



Economic Development and Planning Committee

Tuesday, September 4, 2018, 4:00 pm
Brockville Memorial Centre, Community Hall



Committee Members

Councillor M. Kalivas,
Chair
Councillor J. Baker
Councillor L. Bursey
Councillor D. LeSueur
Mayor D. Henderson,
Ex-Officio

Areas of Responsibility

Economic Development
Planning
Chamber of Commerce
DBIA
Heritage Brockville
Economic Development
Advisory Team

Museum Board
Library Board
Arts Centre
Tourism

Page

COMMITTEE AGENDA

Disclosure of Interest

Delegations and Presentations

1. Amendments to SPCA for Bridlewood Manor
John Bonser

J. Bonser will address the committee regarding concerns with the recent amendment to the Site Plan Control Agreement for Bridlewood Manor.

J. Dickie and E. LeClair will also be in attendance regarding this matter.

Correspondence

Nil.

Reports from Boards and Committees

Nil.

Staff Reports

- 5 - 12 1. 2018-094-09
EXTENSION OF DRAFT PLAN APPROVAL PART OF LOT 11,
CONCESSION 2
ROCKFORD FOREST SUBDIVISION
OWNER: CATHEDRAL ENTERPRISES LTD.
AGENT: MATTHEW EYRE
FILE: 08T-14501

THAT Council for the Corporation of the City of Brockville, grants an extension to draft approval of the Rockford Forest Subdivision, being described as Part of Lot 11, Conc. 2, City of Brockville, County of Leeds, to 15 October 2021.

Unfinished Business

- 13 - 17 1. **2018-021-03**
Municipal Accommodation Tax Allocation

The following resolution was passed at the Economic Development and Planning Committee meeting of March 6, 2018:

Moved by: Councillor LeSueur

THAT the decision regarding the allocation of the Municipal Accommodation Tax be referred to the Economic Development and Planning meeting in June.

CARRIED

New Business - Reports from Members of Council

1. **Live Streaming of Council and Committee Meetings**
(Councillor Bursey)

Whereas our local media's full resources are limited, and can often create or nurture misinformation;

Whereas other municipalities across Ontario and beyond are currently facing similar challenges with how to best articulate their messages, and craft effective means of sharing legislation and data;

And whereas cost effective technology exists which can help this corporation to better share and stream proceedings utilizing a user friendly medium;

Therefore be it resolved that the council of the Corporation of the City of Brockville direct staff to provide options with the direct intention of implementing the most current and cost effective Internet filming and streaming technology to assist our local media in providing coverage of council and committee meetings happening in this chamber.

2. Tiny Homes
(Councillor Bursey)

Whereas Tiny Homes have proven to be an economical, environmentally sustainable and easily constructed housing formula by way of lowering building and purchasing costs, and reducing carbon footprints by reducing housing sizes;

Whereas no current procedural bylaw exists under the Official Plan or Planning Act for the City of Brockville;

Whereas Tiny Homes would assist private sector developers and the City of Brockville planning staff in delivering affordable housing and affordable home ownership options for our citizens, which was committed to as part of the 20 Year Official Plan for the City of Brockville;

Whereas the Province of Ontario has recently modernized official plan bylaws to include granny suites and garden suites, creating new opportunities for municipalities to work around square footage zoning restrictions to provide new housing builds;

And whereas our community would take a proactive and progressive step towards potentially modernizing our housing stock by being one of the first municipalities in Ontario to create a new zoning bylaw to incorporate Tiny Homes;

Therefore be it resolved that we direct our planning staff to draft options for us to consider as the Corporation of the City of Brockville, with the intention of adopting an overall Tiny Homes zoning bylaw option, which would require an amendment to our official plan and planning act, which would include a public meeting

regarding the proposed zoning amendment.

- 18 - 20 3. **National Housing Strategy Review**
(Councillor Bursey)

THAT the National housing Strategy Review report as prepared by Councillor Bursey be received for information purposes.

- 21 - 23 4. **AMO Conference Review**
(Councillor Bursey)

THAT the AMO 2018 Conference Review report as prepared by Councillor Bursey be received for information purposes.

Media Question Period

Consent Agenda

Adjournment

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for October 2, 2018

22August2018
REPORT TO THE ECONOMIC DEVELOPMENT PLANNING COMMITTEE
04 SEPTEMBER 2018

2018-094-09

EXTENSION OF DRAFT PLAN APPROVAL
PART of Lot 11, CONCESSION 2
ROCKFORD FOREST SUBDIVISION
OWNER: CATHEDRAL ENTERPRISES LTD.
AGENT: MATTHEW EYRE
FILE: 08T-14501

D.DICK
DIRECTOR OF PLANNING (Acting)
ANDREW MCGINNIS
PLANNER II

RECOMMENDATION:

THAT Council for the Corporation of the City of Brockville, grants an extension to draft approval of the Rockford Forest Subdivision, being described as Part of Lot 11, Conc. 2, City of Brockville, County of Leeds, to 15 October 2021.

