

Revised Agenda: November 4, 2013



Economic Development and Planning Committee

Tuesday, November 5, 2013, 4:00 pm.
City Hall, Council Chambers

Committee Members

Councillor M. Kalivas, Chair
Councillor J. Baker
Councillor T. Blanchard
Councillor M. McFall
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

DELEGATION(S) AND PRESENTATION(S)

6 - 29

1. Brockville Public Library Board
(Ms. Leah Wales, Chair)

Ms. Wales will present the Brockville Public Library Strategic Plan to the Committee.

30 - 40

2. The Future of Tourism in the City of Brockville
Request for Funding
Brockville Chamber of Commerce-Tourism

Ms. MacDonald, Mr. Brett and Mr. Weir will make a presentation to the Committee on the future of Tourism in the City of Brockville.

3. Inventory of City's Heritage Resources
(Mr. Paul Bullock, Chair Heritage Brockville)

Mr. Bullock will address the Committee regarding the designation of additional properties as cultural heritage value or interest.

Economic Development and Planning Committee
November 5, 2013

CORRESPONDENCE

41 - 44

1. Inventory of City's Heritage Resources
Heritage Brockville

THAT Council hereby designate the following properties to be of cultural value or interest:

- 2 King St. E.
- 6/10 King St. E.
- 10/12 King St. E.
- 18-22 King St. E.
- 25 King St. E.
- 44 King St. E.
- 62, 64 King St. E.
- 65 King St. E.
- 67-75 King St. E.
- 68 King St. E.
- 70 King St. E.
- 77, 79 King St. E.
- 80 King St. E.
- 82/84 King St. E.
- 86/88/90 K. E.
- 87 King St. E.
- 92 King St. E.
- 93, 95 King St. E.
- 100 King St. E.
- 108 King St. E.
- 112 King St. E.
- 117 King St. E.
- 119 King St. E.
- 126 King St. E.
- 127 King St. E.
- 129 King St. E.
- 131-135 King St. E.
- 132-140 King St. E.
- 149 King St. E.
- 151 King St. E.
- 152 King St. E.
- 155 King St. E.
- 159 King St. E.
- 160 King St. E.
- 164 King St. E.
- 165 King St. E.
- 166 King St. E.

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- 176 King St. E.
- 181 King St. E.
- 189 King St. E.
- 196 King St. E.
- 201 King St. E.
- 207 King St. E.
- 213 King St. E.
- 222 King St. E.
- 223 King St. E.
- 225 King St. E.
- 236 King St. E.
- 252 King St. E.
- 254 King St. E.
- 260 King St. E.
- 272 King St. E.
- 276 King St. E.
- 280 King St. E. ; and

THAT the City Clerk be directed to add the above noted properties to the Municipal Register of Cultural Heritage Properties; and

THAT the necessary by-law be enacted.

STAFF REPORTS

45 - 58

1. 2013-123-11
Proposed Amendment to Zoning By-Law 194-94
Vacant Lot East of Leon's, City of Brockville
Owner: McKercher Holdings Limited
Agent: Cathy Couture and Nancy Ker

THAT Zoning By-law 194-94 be amended to rezone lands described as Part of Lots 24 to 27, Block 44, Plan 67, being Parts 1 and 2 on Registered Plan 28R-14064 from C2D - General Commercial Downtown Zone to T-C2D-X1-2, General Downtown Zone to permit a chip wagon to be located on the subject lands for a temporary period of three (3) years, in addition to the other uses permitted in the C2D - General Commercial Downtown Zone.

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2. 2013-125-11

Youth Advisory Committee - Reduction in Length of Term

THAT Council authorize the reduction in the length of term for members of the Youth Advisory Committee from two years to one year; and

THAT By-laws 009-2011 A By-law to Establish the Youth Advisory Committee and 088-2010 A By-law to Appoint Members to Various Boards and Commissions of the City of Brockville be amended as necessary.

3. 2013-126-11

Renewal of Lease Agreement

Beattie Dodge Chrysler Jeep Ltd. - George Street Parking Lot

This report is being removed from this agenda and will be brought back to the Committee at a future meeting.

NEW BUSINESS - REPORT FROM MEMBERS OF COUNCIL

60 - 64

1. Innovation Centre

(Councillor D. LeSueur)

THAT Council authorizes the addition to the Economic Development Department work plan, the research and participation of the Director of Economic Development for the City of Brockville, with the committee for creating an Innovation Centre; and

THAT the Director of Economic Development communicate and input ideas along with NRC, Invest Ottawa, Launch Labs (Kingston), United Counties of Leeds and Grenville, the 1000 Islands Community Development Corporation, Leeds and Grenville Computer Technology Centre, the local Angel Group, interested council members and other partners who might join; and

THAT the Economic Development Department help with and advises on potential plans forward; and

THAT Council recognizes the importance of job creation that comes with Innovation Centres, as per our Economic Development Plan of 2010 which was adopted by Council, in which Innovation Centres are mentioned as a goal; and

THAT hours were spent on the greatest event Brockville has seen in years, the Tall Ships Festival and now the City's most economical way to create jobs should be looked at.

Economic Development and Planning Committee
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CONSENT AGENDA

MOTION TO MOVE INTO CLOSED SESSION

THAT pursuant to Municipal Act, 2001, Section 239, Sub. 2, (c), the Committee resolve itself into Closed Session to consider:

1. *a proposed or pending acquisition or disposition of land by the municipality or local board;*

REPORT OF THE COMMITTEE FROM CLOSED SESSION

THAT the EDP Committee rise from Closed Session and the Chairman reports that all recommendations adopted in closed session be adopted.

ADJOURNMENT

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for December 3, 2013.



Brockville Public Library

Strategic Plan 2013 – 2018

... the short story

www.brockvillelibrary.ca



Engage

We are connected to the community and they are connected to us.



Evolve



We break away from our stereotypes and embrace change.
We are a vital City asset.



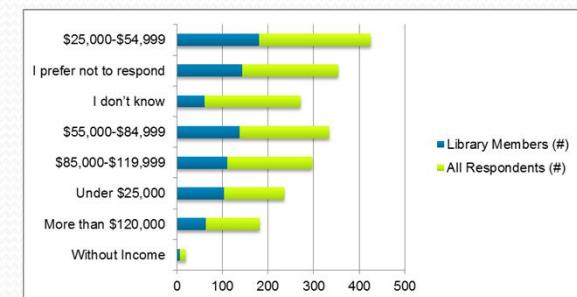
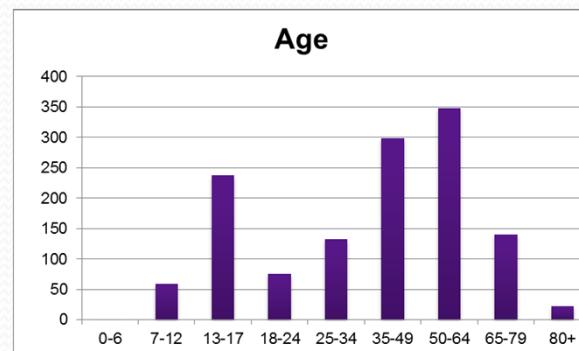
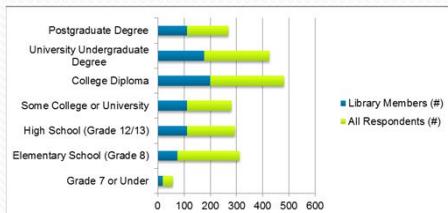
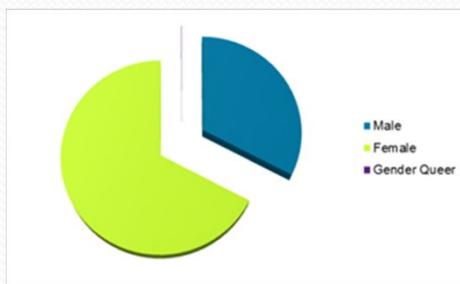
Experience

We are the place to be.
People are excited to return and recommend us to others.

