>Planning Act, R.S.O. 1990</i> , for the purpose of implementing the following incentive package: Facade Improvement Program to extend and improve (i.e., incentives, flexibility) the existing program to the Sandwich CPS area Development Incentives Program to improve existing commercial and residential properties Working Waterfront Port Improvement Program to include funding for fence replacemnt, general site, and viewshed enhancements Greening Program to provide funding for new construction that incorporates green building (i.e. green roof) and energy conservation design techniques Land Acquisition and Housing Redevelopment Program for the purpose of acquiring neglected residential properties throughout the community and providing funding to low and medium income families for the redevelopment of these residential units and properties.	Low					Planning Department	Finance Department
	Medium						
	High	X					
C. Eliminate commercial vacancies and underutilized/vacant land through the hiring of a consultant to develop a market study to determine the types of businesses that could be sustained in this area, and the viability of a mixed-use stop & shop concept.	Low					CDC & BIA	Planning Department
	Medium		X				
	High						
D. Once the market study is complete, provide incentives and obtain funding to attract new businesses and develop business incubators in the area.	Low					CDC & BIA	Planning Department
	Medium			X			
	High						
E. Continue communications with financial institutions to locate a branch in the Olde Sandwich Towne BIA.	Low					CDC & BIA	
	Medium						
	High	X					
F. Enhance main streets and create an improved pedestrian friendly environment by Providing free, convenient, safe and well lit customer parking at the rear and <i>prohibit parking in the front</i> for any new developments or redevelopments	Low					BIA	Building and Development / Public Works
	Medium						
	High		X				
G. Encourage businesses to share parking areas through the development of a cost sharing formula that includes maintenance, security costs, etc., and develop a shared parking area behind area store fronts.	Low		X			BIA	CDC
	Medium						
	High						
H. Redesignate Industrial Land located on the riverfront at Russell and Detroit Streets, through the following amendments: Amend the Official Plan to a Waterfront Recreation category Amend By-Law 8600 to Green District zoning category	Low					Planning Department	Cultural Affairs
	Medium						
	High	X					
I. Adopt the 10 Principles of Rebuilding Neighbourhood Retail as set out by the Urban Land Institute	Low					BIA	Planning Department to Assist
	Medium						
	High		X				
J. Expand on the existing Olde Sandwich Towne Festival through joint participation of businesses, residents, schools, churches, councilors, and local media to create a positive image of our community.	Low					BIA	Cultural Affairs to assist
	Medium						
	High	X					
K. Develop a temporary open air farmers market within the Olde Sandwich Towne Area	Low			X		BIA	ulture/framers market
	Medium						
	High						

**Olde Sandwich Towne Strategies & Actions:
Communications**

STRATEGY & ACTIONS	VISION TIMELINE & PRIORITY					LEAD ORGANIZATION(S)	PARTNERING ORGANIZATION(S)
	Priority	Short Term Year 1	Intermediate Term Year 2 - 3	Long Term Year 3 - 5	Beyond CPS Timeline		
Strategy 3: Improve Communications among residents and expand on neighbourhood traditions in the Olde Sandwich Towne Area							
1. Develop a monthly independent newspaper partnered with area organizations (ie. SHOUT, STAG, Crime Prevention Committee, Neighbourhood Watch Committee, Transit Windsor) to be made available in the official languages and top 5 non-official languages as identified by Statistics Canada for the Olde Sandwich Towne Area. Promote the City's Language Line Service, and 311 System, and include information on area crime statistics and crime prevention tips.	Low					CDC	BIA
	Medium		X				
	High						
2. Promote the City's Language Line Service and 311 system at Community Facilities, local commercial establishment (utilize language line service identification cards).	Low					CDC	Windsor City Services: Call 311
	Medium		X				
	High						
3. Identify translators who can be available to provide translation services to the top 5 non-official languages in the Olde Sandwich Towne Area	Low					CDC	
	Medium		X				
	High						
4. Build upon the success of the Olde Sandwich Towne Festival and identify new programming opportunities through festivals and events that celebrate the uniqueness of Olde Sandwich Towne (military re-enactments, haunted Sandwich Towne, pub crawls, open marketplace, etc.)	Low					CDC	Cultural Affairs to assist
	Medium						
	High			X			