PURPOSE:

The purpose of this report is to make recommendation respecting a requested extension of the date for which the Draft Plan Approval was granted for construction of the Rockford Forest Subdivision.

ORIGIN:

At its meeting of 09 July 2015, Council for the Corporation of the City of Brockville granted approval to the Draft Plan of Subdivision for Part of Lot 11, Concession 2, City of Brockville, County of Leeds, subject to conditions. A location plan has been attached as **Schedule "A"** to this report.

Condition No. 10 viii) of the draft approval states that, "if final approval of the Plan is not granted within three (3) years of the date of approval of the Draft Plan, and no extensions have been granted, Draft Plan approval shall lapse in accordance with Section 51(32) of the Planning Act, R.S.O. 1990, c.P. 13. It is the sole responsibility of the Owner to make application for extension of Draft Approval".

Mr. Matthew Eyre, acting as Agent for Cathedral Enterprises Ltd., Owner of the subject lands described as Part of Lot 11, Conc. 2, City of Brockville, County of Leeds, has requested extension of Draft Plan Approval for Rockford Forest Subdivision. The letter of request has been attached as **Schedule "B"** to this report. **Schedule "C"** to this report is a plan of the Rockford Forest Subdivision.

2018-094-09

EXTENSION OF DRAFT PLAN APPROVAL

PART OF LOT 11, CONCESSION 2

ROCKFORD FOREST SUBDIVISION

OWNER: CATHEDRAL ENTERPRISES LTD.

AGENT: MATTHEW EYRE

FILE: 08T-14501

ANALYSIS:

The Planning Department has been working with the Owner respecting outstanding issues regarding a new plan of subdivision for Part of Lot 11, Concession 2, City of Brockville. As noted in Mr. Eyre's letter, discussions and issues with the Ontario Municipal Board and the Ministry of Natural Resources have been ongoing and are now resolved.

In addition, other conditions imposed at the request of City Departments still require action and completion.

Based on the above, it is the recommendation of the Planning Department that an additional three (3) year extension until 15 October 2021 be granted to the Draft Approval that was first given on 09 July 2015 and approved by the Ontario Municipal Board 15 October 2015, to allow the applicant time to finalize conditions of Draft Approval. These conditions are attached to this report as **Schedule "D"**.

FINANCIAL IMPLICATIONS:

All costs associated with the preparation and registration of documentation necessary for final approval and registration of the proposed Plan of Subdivision are the responsibility of the owner. Specific financial matters are to be confirmed in the Subdivision Agreement (i.e. cost sharing, posting of financial securities, conveyance of lands, etc.).

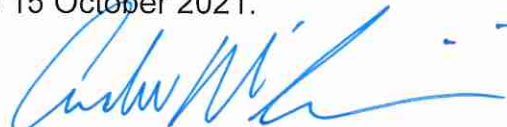
Financial implications for the City with regard to cost sharing of various elements of the subdivision which lie within and beyond the limits of the Plan remain to be determined following final approved design drawings and costing for said work.

CONCLUSION:

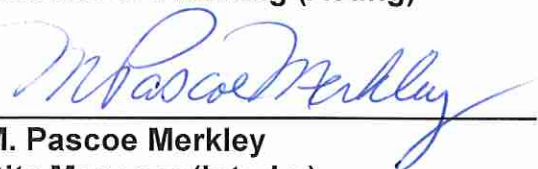
Based on the fore-going information and evaluation, the Planning Department has no objection to extension of Draft Plan Approval to 15 October 2021.



D. Dick, CPA, CA
Director of Planning (Acting)



Andrew McGinnis, MCIP, RPP, Dipl.M.M.
Planner II



M. Pascoe Merkley
City Manager (Interim)



Aerial View of Rockford Forest

Source: Google Earth

SCHEDULE "B" TO REPORT 2018-094-09**Andrew McGinnis**

From: Matthew Eyre <matt.nostalgichomes@gmail.com>
Sent: August-15-18 8:36 AM
To: Andrew McGinnis
Subject: Rockford Forest

Good day Andrew.

I wanted to touch base and let you know that I received your correspondence dated July 26, 2018 concerning the Draft Plan of Subdivision.

I would like to officially notify you that I would like to request an extension to the Draft Plan Approval.

As you may be aware, Citizens Against Rockford Planning had their preliminary appeal hearing before the OMB rejected on October 15, 2015, but they asked for a review of the Decision of Susan de Avellar Schiller (PL150627), under section 43.

John Simpson, the City Solicitor, sent myself and Maureen Pascoe Merkle a copy of a statement from the OMB to the legal representatives for Citizens Against Rockford Planning. The Statement from S Wilson Lee, Associate Chair, OMB dated January 20, 2016 dismissed the appeal of Decision PL150627. I was advised several times, not to proceed until the appeal of this decision was officially dismissed by the OMB.