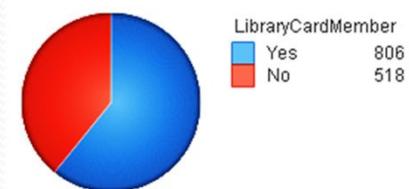
background ... our Community Survey

- over 1,300 responses
- available online and in hard-copy and
- some demographics (such as youth and non-members) were targeted
- personal presentations to the Rotary Club, the Lions Club, students
- interviews with stakeholders: Mayor, City Manager, Museum Director, YMCA CEO, Manager Developmental Services

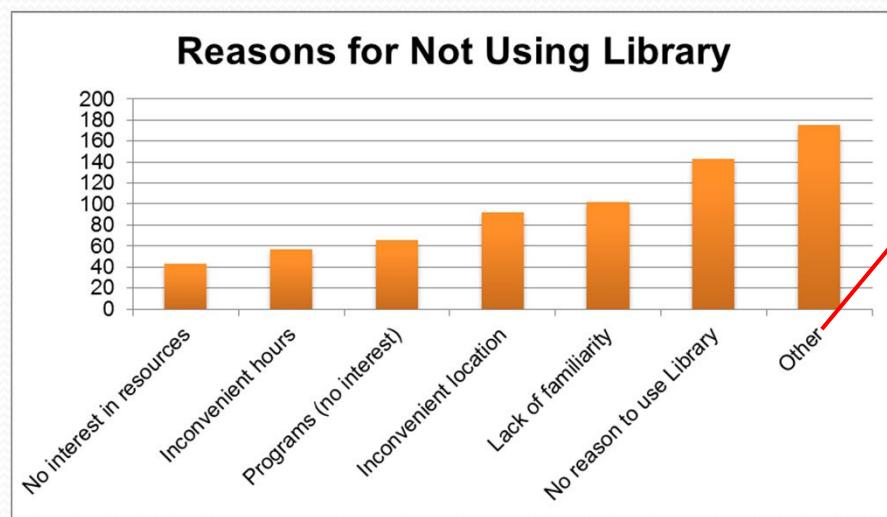
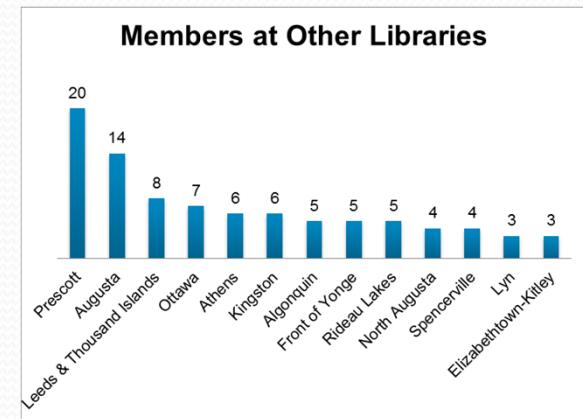
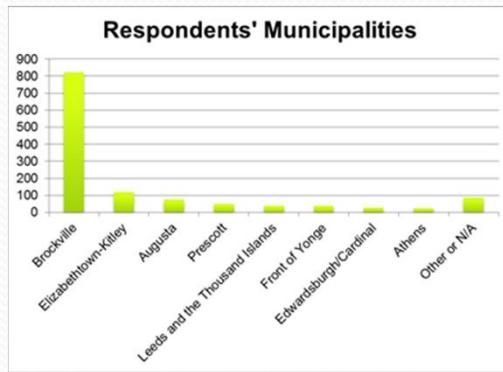
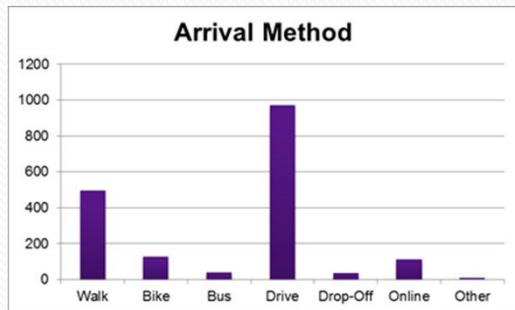
demographic results



Respondents with Library Cards



data galore !

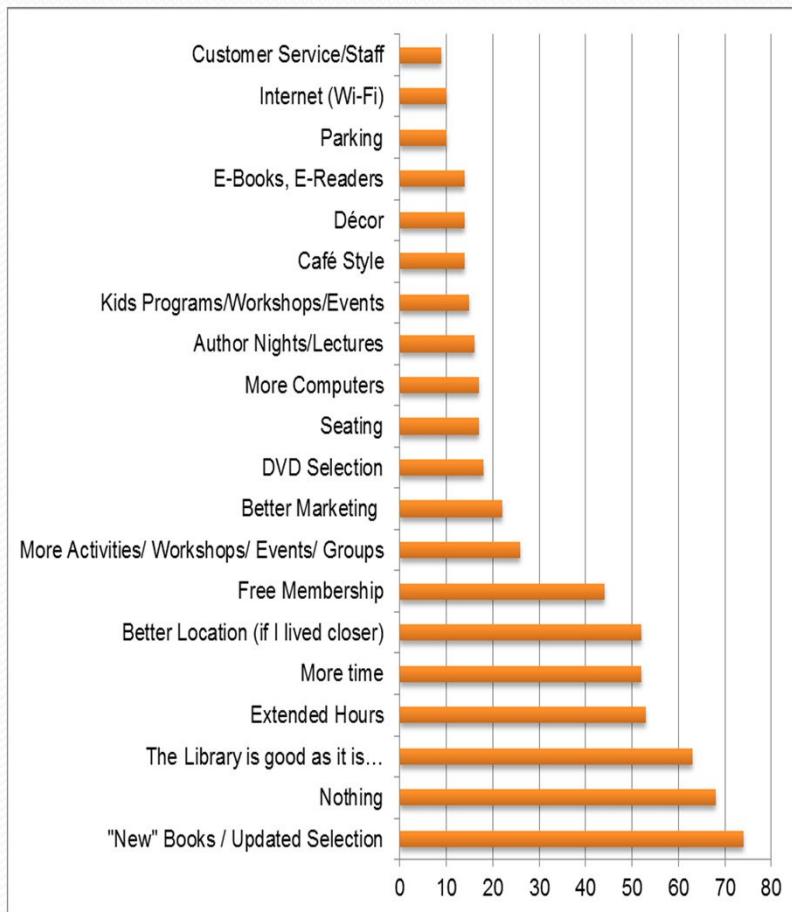


Other reasons =

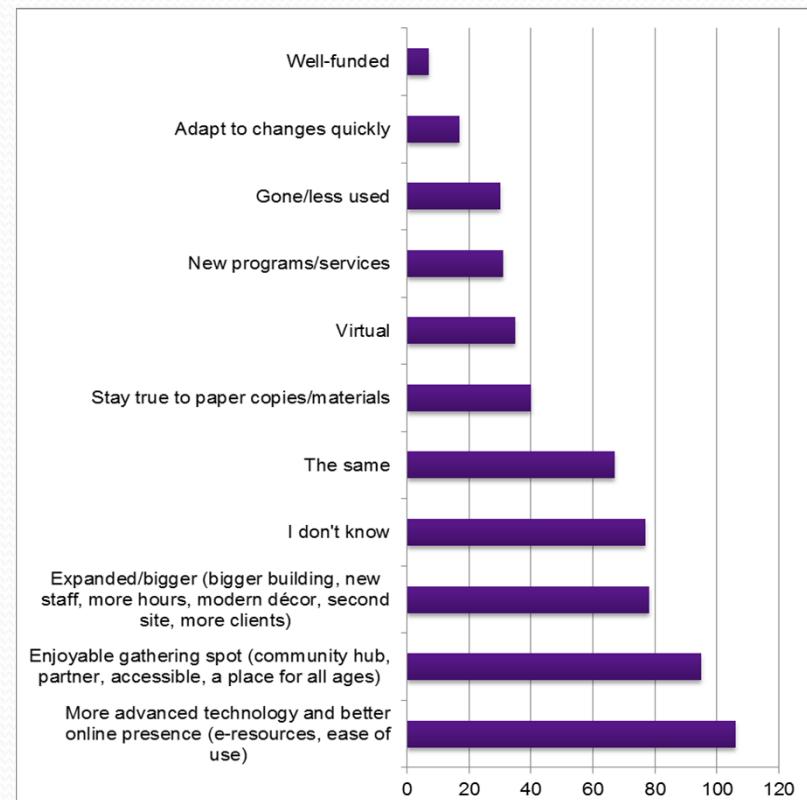
- Non-Residents (location too far away, cost of membership, membership elsewhere)
- Time (too busy)
- Technology (e-readers, computers/internet)

wishes and visions

What would make you use the Library more?



What do you think the Library could be like in five to ten years?



... overall the survey said “we LOVE YOU”



The things we like the best ...

Staff: service

Books: large selection, variety, easy to find

Library Space: atmosphere, layout, organization, etc.

Location

General Collection/Resources: large selection and variety, fiction/non-fiction

General “goodness”: everything, all resources

Children’s Area and Collection

Media Availability (DVDs, CDs, videogames, etc.)

I don’t know/I don’t go

Computer and Internet Access (including Wi-Fi)

Online Services (e.g. making holds, online accounts)

Interlibrary Loan Program



People still love their books: over 70% of respondents indicated they loved borrowing books from the Library.

... BUT you could be better ...