**Olde Sandwich Towne Strategies & Actions:
Health Care, Education and Community Needs**

STRATEGY & ACTIONS	VISION TIMELINE & PRIORITY					LEAD ORGANIZATION(S)	PARTNERING ORGANIZATION(S)
	Priority	Short Term Year 1	Intermediate Term Year 2 - 3	Long Term Year 3 - 5	Beyond CPS Timeline		
Strategy 4: Improve and expand on existing health care facilities within the physical boundaries of Sandwich Towne							
1. Obtain funding through Ministry of Health to develop a new Sandwich Health Center and medical clinic located within the Sandwich CDC physical boundaries, adjacent to or in the commercial area.	Low					SCHC	
	Medium						
	High	X					
2. Continue to work with the Sandwich Medical recruiter to attract more doctors and/or specialists for scheduled clinic days to service existing and new Canadians migrating to the Sandwich Area.	Low					SCHC	
	Medium						
	High	X					
3. Continue to support and retain ongoing activities of the SCHC and other agencies for the elderly.	Low					SCHC	
	Medium						
	High	X					
4. Continue supporting mechanism for welcoming assessment for needs of new comers and immigrants & refugees to the area by attracting and retaining funding from the Ministry of Health. (Medical needs of newcomers need to be met)	Low					SCHC	
	Medium						
	High	X					
Strategy 5: Maintain and expand existing schools and education resources in Sandwich through Community based schools (Schools enrich communities, communities enrich schools)							
1. Promote the programs (compensatory, etc) in the existing schools in Sandwich by attracting and retaining funding from Ministry of Education.	Low					School Boards, University	
	Medium						
	High	X					
2. Ensure that new educational facilities are multi-use (ex. police, library, school)	Low					School Boards, University	Cultural Affairs to assist
	Medium						
	High	X					
3. Advocate that any former schools with excess space be utilized for other purposes (arts, residential, heritage, commercial etc.)	Low					Cultural Affairs	CDC
	Medium						
	High	X					
4. Partner with the Boards of Education to plan programs and curriculum specific to the needs of Sandwich, focus on local history and community greening, and other programs that instill a sense of pride in the community.	Low					School Boards, University	Cultural Affairs
	Medium						
	High	X					

Olde Sandwich Towne Strategies & Actions: Parks & Open Space & Neighbourhood Land Use							
STRATEGY & ACTIONS	VISION TIMELINE & PRIORITY					LEAD ORGANIZATION(S)	PARTNERING ORGANIZATION(S)
	Priority	Short Term Year 1	Intermediate Term Year 2 - 3	Long Term Year 3 - 5	Beyond CPS Timeline		
Strategy 6: Expand the parks and open space system and improve existing open space areas throughout the Olde Sandwich Towne Community							
A. Work with owners of industrial sites along the waterfront to improve their properties and develop a "Working Waterfront Port" theme to improve the visual appearance of the riverfront.	Low			X		CDC	Planning Department, Cultural Affairs
	Medium						
	High						
B. Acquire private riverfront property for recreational purposes when it is available as per Council Resolution M89-82	Low					Parks and Forestry & Legal & Property Negotiators	
	Medium						
	High		X				
C. Extend the Riverwalk and Recreation way as identified in the Central Riverfront Implementation Plan	Low					Parks & Forestry	
	Medium						
	High		X				
D. Develop a master plan for riverfront lands within the Olde Sandwich Towne Community that can be amended to the Central Riverfront Implementation Plan and Official Plan. (The plan should include limited retail opportunities, such as concessions, artist walks, etc.)	Low					Planning Department & Parks and Forestry	CDC, BIA, Public Works-Transportation Planning
	Medium		X				
	High						
E. Develop a "parks triangle and gateway" into the community through the redevelopment of Patterson, McKee, and Mill parks and the land uses between them.	Low					Parks & Forestry / Planning Department	CDC/BIA
	Medium		X				
	High						
F. Prioritize funding for the redevelopment of the following parks (within the timeline of this plan) in the City's Capital Budget and through other public/private funding sources: Mill, Queens Dock and riverfront --family oriented, limited commercial (redevelop marina, band shelter, festival area) McKee --founding nations theme (Huron, Wyandotte, Algonquin, Ottawa tribes) Patterson --family oriented (ex. ice rink, various outdoor activities) Bradley --children's oriented (ex. wading pools and water features) Crowley --Teen oriented (ex. basketball, skateboarding, soccer)	Low					Parks & Forestry, Cultural Affairs	CDC
	Medium						
	High		X				
G. Connect all parks and public open space through the general greening of the community, and by amending Schedule B: Greenway System in the City's Official Plan linking the existing Greenway System with the landscape setbacks and Public Open Space along Huron Church Road and through other parks within the community whenever possible.	Low					Planning Department & Parks and Forestry	CDC/BIA
	Medium			X			
	High						
H. Improve the area under the bridge and all areas identified in the plan as gateways to the Sandwich Community with landscaping, gateway signage, art, etc.	Low					Parks & Forestry, Cultural Affairs	CDC, BIA
	Medium			X			
	High						