Secondly, was the encumbrance placed on the subdivision due to the location of several protected butternut trees. It was a condition of Draft Plan Approval that a C-Permit from the Ministry of Natural Resources (MNR), be obtained for the removal of the protected trees. As per the MNR requirements, a 25 metre development free buffer was to be maintained around the Archivable Butternut Tree, until such time that the C-Permit was issued, allowing it to be cut down. By our calculation, this 25m buffer impacted 5 proposed building sites in the Subdivision.

Confirmation was emailed to me on January 11, 2017 by Aaron Foss, Fish and Wildlife Specialist, MNR that the required C-Permit (#KV-C-002-16) was issued by the Minister on January 3, 2017. It was not economically feasible to pay and have these 5 lots (almost 20% of the subdivision), serviced yet unavailable, for the year that passed between the rejection of the OMB Appeal, and the date of the C-Permit.

I have included copies of the OMB and MNR documentation for your information.

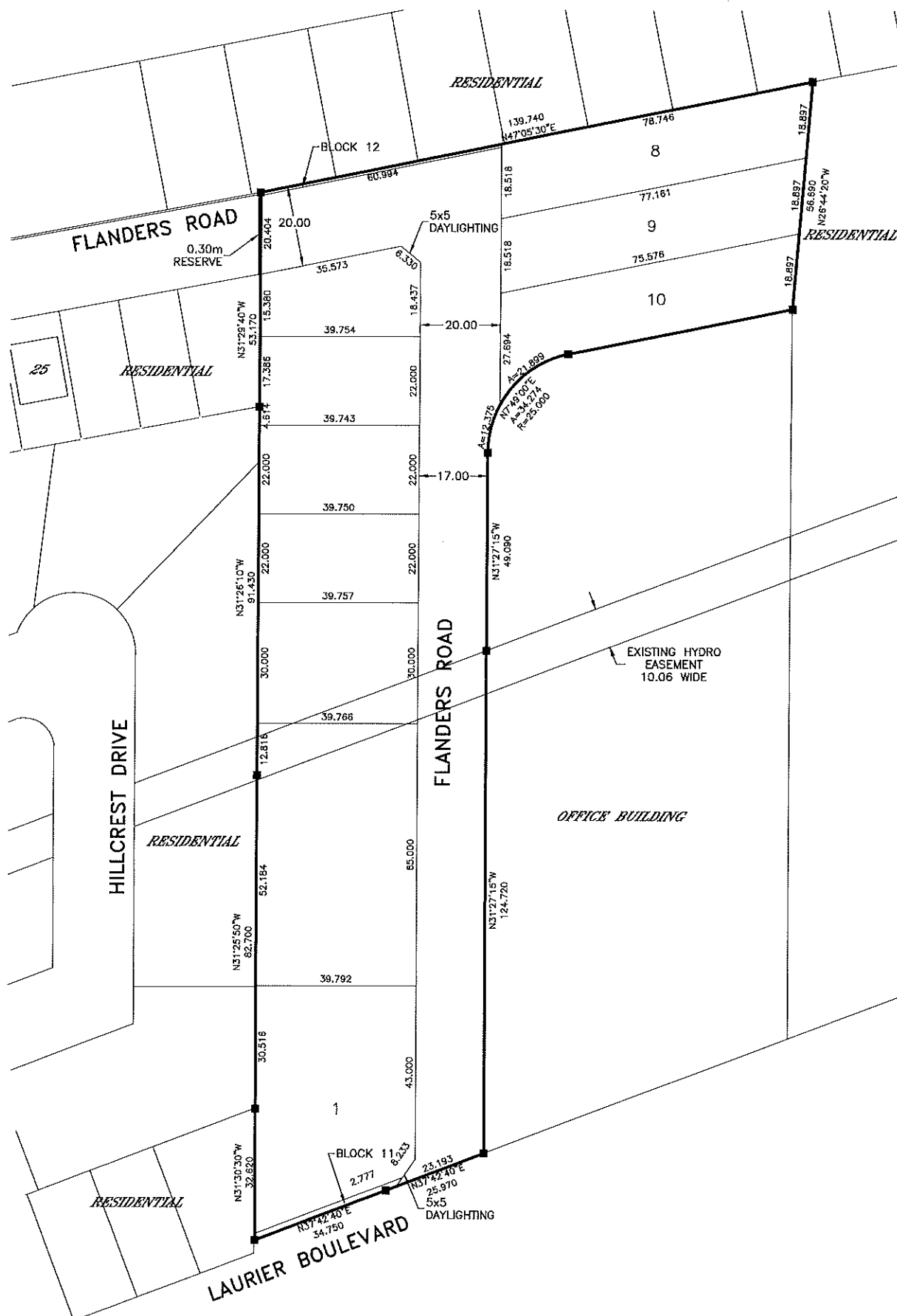
I had no control over the above two situations and needed to wait patiently for them to be resolved according to someone else's time frame. In essence, It has only been a little over a year and a half (January 11, 2017), since I have been fully able to proceed, not the full 3 years that is standard.