Identified Areas for Improvement

N/A

Layout/Space/Atmosphere/Décor/Smell

Hours (esp. Monday)

Book Collection Generally/Selection

Parking

Location (esp. North End usage issues)

Computers/Internet (number of, functionality)

Facilities/Ease of Use/Quality of Books

Customer service/Staff

Presence in community/Knowledge of programs

Cost of membership

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Strategic Priorities @ your library

- ✓ **Transform your library spaces**

accessibility, functionality, aesthetics

- ✓ **Expand your access to services**

business hours, fees, parking, kiosk, technology, resources

- ✓ **Connect with our community**

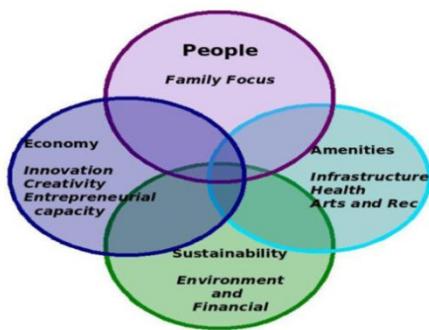
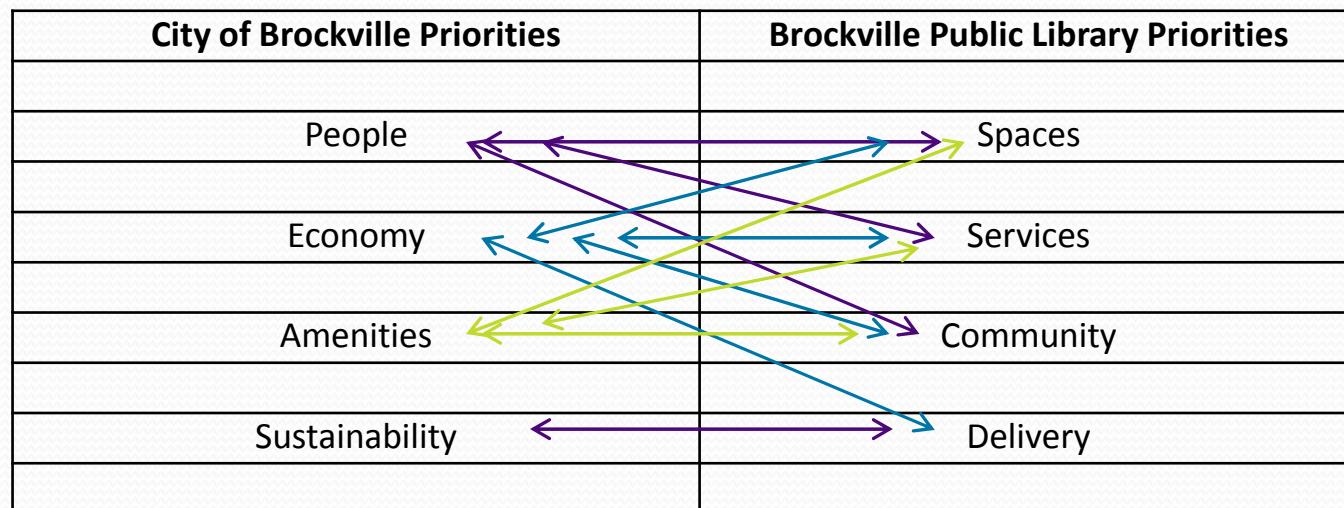
customer service, marketing, outreach, partnerships, City relations

- ✓ **Enhance our service delivery**

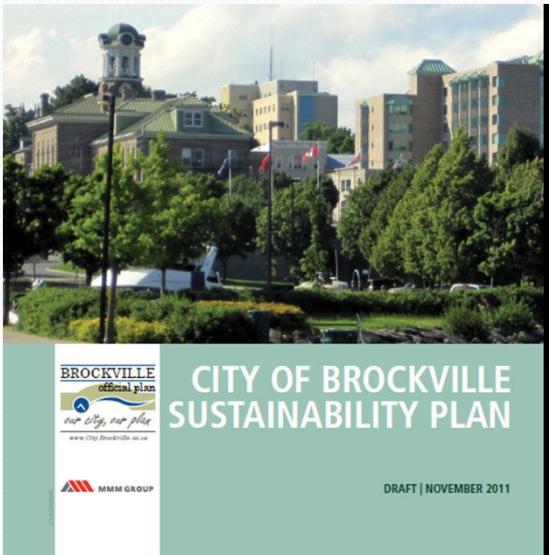
staffing levels, professional development, work flows, communication

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Linking to the City of Brockville's Strategic Plan ...



your Library can help with this !



esl classes



culture days

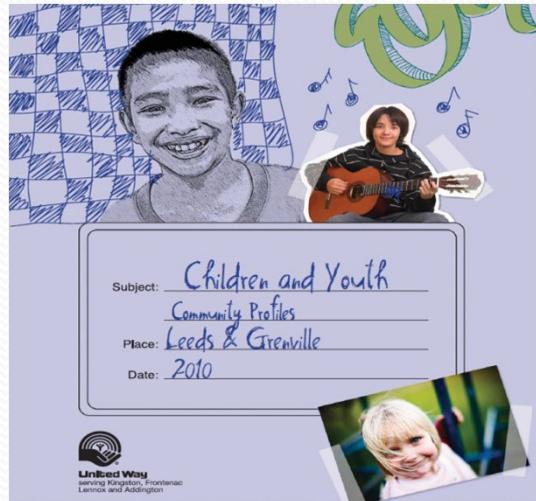
**This Plan will help to ensure that the City
Brockville remains a healthy, vibrant, and
sustainable community with a strong
economy, and a focus on its people.**

Community and People Analysis

The gaps analysis conducted for Community and People determined that the City has undertaken a significant number of initiatives with respect to family recruitment and attracting immigrants. The City understands that population and employment diversification depends largely on attracting new skilled residents to the City. **It was determined that the City should consider enhancing and expanding existing programs to deal with diversification.**

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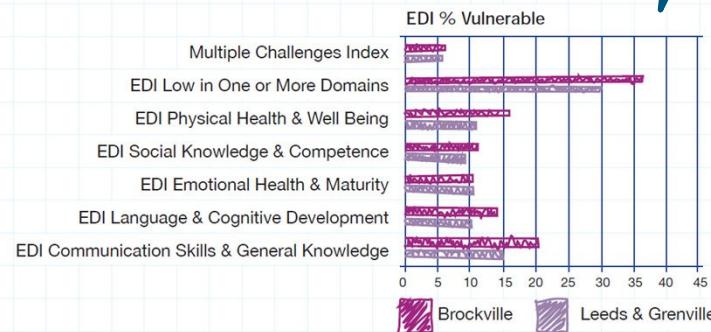
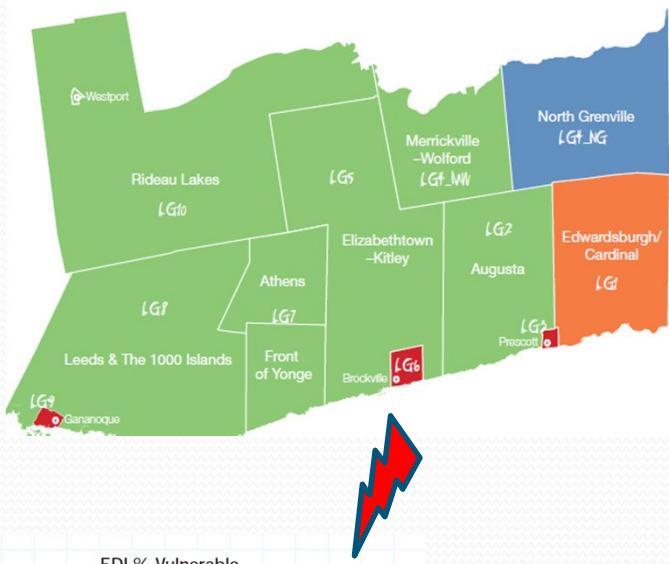
**...highlighting the value of your library
for early literacy development in Brockville ...**



**Early Development Index 2010
Leeds & Grenville
Community Profiles - Brockville
Children 0 – 6 yrs of age
School readiness**

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**Leeds & Grenville
Social Risk Index**



what's next....

The Library Board and Staff will be creating an **action/business plan** for each strategic priority including timelines, measures, outcomes, budget implications and responsibilities ...

Strategic Action	2012	2013	2014	2015	2016	Implications
• Create a 5 year collection development plan, focusing on variety of formats including print , audio and electronic	✓	✓				CEO to prepare for Board approval
• Increase collection budget by 10% per year to augment high demand titles and to continue eBook collection	✓	✓		✓	✓	Annual Budget
• Enhance staff reader's advisory skills through available workshops and webinars		✓		✓		Training Budget
• Develop reader's advisory aids for patrons	✓		✓		✓	Empower Staff
• Train all staff on use of E-Books and downloadable audio books	✓	✓		✓		Empower Staff

Sample only

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Brockville Public Library

Thank you !!

from the...