Olde Sandwich Towne Strategies & Actions: Safety & Crime							
STRATEGY & ACTIONS	VISION TIMELINE & PRIORITY					LEAD ORGANIZATION(S)	PARTNERING ORGANIZATION(S)
	Priority	Short Term Year 1	Intermediate Term Year 2 - 3	Long Term Year 3 - 5	Beyond CPS Timeline		
Strategy 7: Enhance community pride in the Olde Sandwich Towne area through innovative methods designed to increase community pride, law enforcement, as well as utilizing resources already available.							
1. Request the Crime Prevention Committee of Windsor and the Neighbourhood Watch Committee to increase coverage in the Olde Sandwich Towne area and publicize their actions.	Low					Crime Prevention Committee	
	Medium						
	High	X					
2. Develop a "Safe House" program, whereby designated homes would receive some sort of mark, letting it be known that victims of crime could safely seek refuge.	Low						
	Medium						
	High	X					
3. Maintain the close affiliation that has been achieved with the Crime Stoppers Program and alleviate the perceived notion that people in the west side of Windsor support crime by refusing to reveal information pertaining to criminal activity.	Low						
	Medium			X			
	High						
4. Identify localized "hot spots" of criminal activity and investigate the possibility of installing security cameras in these locations (Similar to downtown. It's important to let people know that they are there if installed).	Low						
	Medium		X				
	High						
5. Improve existing illumination levels in the Olde Sandwich Towne area and install new lighting in unlit areas. (ie. end of Mill St.)	Low						
	Medium		X				
	High						
6. Implement the recommendations identified in Windsor Police Services Crime Prevention Through Environmental Design Audit of the Olde Sandwich Towne BIA.	Low						
	Medium		X				
	High						
7. Apply for Community Mobilization Grants through the Department of Justice to improve areas such as Bradley Park to alleviate the reported crime problems.	Low						
	Medium		X				
	High						
8. Design and implement Pedestrian Safety Improvements along the portion of Sandwich Street within study boundary (Huron Church to John B)	Low					Public Works-Transportation Planning	
	Medium						
	High	X					
9. Design and implement Pedestrian Safety Improvements on portion of Riverside Drive not part of the current EA boundary (from Rosedale to Detroit), that are consistent with the recommended improvements on Sandwich Street	Low					Public Works-Transportation Planning	BIATraffic
	Medium						
	High	X					
10. Contact the Ministry of Correctional Services and the Court System to identify projects, which could be completed by offenders sentenced to community service.	Low					Planning Department	Traffic Operations
	Medium						
	High			X			