There has been continued interest in the development and we have accepted several deposits and Letters of Intent from future clients.

We have received tender bids for the installation of services and are currently reviewing various financing scenarios to understand what suits us best moving forward.

Please let me know how to process the required \$400.00 fee for the extension request.

Many thanks,
Matt



SCHEDULE "D" TO REPORT 2018-094-09

City of Brockville

Council Meeting Minutes - Tuesday, June 09, 2015

Moved by: Councillor Kalivas

1. THAT approval be granted to the Draft Plan of Subdivision on lands described as Part of Lot 11, Concession 2, City of Brockville, County of Leeds, subject to the following conditions:
 - i) That these conditions shall apply to the Draft Plan prepared by Robert J. Jordan, O.L.S., dated 22 July 2014, showing one street, Flanders Road, and Blocks 1 through 12, inclusive, said Road and Blocks being delineated as to use on the afore-mentioned Draft Plan;
 - ii) That the proposed Street shown on this Draft Plan shall be dedicated as a public highway to be named "Flanders Road";
 - iii) That prior to final approval of the Plan, the Owner shall enter into a Subdivision Agreement with the City of Brockville which shall specify, among other things:
2. All of the requirements, financial and otherwise, of the City of Brockville concerning, but not limited to, the provision of roads, street lighting, easements and the installation of services, drainage facilities, as well as
 - a) the provision of screening of dwellings located on Fitzsimmons Drive which back onto Flanders Road, and
 - b) cash-in-lieu of parkland dedication.
3. The requirement of the Brockville Fire Department for an acceptable number of hydrant locations and capacity and location to ensure emergency services access and fire fighting capabilities;
4. The requirements of Canada Post with respect to the location, installation of Community Mailboxes and associated easement(s) and consideration of various conditions as set out by Canada Post. In addition, all such work must comply with current Canada Post requirements as provided by Canada Post at the time of start of construction;
5. The requirements of Enbridge Gas Distribution Inc., with respect to the provision of easement(s), installation and clearance requirements, a composite utility plan, street grading requirements,

field survey information, road cross-sections, and consideration of various other conditions as set out by Enbridge Gas Distribution Inc.;

6. The requirements of Hydro One Networks Inc. with respect to the installation of electrical servicing, associated easement(s) and restriction of development on the existing 10.06 m easement;
7. The requirements of Cogeco Cable Canada Inc. with respect to the provision of easement(s) and installation of Cable servicing and associated easement(s);
8. The requirements of Bell with respect to the provision of easement(s) and installation of communication/telecommunication infrastructure and consideration of various other conditions as set out by Bell;
9. The developer's responsibility to prepare a Tree Saving Plan and Tree Planting Schedule for each lot for review and approval by the City of Brockville prior to development of each lot.
10. Placement of a 25 metre buffer around the "Archivable" tree on Lot 6. Removal and subsequent development of the lots affected by the buffer is subject to obtaining written approval from the Ontario Ministry of Natural Resources and Forestry (MNRF).
 - i) That prior to final approval of the Plan, lot grading, drainage, erosion and sediment control, and services plan with best management practices be prepared by a qualified Professional Engineer for the Owner, to the satisfaction of the City of Brockville and the Cataraqui Region Conservation Authority, and that appropriate text to implement its findings shall be included in the Subdivision Agreement;
 - ii) That prior to the final approval of the Plan, a detailed Stormwater Management Brief shall be prepared by a qualified Professional Engineer for the Owner, to the satisfaction of the City of Brockville and the Cataraqui Region Conservation Authority, and that appropriate text to implement its findings shall be included in the Subdivision Agreement;
 - iii) That in conjunction with the proposed construction plan, the Owner shall provide specific locations and dates (i.e. set-up and removal) for all construction/sales buildings, structures and/or

trailers, outdoor toilets, etc. Said locations shall be to the satisfaction of the City of Brockville prior to placement. Any and all such temporary structures shall be located only for so long as is necessary for the work in progress.

- iv) That no tree clearing shall be permitted until approval of a Tree Saving Plan for each lot or block is approved by the City of Brockville.
- v) That "Best Management Practices" respecting woodlands, and in particular, Butternut trees as specified in the Environmental Impact Statement (EIS) by Ecological Services be followed. Said practices to include, but not be limited to, continuing the process to address remediation, avoidance measures and removal measures as they apply to Butternut trees identified under the EIS and as confirmed by various applications submitted under the Endangered Species Act as managed by MNRF.
- vi) That the Owner shall be responsible for all costs involved with lands required to be dedicated, conveyed or granted, including but not limited to, easement(s) over, or under, to the City of Brockville and/or the appropriate authority or authorities, and the conveyances to the City of Brockville of Blocks 11 and 12 as 0.3 metre reserves.
- vii) That prior to Final approval of this Plan, the owner shall pay any and all outstanding taxes levied against the Plan;
- viii) That, if final approval of the Plan is not granted within three (3) years of the date of approval of the Draft Plan, and no extensions have been granted, Draft Plan approval shall lapse in accordance with Section 51(32) of the Planning Act, R.S.O. 1990, c.P.13. It is the sole responsibility of the Owner to make such application for extension of Draft Plan approval; and
- ix) That the Final Plan, as approved by the City of Brockville, must be registered within sixty (60) days of the date of final approval or the City's approval may be withdrawn in accordance with Section 51(59) of the Planning Act, R.S.O. 1990, c.P.13.