Library Board
&
Library Staff

www.brockvillelibrary.ca

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**BROCKVILLE
PUBLIC LIBRARY**

Community Engagement Survey

**HERE IS A QUICK PEEK AT
WHAT YOU TOLD US...**

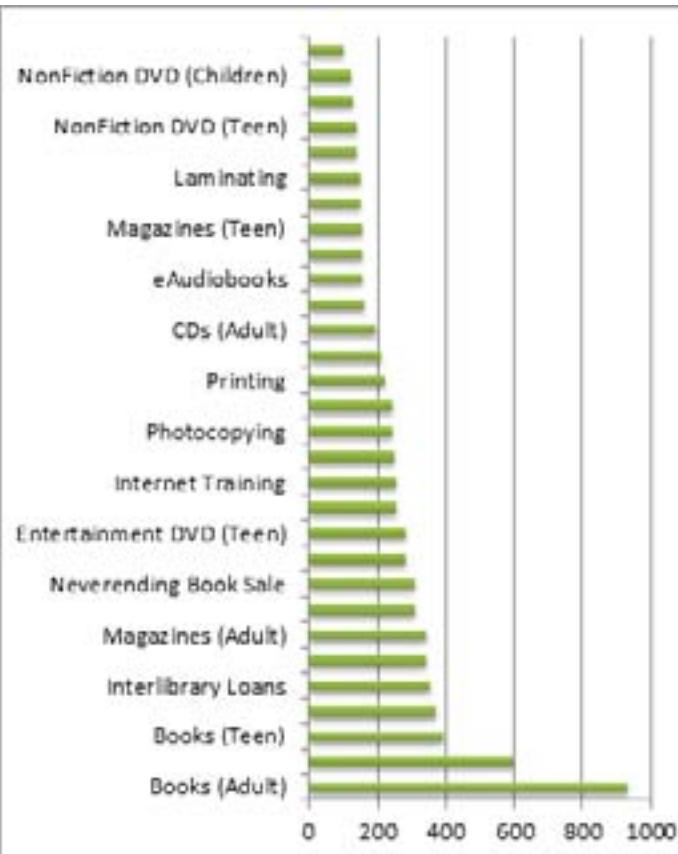
2013 Community Survey

The Brockville Public Library (BPL) Board has completed an extensive Community Survey as a starting point for the development of a 2014 - 2016 Strategic Plan.

We received **1,316 survey responses** from people of all ages, current library users and non-users. In addition, interviews were conducted with key community partners.

To everyone who participated....Thank You!

**The most
popular
products
& services
@your
library...**



Strengths @ your library: Top 10

1. Staff: service (15%)

2. Books: large selection, variety, easy to find (12%)

3. Library Space: atmosphere, layout, organization, etc. (9%)

4. Location (7%)

5. Collection/Resources: large selection/variety, fiction/non-fiction (7%)

6. General “goodness”: everything, all resources (6%)

7. Children’s Area and Collection (4%)

8. Media Availability - DVDs, CDs, videogames (4%)

9. Computer & Internet Access - including WiFi (3%)

10. Online Services - making holds, online accounts (3%)

“I love that if a book I want is not there, I have the option of Interlibrary Loan to obtain almost anything I want. No library has everything. **I rarely buy books so the library is THE place for me!** Haven't gone to a reader yet and I like books, hard copy books, pick 'em up and put 'em down books. I hope that will always be available.”

“**Beautiful** historic building.”

“Wifi, **coffee** and comfy chairs.”

“Friendly, Peaceful environment. Fair selection.
Passionate staff.”

Weaknesses @ your library: Top 10

1. Not Applicable (18%)

2. Layout/Space/Atmosphere/Decor/Smell (11%)

3. Hours - esp. Monday (10%)

4. Book Collection Generally/Selection (8%)

5. Parking (6%)

6. Location - esp. North End usage issues (5%)

7. Computers/Internet - number of, functionality (5%)

8. Facilities/Ease of Use/Quality of Books (4%)

9. Customer Service/Staff (3%)

10. Presence in community/Knowledge of programs/Membership fee (2%)

"Since I live outside of Brockville, **I find the fees to get a library card discouraging.**"

"I like everything but it needs **more computers.**"

"Aged décor".

"The library could be a bit more visible in the community. **I wish they were open longer.**"

What would make you use the library more?...

...more comfy chairs...better parking...
if I had a life...**free membership**...better hours...*kiosk in the north end*...off-track betting...**newer books**...**don't know**...**more meeting spaces and cheaper**...more classics....cookies...more e-books...if I had nothing else to do....**Saturday children's programs**...*Tim Horton's or a Subway*...**faster computers**...**rain because I golf**...jigsaw puzzles...**newer movies**...**better décor**...if I knew where it was...**better lights and air quality**...author visits and lectures...

A few immediate and responsive actions from your Library Board and Staff:

- Free library cards for all students attending school in Brockville: effective September 2013 as a one school-year pilot project.
- Atmosphere improvements: spaces are currently being made more accessible; walls are being painted; comfy furnishings are being added as budget and donations allow; cleanliness is being addressed.
- Improved safety: we are installing a sensor light at the George Street book drop
- In the 2014 budget, we are committed to increasing Monday hours and/or remaining open every Sunday.

“Committed staff with an eye to the future of libraries.
Excellent children’s programs and innovative ideas.”

“Its super strength is the children’s area”

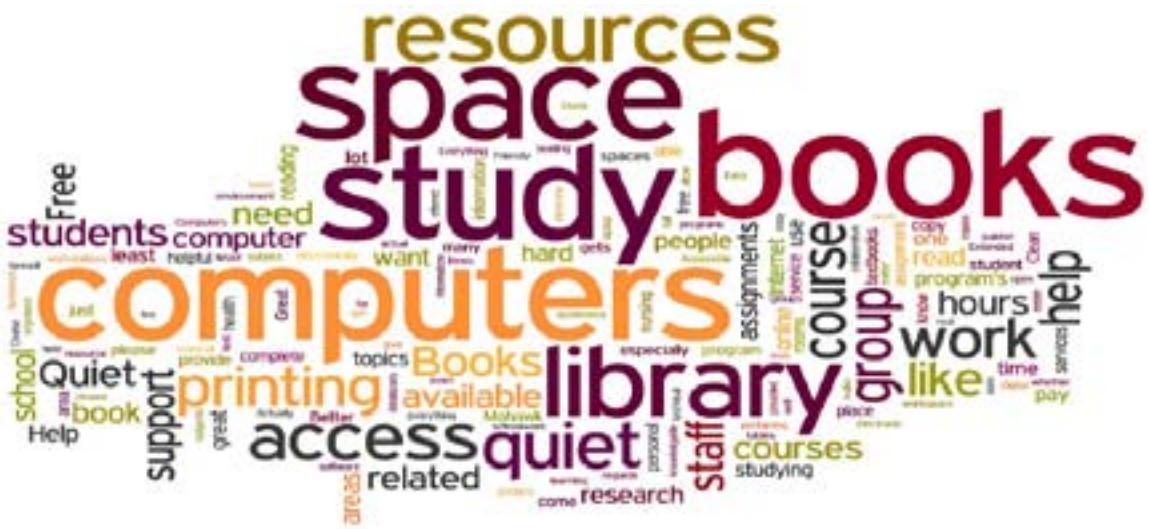
“Love what’s been going on with tweens and teens”

“Having the online library is a huge strength,
especially given that it offers eBooks on loan”

Your Library in 5 to 10 years?...

"A hip and swinging place to go!! Libraries have the connotation of being "stuffy, quiet, and BORING!" a quiet area is fine for those who want to read/study but our library has the space to serve both that as well as fun and laughter. After all, laughter is something we all seek out to feel better. It's time to take the library into the 21st century and alter its image - a breath of fresh air is the direction Brockville should go to in 5-10 years. I think we are already heading in that direction!!"

~ Survey Quote



What's next?...

Your Library Board and staff will be meeting over the next few months to create a final strategic plan based on your feedback. These are exciting times as we plan the future of your Library.

Thank you for being a significant part of this process!
Please watch the website and in-library displays for the finished publications.

Contact Info

Physical

23 Buell St. Box 100
Brockville, ON K6V 5T7
P: 613-342-3936
F: 613-342-9598

Online

Website & Email:
www.brockvillelibrary.ca
info@brockvillelibrary.ca

Library Board of Trustees:
board@brockvillelibrary.ca

Facebook & Twitter:
www.facebook.com/BrockvillePublicLibrary
www.twitter.com/BrockvillePL

Hours

Sunday 1 pm to 5 pm
Monday 10 am to 1 pm
Tuesday 10 am to 8 pm
Wednesday 10 am to 8 pm
Thursday 10 am to 8 pm
Friday 10 am to 5 pm
Saturday 10 am to 5 pm

Closed on Sundays between Canada Day and Labour Day



Vision

A vibrant community catalyst for culture, discovery and connections.

Mission

A welcoming, resourceful environment open for everyone to explore, learn, create and share.

Values

Accessibility | Collaboration | Diversity | Innovation | Intellectual Freedom

Engage: We are connected to our community and it is connected to us.

Evolve: We break away from our stereotypes and embrace change.

Experience: We are the place to be. People are excited to return and recommend us to others.

Strategic Priorities at your Library:

✓ Transform your library spaces

accessibility, functionality, aesthetics

✓ Expand your access to services

business hours, fees, parking, kiosk, technology, resources

✓ Connect with our community

customer service, marketing, outreach, partnerships, City relations

✓ Enhance our service delivery

staffing levels, professional development, work flows, communication

Anticipated Outcomes

Welcoming, attractive, safe and inclusive.
An awesome atmosphere and environment.

You told us what you wanted your library to be.
We listened, we are responding.

People come in to the Library.
The Library goes out to the people.

Excellence, efficiency and economy...
the best City service we can deliver.

Finding the balance...

Resource allocation

Technology advancements

Facility Renovation

Collections: print | eResources

Space: collection | seating | meeting

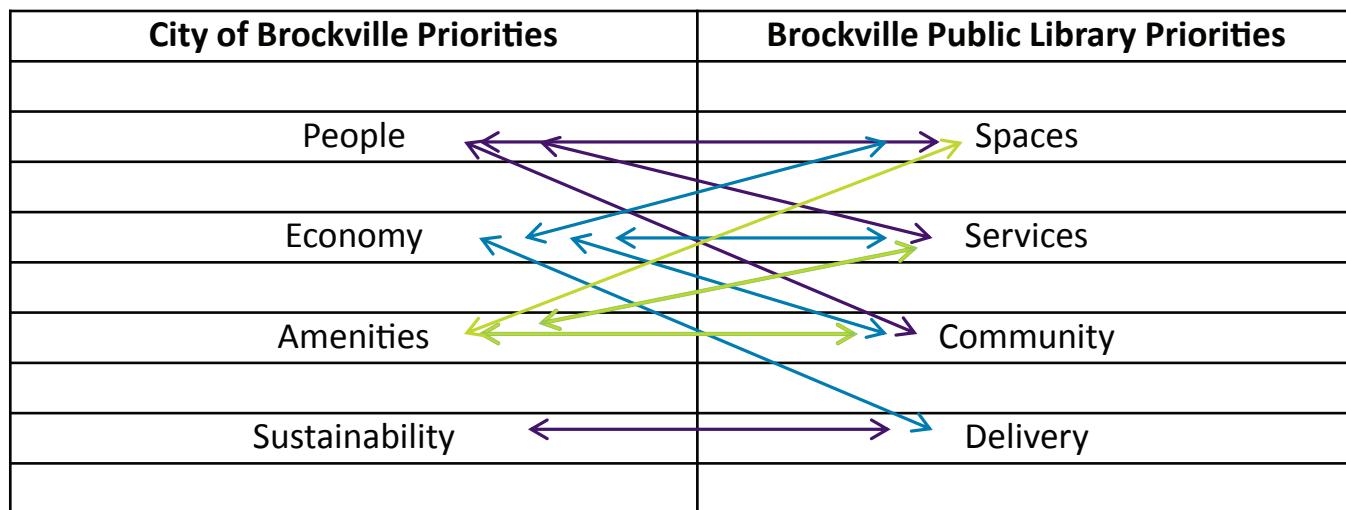
Measures of Our Success

- Library use and memberships
- Items taken home
- Visits to the physical Library
- Visits to the virtual Library
- Business hours
- Computer stations
- Use of technology
- Attendance at programs
- Customer satisfaction
- Partnerships and collaborations
- Revenue sources
- Staff levels and training
- Marketing plan
- Accessibility features
- Fees review

Brockville Public Library

23 Buell St. Box 100
Brockville, ON, K6V 5T7
613.342.3936
info@brockvillelibrary.ca
www.brockvillelibrary.ca

Linking to the City of Brockville's Strategic Plan ...



Engage | Evolve | Experience

HISTORY



- Visitor information
- Limited Merchandise- souvenirs
- Small marketing budget

WHERE WE ARE TODAY

Brockville Chamber Tourism recognized DMO for our area with the Great Waterway

- Visitor information
- Festival and Events facilitation/ resource- organization assistance
- Grant and funding assistance for struggling but established events
- More extensive merchandise brand Marketing
- Festival and Tourism Product Development
 - Wine & Food, Tunnel, Cycling, Brock trail
- Tourism attraction assistance
 - tunnel, Doors Open



WHERE WE ARE TODAY

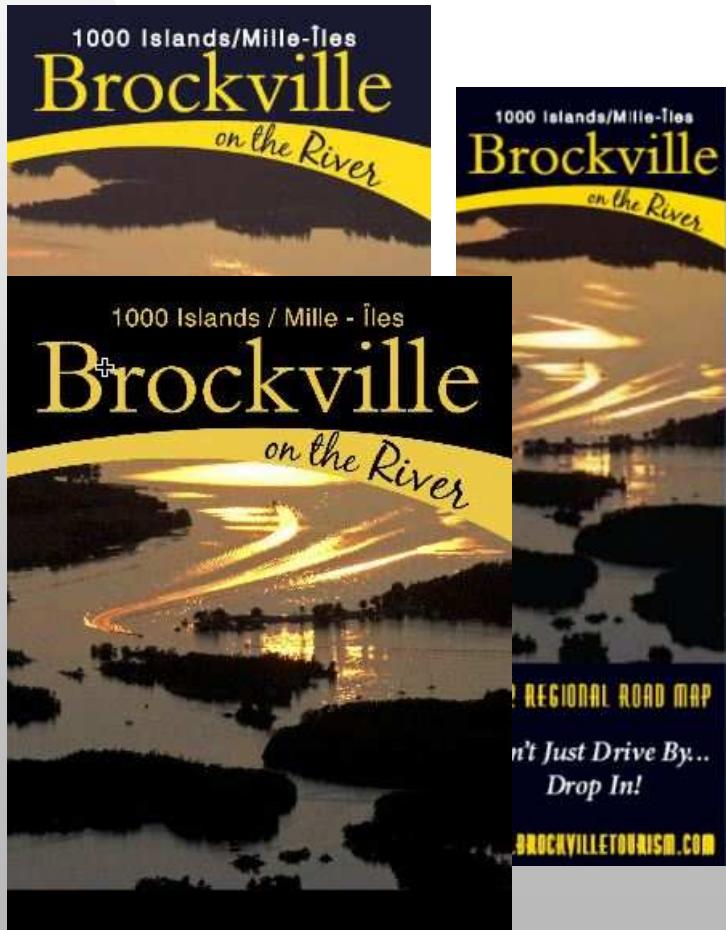


Brockville Chamber Tourism employs 2 ½ full time, regularly securing grants for additional staffing opportunities, including annual summer ambassadors averaging 5 seasonal positions.



MARKETING

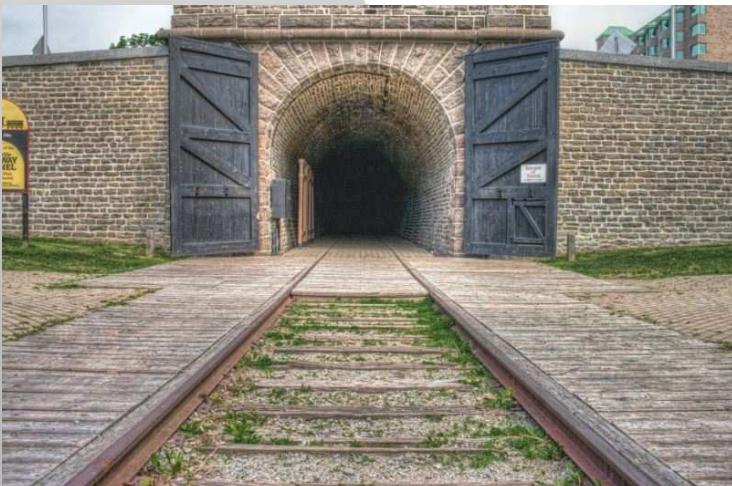
SPECIFICALLY OVER THE PAST 4 YEARS



1. Consumer Trade Shows
2. Internet & Social Media
3. Print, radio, internet and television marketing campaigns
4. Distribution of promotional material
5. Souvenir Merchandising
6. Hosting familiarization tours for journalists and travel industry personnel
7. Festival and Event support (ticket sales, human resource and facilitating marketing opportunities through lever purchases).
8. Signage and way finding

WHERE WE ARE TODAY

- Visitor information
- More extensive merchandise and brand marketing
- Festival and Events facilitation/ resource- organization assistance
- Grant and funding assistance for struggling but established event
- Festival and Tourism Product Development – Wine & Food, Tunnel, Cycling, Brock Trail
- Tourism attraction assistance- Railway Tunnel



WHAT INTANGIBLES THE CITY RECEIVES

- Executive Directors Time
- Chamber Board of Directors
- Accounting and additional Staff support for events and festivals.