CARRIED

February 12, 2018

**Report to Economic Development and Planning Committee
March 6, 2018**

2018-021-03

Municipal Accommodation Tax Allocation

**B. Casselman
City Manager**

**L. White
Manager of Strategic Initiatives**

RECOMMENDATION:

THAT the Municipal Accommodation Tax become effective May 1, 2018;

THAT the funds be used to fund the amount of the Tourism Contract and the balance of the funds be allocated as follows: 54% to Brockville Tourism for enhanced marketing, 29% to City of Brockville for tourism-related expenses, 17% to the Tourism Advisory Committee to be used for grants for tourism-related initiatives;

THAT any applicable third-party audit fees be funded from the Municipal Accommodation Tax.

PURPOSE

To have Council consider the approval of the implementation plan for a Municipal Accommodation Tax.

To notify Council that consultation with all local accommodation providers has taken place and there are no current concerns with the administration of the tax.

To notify Council that accommodation providers and the members of the Tourism Advisory Board were surveyed to determine how additional revenues were to be allocated.

BACKGROUND

On January 30, 2018, Council passed the following motion:

THAT a hotel tax at a proposed rate of 4 percent on all Brockville transient accommodations effective May 1, 2018 be approved;

THAT a total amount of hotel tax be used for Tourism related activities;
and

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Municipal Accommodation Tax Allocation

THAT an implementation plan be developed prior to initiating the hotel tax;
and

THAT the necessary bylaw be enacted;

THAT the Township of Elizabethtown-Kitley be encouraged to implement a similar transient accommodation tax.

Elizabethtown-Kitley Council has been notified of Council's request to encourage a similar tax in their municipality and this topic will be introduced at their Council meeting on March 12th.

ANALYSIS

Staff has met with the following transient accommodation providers to discuss the implementation and remittance of the tax:

Comfort Inn on behalf of the Brockville Hotel Association which includes Holiday Inn, Travelodge and Days Inn
Brockberry Grill & Suites
Daniel Suites
Noble Suites
Tall Ships Landing
1000 Islands Bed and Breakfast
Sir Isaac Brock Bed and Breakfast
Rob Thompson Hotel
Pine Street Bed and Breakfast
O'Sheridan's Bed and Breakfast

Following consultations with accommodation providers the following Implementation Plan is recommended:

Implementation Plan:

1. Remittance will be done monthly except in the case of businesses who earn less than \$65,000/year who will remit quarterly.
2. The tax will be charged on the bed portion only and it will be up to the accommodation provider to determine the amount to be taxed. All revenues are subject to audit by a third-party to be paid by the City. The regulation allows for the municipality to apply the costs related to collecting and administering the tax against the revenues.
3. The tax applies to any properties providing transient accommodation rental under 30 days or less and individual accommodator using a common

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Municipal Accommodation Tax Allocation

platform marketplace service such as Airbnb. Staff is currently in the process of negotiating an agreement with Airbnb.

Staff also surveyed accommodation providers and the members of the Tourism Advisory Board, to collect their view on how the additional funds should be utilized.

Respondents were asked to indicate a percentage allocation across three possible areas: enhanced marketing of Brockville; investment in product development of city-owned assets, grants for festivals/events and new attractions.

A total of 13 surveys were completed.

The survey responses suggested the following breakdown:

Proposed tourism related expenses		%
1	Enhance marketing of Brockville by expanding reach of current marketing program managed by Tourism Brockville	54%
2	Investment in product development of city-owned assets: for example downtown accessible washrooms, diver's change room, arena development, etc.	29%
3	Grants to individuals/organizations for festivals, events, new attractions, etc.	17%
Total		100%

Other suggestions included setting yearly contributions into a Reserve Fund to be used for tourism-related activities in the future, assisting with the capital project for upgrading the force main or hiring a Director of Tourism.

The Brockville Hotel Association did not complete the survey but submitted this response:

The Brockville Hotel Association has met and recommend that 100% of the funds collected be given to a new Not for Profit to enhance Tourism in Brockville.

The Not For Profit Board would be comprised of:

*1 representative from each hotel (4)
 1 representative from the City of Brockville OR Tourism Brockville
 1 representative from the Bed and Breakfast association
 And possibly others in the tourism industry.*

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Municipal Accommodation Tax Allocation

The NFP would hire a team or a firm to encourage tourism in Brockville through increased marketing, festival, etc. which would increase revenue for local attractions, restaurants, shops and accommodations.

With this feedback, staff is recommending the following allocation of the additional funds:

- 54% for enhanced marketing of Brockville through the Tourism Offices budget
- 29% for investment in product development of city-owned tourism related assets
- 17% for grants to individuals/organizations for festivals, events or new attractions

POLICY IMPLICATIONS

There are no policy implications at this time.

FINANCIAL IMPLICATIONS

The legislation states that 50% of the funds raised must be given to an "eligible tourism entity". An eligible tourism entity is defined as a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality.

The proceeds from the tax will fund the value of the tourism contract of \$188,000 plus a yearly adjustment for CPI.

The remaining funds will be distributed according to the percentages outlined above.

CONCLUSIONS

The arrival of the Municipal Accommodation Tax has been generally very well received by the accommodation providers and tourism stakeholders as many have felt that Brockville has been at a competitive disadvantage in marketing as there has been insufficient funding. This is reflected in the high ranking of marketing through the allocation survey.

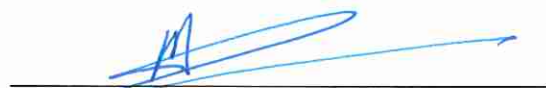
Staff will report on the total funds raised each year and how the funds were distributed. Financial information with respect to the remittances from each accommodation provider will be kept confidential.

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Municipal Accommodation Tax Allocation



L. White
Manager Strategic Initiatives

D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

National Housing Strategy Review
 Opportunities for Impact and Response
 By Leigh Bursey
 July 2018

I recently had the opportunity to sit down with representatives of the Canadian Mortgage and Housing Corporation, along with a number of my colleagues from public, private and municipal non-profit housing provider corporations from across the province to address some preliminary concerns and respond to the initial draft of the National Housing Strategy, which is now expected to be rolled out this fall. The initial plan was for the strategy to roll out this past spring, but the extra amount of time may end up proving valuable to agencies, municipalities, service providers, and developers.

Here are some of the takeaways from the conversation, and where there may be opportunities for fundraising and investment for our area, our communities, and our mandates. Here are some of the key points that stood out throughout the conversation.

The Co-Investment Fund:

The co-investment fund was never designed to be the one open door to create the final be-all/end-all of funding opportunities and strategies, but it is the most current funding stream that seems to be an ongoing focus throughout the strategy framework. The challenge with the co-investment fund the way it has been presented is that while it encourages “innovation” as a buzz word in terminology, it limits what is actually a sustainable model. This fund could be viewed as a disincentive to providers in some cases, as it is much more stringent in its outcome expectations than in the help it currently offers on the development side.

The Provincial Bi-Lateral Agreement:

The Province of Ontario is arguably, in a much better place to capitalize on opportunities and investments that the National Housing Strategy will have to offer because of our role in the inter-provincial Bilateral Agreements. Being that the agreement has already been signed here in Ontario, and being that the agreement allows uninterrupted financial assistance and investments in the Investment in Affordable Housing portfolio to flow through, and being that Ontario was the first province to sign on to adopt this strategy also means that we are more likely to be prepared with shovel ready projects. Our new provincial Minister of Municipal Affairs and Housing is also local to Southeastern Ontario, and is aware of our plights and no doubt eager to see many of those investments harnessed locally.

Right now, we have a tremendous opportunity to take full advantage of a fall roll out by providing the necessary plans, documentation and desires to orchestrate new builds. This could prove useful to us in terms of capital projects on the horizon, and could also be a valuable tool for us to encourage new builds recognizing that according to the Federation of Canadian Municipalities, every dollar spent on housing actually equals up to \$1.43 in Gross Domestic Product returns. The challenge is that it is very likely that the Investment in Affordable Housing portfolio could begin to be scaled back as this strategy takes full effect, and it would be wise for us to begin making concrete plans for shovel ready projects so that we do not end up behind the proverbial eight ball. The current idea is for the federal dollars to assist and compliment current existing funding streams, but we know as has already been demonstrated

by the new administration and the desire for fiscal prudence, that pre-existing funding streams are not necessarily a safe and sure bet.

Accessibility:

The new development program may help with disability supports that provide unit accessibility, however there is nothing in the new program at this time that currently provides enough financial support to create a meaningful rent supplement agreement to bring rent to a reasonable market rent performer and have each unit or a majority of units be entirely accessible. If the funding streams dictate that an unreasonable threshold of accessibility is expected in order to access the necessary funds, this could inhibit the ability for public and private developers to create and ensure affordable housing and home ownership, as it makes the financial investment ratio too high to ensure a reasonable economic return. Furthermore, there are no ongoing supports for those people requiring support. The current 4% accessibility requirement means that we don't currently have people lining up that support, and the Co-Investment Fund is currently expecting that up to 20% of the units are requiring full accessibility.