Vision

Proposed New Brockville and 1000 Islands Visitor Information Centre

- Within a 5-7 year plan, the new Brockville and 1000 Islands Visitor Information Centre will be linked to Canada's oldest Railway Tunnel and Blockhouse Island with a vintage two story train station housing the Brockville and 1000 Islands Visitor Information Centre on/near Blockhouse Island.
- This vision is in alignment with the goals of the work being proposed by the Railway Tunnel Organizing Committee.
- In addition to visitor information services, the new centre would house staff, a retail area, wifi cafe and an exhibit hall for special events

Interim Relocation

- **Interim Office Relocation**

- Real Estate Requirements**

- Square footage - presently have 1700 square feet
 - Accessibility compliant
 - Office space for 4 full time employees
 - Visitor Information Centre & Retail Space
 - Staff kitchen & washroom
 - Storage area

- **Other considerations**

- **Public washrooms**

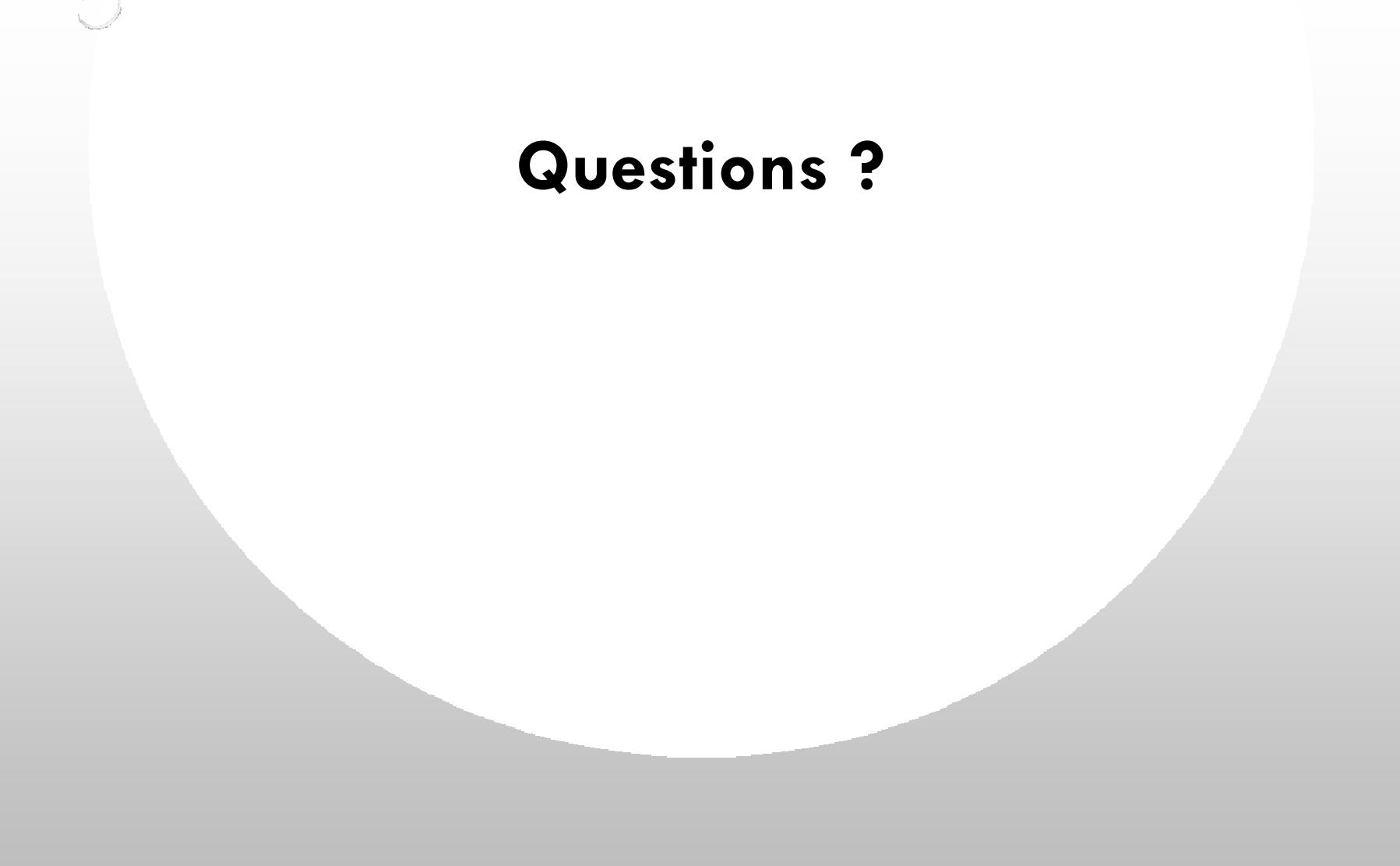
WHERE WE WANT TO GROW – VISION

- Sports tourism attraction
- Coach Tours
- Product development – Diving/ Cycling/Tunnel
- Festivals and Events Training, Workshops, and Manuals
- Grant sourcing and greater Festival/ Event marketing
- Permanent Visitor Welcome Centre – Blockhouse Island

HOW DO WE GET THERE?

- City commitment to Chamber for long term delivery of Tourism Services or return Tourism services to the City
 - Required:
 1. \$30 000 annual budget increase for housing/lease/utilities
 2. Special Events and Product Development Coordinator (Tall Ships Legacy)
 3. City commitment and approval allowing Chamber to secure grant to retrofit Blockhouse as permanent home for Visitor Welcome Centre
- By leveraging all our partner relationships

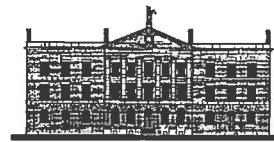




Questions ?

HERITAGE BROCKVILLE

Brockville's Municipal Heritage Advisory Committee



Brockville City Hall, P.O. Box 5000, 1 King St. West, Brockville, ON, Canada K6V 7A5

November 4, 2013

Mrs. S. Seale,
City Clerk,
City of Brockville,
1 King St. West,
Brockville, ON
K6V 7A5

Dear Mrs. Seale;

SUBJECT: Inventory of the City's Heritage Resources.

Section 27 of the Ontario Heritage Act requires the clerk of every local municipality to keep a current, publicly accessible register of properties of cultural heritage value or interest situated in the municipality. In addition our new Official Plan, in Section 3.4.3.2 (pg. 3-38), indicates that "*Heritage Brockville shall prepare and monitor an inventory of heritage resources within the City*" and "*the City shall maintain an inventory of the City's heritage resources to be used as a guide for policy formulation and Heritage Brockville shall assist in monitoring the inventory and recommending new properties to be included.*"

We request that the attached list of buildings become a part of Brockville's Inventory of Heritage Resources, to be kept on file by the City Clerk. These buildings represent an addition to the buildings previously listed in May 2011. All the owners have received notification, by mail, that their residence was going to be added to the Register.

Municipal council's approval (normally given by resolution) is required to add cultural heritage properties that have not been designated, to the register.

I wish to appear as a delegation at the EDP meeting on Tuesday Nov. 5th.

Sincerely yours,

Paul Bullock
Chair, Heritage Brockville

cc: Ms. M. Pascoe Merkley
Mr. J. Faurschou

REGISTRY - King St. East						
ADDRESS	BUILT	NAME	BUILD. MAT'L	ARCH. VALUE	HISTORIC VALUE	CONTEXTUAL VALUE
2 King St. E.			stone			x
6/10 King St. E.			brick			x
10/12 King St. E.			stone			x
18-22 King St. E.	c.1842	Charles Field House & Shop	stone	x	x	x
25 King St. E.			wood			x
44 King St. E.	1862	East Ward Fire Engine House	brick/ stone	x	x	x
62,64 King St. E.	c. 1820	Jonas Jones House	stone	x	x	x
65 King St. E.	c. 1890	Minister's Manse for St. John's United Church	stone	x	x	x
67-75 King St. E.	1894	Cossitt Terrace	brick	x		x
68 King St. E.	c. 1895	Dr. Nelson Horton House	brick	x	x	x
70 King St. E.	1900	St. John's United Church	stone	x		x
77,79 King St. E.	c. 1851	Robert Bowie House	stone	x	x	x
80 King St. E.	c. 1826	Paul Glasford House	stone	x	x	x
82/84 King St. E.			stone			x
86/88/90 K. E.			brick			x
87 King St. E.	c. 1847	Steacy House	stone	x	x	x
92 King St. E.			brick			x
93,95 King St. E.	c. 1830	Thomas & Christina Campbell House	stone	x	x	x
100 King St. E.	1871	William & Augusta Swift House	wood	x		x
108 King St. E.	1890	Richard & Eliza Blake House	brick	x	x	x
112 King St. E.	1880	Alexandra & Eva Allan House	wood	x	x	x
117 King St. E.	c. 1876	James Reynolds House	brick	x	x	x
119 King St. E.	c. 1876	George Smart House	brick	x	x	x
126 King St. E.	c. 1863	Sheffield-Senkler House	stone	x		x
127 King St. E.	c. 1830	Charles & William Dyer House	stone	x	x	x