An example of how this could create challenges would be an accessible shower unit (universal design element) being required, which would then limit the attractiveness or realistic capacity for a family to utilize the unit based on it not having a tub.

Universal Design:

There is more than one need for accessibility. CMHC was seemingly open to enriching this conversation rather than having 20% of the units required to be fully accessible, but nothing has come to pass yet in terms of curbing this legislation. So where does that lead us in terms of universal design or flexible housing design?

Affordability:

There will be a 30% mandate for affordability. The other 70% of units built in a neighbourhood or dwelling that requires the 30% mandate would have to be made up of at-market rate units to make a project work. Pro formas can adapt, change and get better. Currently the Ontario Non Profit Housing Association has encouraged a total of 69,000 new unit builds over the next ten years for non-profit and affordable homes in order to keep up with and marginally satisfy demands. There is a shift of focus to more affordable rents and rent supplements. However, if we want affordability, equity has to be a part of the distinction and discussion.

Under this mantra, 20% is to be spent on capital new builds. 25% is to be spent on retrofitting existing units. If the loans are aimed specifically at 75%-80% of funding coming from somewhere else, that likely means depending on the province, which won't necessarily make sense or prove palatable.

If you are a charity that owns and operates homes, you may only be able to fund up to 28% of the necessary investment and keep within your variable charitable mandate. With the Co-Investment Fund, the max in some respects will only be 26% funding leverage, and in many cases the most that a municipality can do is eliminate or forgive a development charge. This could potentially make the Co-Investment Fund unattainable in its current draft form to many municipalities without the appropriate private or multi-tier investments already in place.

One of the questions worth considering is how we would unlock the federal land reserve in urban areas, which could alleviate some of these new build concerns.

Public Transit Criteria:

One of the requirements set out by the draft strategy is the priority focus on new housing being built on or near major transit lines. This presents opportunities for a place like Brockville for example, but could present tremendous challenges for many rural or remote municipalities across Southeastern Ontario. This criteria doesn't necessarily tie funding to large urban centres, but it could definitely eliminate many competitive variables for many rural municipalities, and it could put small urban centres across this province head and shoulders above rural neighbours or much of North Ontario as a whole.

The strategy is still very new, so no doubt nuances and sophistications will be fleshed out and unlocked, but this particular piece does create and eliminate opportunity should it not end up being revisited. The overall goal seems to be to have all three levels of government working in unison, but the necessary tick-boxes are harder to check in many rural settings.

Conflicting Programs:

For a meaningful contribution to come from social housing administrators, there has to be a legitimate impact on the provincial housing waiting list, but this also creates a problem. Funding from one mandate rigidly affects the others, creating barriers to involvement (affordability targets versus depth of affordability through unlocked equity).

Collaborative Funding Streams:

What is clear from my colleagues, from the document and from the preliminary discussions is that fourth stream funding projects seem to be welcomed and desired in order to secure funding. A shared project emphasis between municipalities, non-profits, and the private sector will likely be necessary. There seems to be a much more favourable appetite for an amalgamated funding stream than focusing attention on columns A, B, or C individually, and inadvertently pitting each criteria against each other.

Potential Opportunities:

There are meaningful projects on the horizon, and meeting the deadlines for application isn't as stringent or fractured as possible. According to CMHC, every sixty days an intake of applications are reviewed and selected, and money is being rolled out beginning this year.

If we can secure multi-tiered support for projects, make the necessary shovel-ready plans, and begin applying soon, we have investment options that weren't previously available or viable. Especially for community hub projects, projects with private investment, and projects that hit a number of the necessary criteria as is outlined in the report.

Association of Municipalities of Ontario 2018 Conference Review

By: Councillor Leigh Bursey

August 24th, 2018

A new provincial government took office this past June, and they have been working overtime to accomplish a number of their professional, ideological, and campaign goals in their first number of months, so it made for a unique and very busy AMO conference this past week in Ottawa at the Shaw Centre and Westin Hotel.

Municipal leaders from across the province (and some even from as far away as Winnipeg) converged on the conference centre to network among each other, learn from one another, and lobby and connect with ministers and critics from different political stripes. Many taking a break from their own municipal campaigns to do so, and many tackling familiar topics.

Popular topics of conversation ranged from autonomous vehicles and how that will reshape the rules of the road, safety planning, and automation in an already automatic manufacturing sector, all the way to polling data from professional pollsters on popular topics of discussion leading into this fall's municipal election season. Conversations about flood risk, pipelines in Northern Ontario, and international trade agreements were either blanketing or scattering through the conference over the three day municipal conversation centre.

For me, being a veteran of AMO conferences over my two terms at this table, and believing myself at being able to sift through various areas of focus to find unique learning opportunities, I found a couple of key sessions very informative as to what we can both learn from in the City of Brockville, as well as what we are already doing right and/or better than many other comparators.