REGISTRY - King St. East						
129 King St. E.	c. 1852	Richard Bradfield House	stone	x	x	x
131-135 King St. E.	c. 1895	Brace Terrace	brick	x	x	x
132-140 King St. E.	c. 1894	St. Lawrence Terrace	brick	x		x
149 King St. E.	c. 1880	David & Elizabeth Simpson House	brick	x		x
151 King St. E.	c. 1876	Henry & Ellen Soper House	brick	x	x	x
152 King St. E.	c. 1884	Catherine & Edward York House	brick	x		x
						x
155 King St. E.	c. 1830	Bartholomew & Ruth Ann Carley House	stone	x	x	x
159 King St. E.	1890	<i>Last Camp</i> , Thomas A. Reynolds House	brick/wood	x	x	x
160 King St. E.	c. 1850	Robert Wade House	brick	x		x
164 King St. E.	c. 1844	Joel P. Easton House	stone	x		x
165 King St. E.	1898	Charles & Kate Cossitt House	stone	x	x	x
166 King St. E.	1883	Robert Easton's Blacksmith Shop	stone	x	x	x
176 King St. E.	c. 1833	Samuel Reynolds House	stone	x		x
181 King St. E.	c. 1840/1878	John & Mary Gill House	brick	x	x	x
189 King St. E.	c. 1876	Richard & Mary field House	brick	x		x
196 King St. E.			brick			x
201 King St. E.	c. 1871	Edwin Clayes House	brick	x	x	x
207 King St. E.	c. 1882	<i>Indian Cliff</i> , home of Major James Walsh & wife Mary	brick	x	x	x
213 King St. E.	c. 1873	Thomas & Janet Gilmour House	brick	x	x	x
222 King St. E.	c. 1830	Patrick Murray House	stone	x	x	x
223 King St. E.	c. 1867	William H. Jackson House	stone	x		x
225 King St. E.	c. 1869	<i>Cedar Cliffs</i> , Richard P. Cooke House	stucco	x		x

REGISTRY - King St. East						
236 King St. E.			Wood			x
252 King St. E.	c. 1887	Mary Jane Reynolds House	wood	x		x
254 King St. E.	c. 1887	Thomas Sheridan House	wood	x		x
260 King St. E.	c. 1891	Fordyce Kincaid House	wood	x		x
272 King St. E.	c. 1895	William Evans House	wood	x		x
276 King St. E.	c. 1895	Charles Evans House	wood	x		x
280 King St. E.	1917	Fulford Home for Ladies	stone	x	x	x

29 October 2013

**REPORT TO ECONOMIC DEVELOPMENT PLANNING COMMITTEE
05 NOVEMBER 2013**

2013-123-11

**PROPOSED AMENDMENT TO ZONING
BY-LAW 194-94, VACANT LOT EAST OF
260 KING ST. W., CITY OF BROCKVILLE
OWNER: MCKERCHER BROTHERS (BROCKVILLE) LTD.
AGENT: CATHY COUTURE & NANCY KER
FILE: D14-169**

**M. PASCOE MERKLEY
DIRECTOR OF PLANNING
ANDREW MCGINNIS
PLANNER II**

RECOMMENDATION

THAT Zoning By-law 194-94 be amended to rezone lands described as Part of Lots 24 to 27, Block 44, Plan 67, being Parts 1 and 2 on Registered Plan 28R-14064 from C2D – General Commercial Downtown Zone to T-C2D-X1-2 General Commercial Downtown Zone to permit a chip wagon to be located on the subject lands for a temporary period of three (3) years, in addition to the other uses permitted in the C2D – General Commercial Downtown Zone.

PURPOSE

To provide a recommendation regarding an application to amend Zoning By-law 194-94, respecting vacant lands on the east side of 260 King Street West (Leon's) to be used as a temporary use for a chip wagon an all other C2D – Downtown Commercial uses.

BACKGROUND

The subject property, adjacent to 260 King Street West, is zoned C2D - General Commercial Downtown Zone. Since 2007, under a site-specific zoning, a chip wagon has been permitted as a temporary use on the subject lands. The approval for the temporary use expired on 24 August 2013; therefore, the permission for the chip wagon is no longer in effect and the zoning on the subject property has reverted back to a C2D-Commercial Downtown Zone.

McKercher Brothers (Brockville) Ltd., owner of the subject lands has authorized Ms. Cathy Couture and Ms. Nancy Ker to submit an application for amendment to City of Brockville Zoning By-law 194-94 to reinstate a site specific zoning on the subject lands to allow a chip wagon as a temporary use for a three (3) year period.

Ms. Couture and Ms. Ker purchased the chip wagon from the previous owner, Mr. Massey. It has been operating beside 260 King Street West since the fall of 2007.

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Proposed Amendment To Zoning By-Law 194-94
Vacant Lands east of 260 King St. W., City of Brockville
Owner: McKercher Brothers (Brockville) Ltd.
Agent: Cathy Couture & Nancy Ker
File: D14-169

The details of the site specific zone, which expired on 24 August 2013, are attached as **Schedule "A"** to this report for information purposes.

A sketch indicating the location of the chip wagon at 260 King Street West is attached as **Schedule "B"** to this report. **Schedule "C"** contains photographs of the site.

Zoning and Official Plan Information:

Official Plan Designation: Downtown and Central Waterfront Area

Existing Zoning: C2D - General Commercial Downtown Zone

Proposed Zoning: T-C2D-X1-2 – General Commercial Downtown Special Exception Zone, adding a chip wagon as a permitted use for a temporary period of three (3) years.

Site Characteristics:

Frontage (King Street West): 30.5 m (100.06 feet)

Depth (average): 61.4 m (201.4 feet)

Site Area: 1,872.6 m² (0.46 acres)

The subject site is only a portion of the lands to which the former temporary zoning applied, as a severance has occurred under Consent File B04/11, creating a separate parcel east of the property with municipal address 260 King Street West (Leon's Furniture Store). The subject site is extensively paved, and the chip wagon remains in place despite the expiry of the previous temporary zoning.

Surrounding Land Uses:

North: Former Anglican Church zoned C2D-X1-1 General Commercial Downtown Special Exception Zone.

East: Seniors' apartment building on Clarissa Street zoned R8-X1-1 Zone.

Single family residential dwelling (11 Clarissa Street), zoned C2D - General Commercial Downtown Zone.

Convenience store and gas bar at the north east corner of Clarissa Street and King Street West zoned C2D - General Commercial Downtown Zone.

South: Metro Grocery Store with associated parking zoned C2D - General Commercial Downtown Zone.

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Proposed Amendment To Zoning By-Law 194-94
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West: Brockville Gymnastics Academy (west side of Gilmour Street) and Rotary Park zoned Open Space Zone.

Public Participation and Input Received

The application has proceeded through the normal review process. On 1 October 2013 a Public Meeting was held by the Economic Development and Planning Committee. Notice of the Public Meeting was advertised in the Brockville Recorder and Times on 5 September 2013 and was circulated to property owners within 120.0 metres (400.0 feet) of the subject property. Comments from City Departments and affected agencies were also solicited.

A copy of the minutes from the Public Meeting is attached as **Schedule “D”** to this report. There were no persons in attendance at the public meeting, and no public comments were received.

The following comments were received from internal departments and agencies:

1. Conal Cosgrove, Director of Operations: no concerns.
2. Steve Allen, Supervisor of Engineering: no concerns.
3. Brent Caskenette, Planning Department, Building and By-law Services Division: no concerns.
4. Sandra Seale, City Clerk: no concern.
5. D. Cameron Moorhead, Bell Aliant: no concern.

ANALYSIS/OPTIONS

The following section provides an analysis of the application in reference to the Provincial Policy Statement, Official Plan and Zoning By-law.

Provincial Policy Statement

The Provincial Policy Statement (PPS), issued under Section 3 of the Planning Act, came into effect on 01 March 2005 and requires that Council's decisions respecting Planning matters shall be "consistent with" policies contained in the PPS when considering any amendment to the Official Plan or Zoning By-law.

The application currently before the Economic Development Planning Committee and Council proposes to amend Zoning By-law 194-94 to permit a chip wagon on a temporary basis in addition to the uses already permitted at the subject site through the C2D zoning.

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Proposed Amendment To Zoning By-Law 194-94
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From a review of the PPS, there are some relevant statements/policies under Part V, Section 1 "Building Strong Communities". The preamble in this section is a general statement which reads as follows:

"Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. Efficient land use and development patterns support strong, livable and healthy communities, protect the environment and public health and safety, and facilitate economic growth."

This general statement is followed by more specific policies, including the following references which are of relevance to this application for zoning by-law amendment:

"1.1.3.1 Settlement areas shall be the focus of growth and their vitality and regeneration shall be promoted.

"1.1.3.2 Land use patterns within settlement areas shall be based on:

- a. densities and a mix of land uses which:
 - a. efficiently use land and resources;
 - b. are appropriate for, and efficiently use, the *infrastructure* and *public service facilities* which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion; and
 - c. minimize negative impacts to air quality and climate change, and promote energy efficiency in accordance with policy 1.8; and
- b. a range of uses and opportunities for *intensification* and *redevelopment* in accordance with the criteria in policy 1.1.3.3."

"1.1.3.3 Planning authorities shall identify and promote opportunities for *intensification* and *redevelopment* where this can be accommodated taking into account existing building stock or areas, including *brownfield* sites, and the availability of suitable existing or planned *infrastructure* and *public service facilities* required to accommodate projected needs.

Intensification and *redevelopment* shall be directed in accordance with the policies of Section 2: Wise Use and Management of Resources and Section 3: Protecting Public Health and Safety."

"1.3.1 Planning authorities shall promote economic development and competitiveness by:...

- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and**

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Proposed Amendment To Zoning By-Law 194-94
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Owner: McKercher Brothers (Brockville) Ltd.
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ancillary uses, and take into account the needs of existing and future businesses:..."