Enhancing Long-Term Care

A phenomenal session entitled "Building Campuses: Enhancing Long-Term Care and Services for Seniors presented some tremendous data that warranted some attention as we move towards the next phase of our health care services promotion and support. The session focused on how "seniors' campuses are an innovative and cost-effective mechanism to address many issues concerning seniors' health and well-being, and to support people's desire to 'age in place' in their community," and how "these models can integrate a broad range of health, housing and social supports and services in one geographic location that seniors can access as their needs change."

At this session, Jane Sinclair, who acts as the General Manager for Health and Emergency Services for the County of Simcoe outlined how their multi-tiered campus has designed policies to keep seniors seeking and receiving care in (or at) their campus for as long as possible by maintaining a policy that keeps internal candidates at the top of their list. That said, even with their internal metric, only so many go on to long term care while half of them do not. That translates to a frustrating fact that even with all of their internal checks and balances in place, half of the clients they serve cannot feasibly in the community they love and/or call home.

On the plus side, their \$526 Million dollar facilities somehow manage to have a total operational impact of a zero percent operating impact increase on their levy each year. All of their profits go into reserves to help maintain the space. Their facility created 45 new jobs and \$3.6 Million in local economic activity annually.

Their business case approach covered a lot of variables that are likely easily mimicked should anyone look to recreate a similar facility appropriate for their local region. The business case focused on the company brand, the competitors that they can work with, against, and borrow from, the customers they serve, the collaborative opportunities to create strategic alliances, and the overall business climate. They were able to leverage 80 percent of \$80 Million dollars to get this facility off of the ground, receiving funding from the Ministry of Municipal Affairs and Housing, their local LHIN, federal and provincial grants, and local fundraising. They invested money that they had been collecting in a reserve fund and were also frank about how their development charges were a tremendous tool that they were able to effectively leverage to help offset total costs.

What was clear from this project is that long term investments in reserves, as well as funding opportunities like development charges (growth paying for growth), and a positive relationship with a government that was willing to assist with the investment meant that a long term impact was positive and the operating increases were diminished.

What was also exceptional was how they were able to break down how each facet of their services translated into costs. According to their statistics, retirement living costed \$67 a day, where as a hospital bed cost \$450. Long term care cost \$135 a day where as supportive housing/in house support options cost on average \$30. Affordable housing cost \$11 a day. What this illustrates is that it is cheaper on the tax payer to invest in people and services before the people they are investing in are in such a circumstance as to require larger and more expensive supports.

In delaying more expensive supports by providing more cost effective approaches to community health care, we as a tax base are able to improve the quality of life of those in need, preserve individual and family independence, and offset tremendous costs. The Simcoe model may be worth learning more about moving forward.

Active Transportation and Health Promotion

Another session entitled “Right of Way: Active Transportation and Health Promotion” was actually tremendously less engaging then I expected it would be. With the various conversations we have had about active transportation options, municipal investment in trails and projects, and healthy debates about innovative and health investment, I was hoping this session would prove useful to me in offering some new points of view and opening my mind to ideas we have not otherwise discussed. Truthfully, although it didn’t do that, what it did do was reaffirm to me that we are on the right track in engaging in those discussions in the manner that we are. Through lively debate between ratepayers and advisors, engineers, professionals, and health support services, the overall conversation about active transportation has well positioned us to be ahead of the curb as opposed to behind it. Representatives of the Ontario Active School Travel Program, Southwestern Public Health, and even the City of Greater Sudbury highlighted the importance of an active transportation study when committing to long term city planning, and how some municipalities are already using innovative approaches to active transportation by tying their cycle friendly community initiatives to their local trails. Conversation about public transit

hours being extended, community beautification to make cycling more attractive, and bike racks being more readily available peppered this session. All of which, we are already either doing or attempting to do, working hand in hand with ratepayers, cyclists, and community champions.

Marijuana Legalization

The most predominant discussion that seemed to reappear as least for me was what role municipal governments and emergency services will play in marijuana legalization. As the Canopy Corporation opened the doors to its visitor centre this past week, it might be wise for us to start addressing this conversation with a balanced approach of economic impact, the potential for opioid abuse/public health harm reduction, and counter statistics to illustrate just how much public money is spent combating the costs of small scale marijuana related crimes nationally. The anxiety that leaders are feeling is palpable and reasonable to an extent, but the opportunities to reduce overdoses in a time where harm reduction programs could end up on the chopping block is an important piece of the dialogue. Leaders seem more or less open to the opportunity, and those that jump on the bandwagon are already reaping the benefits. Traditional ideology needs to be kept to a minimum as this conversation takes places. Tensions over an out-dated “war on drugs” philosophy could do more harm than good when we fail to consider the alternatives (as we so often do already).

I would encourage my colleagues and any future council to consider attending this conference in the future. There is a lot of learning to be done, and a lot of networking as well.