The proposal represents *intensification* and utilization of the existing land stock. The proposed property is located within close proximity to transit stops as well as easy access to offer a service to residents and employees within the area and pedestrians who utilize the Brock Trail through walking, cycling and rollerblading.

Given the above policies and considerations, it can be concluded that the proposed temporary zoning by-law amendment to permit a chip wagon within the limits of subject lands located east of Leon's is consistent with the intent of the relevant policies contained in the PPS.

Official Plan Considerations

The Official Plan designates the subject property as "Downtown and Central Waterfront Area" within the Mixed Use Node.

The Official Plan's goals are to create a sustainable City in terms of health and vitality, that is economically viable and diverse, has high quality municipal services and amenities, and is well planned.

Section 2.3 outlines strategic planning themes which includes "A Sustainable, Healthy, and Vital City", "An Economically Strong and Diverse City", "A High Quality of City Services and Amenities", and "A Well-Planned Responsive City".

Section 3 addresses building a healthy and sustainable City. More specifically, Section 3.2.2.1 states among others that development within the Mixed Use Nodes and Corridors needs to be transit supportive and accommodate a range of uses. This section continues by envisioning the Downtown and Central Waterfront Area as being the primary focus for the greatest mix of commercial, retail, and service opportunities. More specifically, the Downtown and Central Waterfront Area is the primary mixed-use Node and is intended to accommodate residential, office, commercial, community services, cultural activities, main street shops and boutiques, and related uses and activities that reinforce the existing character of the downtown area.

Section 3.2.6 outlines policies for the scope of development within the "Downtown and Central Waterfront Area", focusing on intensification and redevelopment, revitalization of the Downtown and Central Waterfront Area and which place an emphasis on the urban design and architecture being consistent with the guidelines contained within the Downtown Waterfront Master Plan and Urban Design Strategy.

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Proposed Amendment To Zoning By-Law 194-94
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Section 3.4.1.9 states that the City shall require that infill developments be compatibly scaled and designed to enhance the character of the area.

The general Downtown and Central Waterfront Area policies are further refined under Section 4.2.2 where, in addition to residential dwelling units being permitted, commercial uses such as eating establishments, service and convenience retail and similar types of uses shall also be permitted.

In reviewing the above policy considerations, many speak to compatibility with and character of the downtown area. Historically, downtowns have been the main centre of all range and variety of commercial activity. More recently, mobile food vendors such as the food truck proposed are increasingly appearing in larger centres, especially in downtown settings where pedestrian activity is often greatest.

Other policies emphasize consistency with the urban design guidelines and encouragement for quality development. As a mobile facility which is a chattel, these considerations are not necessarily relevant, as a permanent building is not proposed.

Section 6.4.2.2, Temporary Use By-laws, allows for the City to pass a temporary use by-law to allow the temporary use of land, buildings or structures for a purpose otherwise not permitted by the Zoning By-law for a specific period of time not to exceed three years. This section also states that it shall be the policy of the City that:

- “1. A temporary use by-law shall define the land to which it applies, and shall prescribe the period of time during which it is in effect.
2. The City may authorize a temporary use on a one-time basis or for a short period of time on a periodic basis, where it is considered inappropriate by the City to permit the proposed use on a permanent or continuing basis, and where alternatives such as relocation are not practical.
3. The City may pass subsequent by-laws granting extensions of up to three years.
4. The City may extend this period by passing further by-laws, subject to the specific policies of this Plan.
5. In enacting a temporary use by-law, the City shall consider the following:
 - i. the proposed use shall be of a temporary nature, and shall not entail major construction or investment on the part of the owner so that the owner shall not experience undue hardship in reverting to the original uses upon the termination of temporary use provisions;
 - ii. the proposed use with the surrounding land uses and character of the surrounding area;
 - iii. the proposed use shall be properly serviced and not require the extension or expansion of existing municipal services;
 - iv. the proposed use shall not create any traffic problems within the

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Proposed Amendment To Zoning By-Law 194-94
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- surrounding area, or adversely affect the volume and/or type of traffic commonly found on the areas roads;
- v. the proposed use shall provide parking facilities entirely onsite;
 - vi. the proposed use shall generally be beneficial to the surrounding community; and
 - vii. the proposed use shall conform to the policies of this Plan.

Where the proposed temporary use may not conform in its entirety with the Official Plan, the City shall consider what is in the best interests of the public."

Based on the policies listed, Council can provide for temporary zoning as the proposed chip wagon does not contradict any of the above policies. The proposal does not entail major construction, has not created traffic problems in the past and does not change the character of the Downtown Commercial Area.

The applicant has stated that the chip wagon will continue to look and operate as it has for the past six (6) years.

The continuing operation provides opportunity for a take-out dining experience downtown which will co-ordinate well with the increase in seasonal traffic, special events in the area, and being just a short distance from the Arts Centre. On balance, it is not inconsistent with the Official Plan's goals and objectives for downtown revitalization to provide for a food truck on an existing paved parking lot located within the downtown.

Downtown & Waterfront Master Plan and Urban Design Strategy

The Downtown and Waterfront Master Plan and Urban Design Strategy (DWMPUDS), provides guidance on how to manage future growth, development, and change within the downtown and waterfront area of the City. The DWMPUDS establishes community planning and urban design principals to maintain the downtown and waterfront as a healthy, livable and sustainable destination in the City. Guidelines speak to reinforcement of the existing scale and character of the downtown area, and provide reference to a high level of architectural treatment for buildings.

There is no reference to consideration of chip wagons, food trucks or other mobile uses within this area, as the focus for the strategy was on creating guidelines for more enduring development.

Zoning By-law Considerations:

Due to the expiry of the temporary zoning, the current zoning on the subject property has reverted back to C2D – General Commercial Downtown Zone, and therefore, the

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Proposed Amendment To Zoning By-Law 194-94
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addition of a chip wagon to the list of uses permitted on the site would require an amendment to Zoning By-law 194-94. For this to occur, a site-specific zone must be created, in this instance, the T-C2D-X1-2 Zone. It is proposed that this zone will recognize all standard permitted uses and zone provisions of the C2D – General Commercial Downtown Zone, in addition to a chip wagon.

The continuation of a chip wagon occupying a small corner of an underutilized parking area would be a logical fit for the site. In addition, the site has ample parking to accommodate the patrons of the chip wagon as well as overflow for Leon's customers until another business occupies the space. Over the past several years the chip wagon has served a large market of downtown employees, occupants of residential dwellings within close proximity, travelers along King Street, and recreational enthusiasts utilizing the Brock Trail.

Staff is of the opinion that the three (3) year temporary zoning should be considered. The temporary zoning granted in 2007 and then again in 2010 has only seen one concern being filed with City Hall. The concern was in relation to the parking of a former U-Haul truck which has since been removed.

Should the recommendation above be accepted by Council, the zone would read similar to the following:

"T-C2D-X1-2

In addition to the uses permitted in the C2D-General Commercial Downtown Zone, a chip wagon shall be permitted in the T-C2D-X1-2 Zone, for a three (3) year period ending _____ (date 3 years hence from date of passing of amending by-law to be inserted).

No additional storage for the chip wagon in one or more accessory structures or vehicles shall be permitted."

Council should be aware that temporary zoning can be imposed in accordance with Section 39 of the Planning Act, R.S.O. 1990. At the end of the three (3) year temporary zoning, the applicant may wish to apply for an extension.

POLICY IMPLICATIONS

As noted in the Analysis/Options section of this report, the proposed amendment to Zoning By-law 194-94 for the site located east of 260 King St. W. is consistent with the PPS and with the relevant policies of the City's Official Plan.

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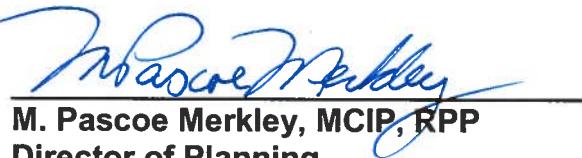
Proposed Amendment To Zoning By-Law 194-94
Vacant Lands east of 260 King St. W., City of Brockville
Owner: McKercher Brothers (Brockville) Ltd.
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File: D14-169

FINANCIAL CONSIDERATIONS

All costs associated with the use of the property to include a chip wagon are the responsibility of the owner/applicants. The City of Brockville does not currently charge a licensing fee for chip wagons, however, property taxes are payable on the vacant land.

CONCLUSION

Following review of the PPS, Official Plan and Zoning By-law, it is reasonable to allow a chip wagon on the vacant property east of 260 King St. W. However, for the reasons set out in this report, it is appropriate to create a site-specific zone to allow a chip wagon as a temporarily permitted use only, in addition to all other uses currently permitted within the C2D – General Commercial Downtown Zone. This is reflected in the recommendation at the beginning of this report.



M. Pascoe Merkley, MCIP, RPP
Director of Planning



Andrew McGinnis, MCIP, RPP
Planner II



B. Casselman
City Manager

SCHEDULE "A" TO REPORT 2013-123-11

Excerpt from Zoning By-law 194-94, as amended.

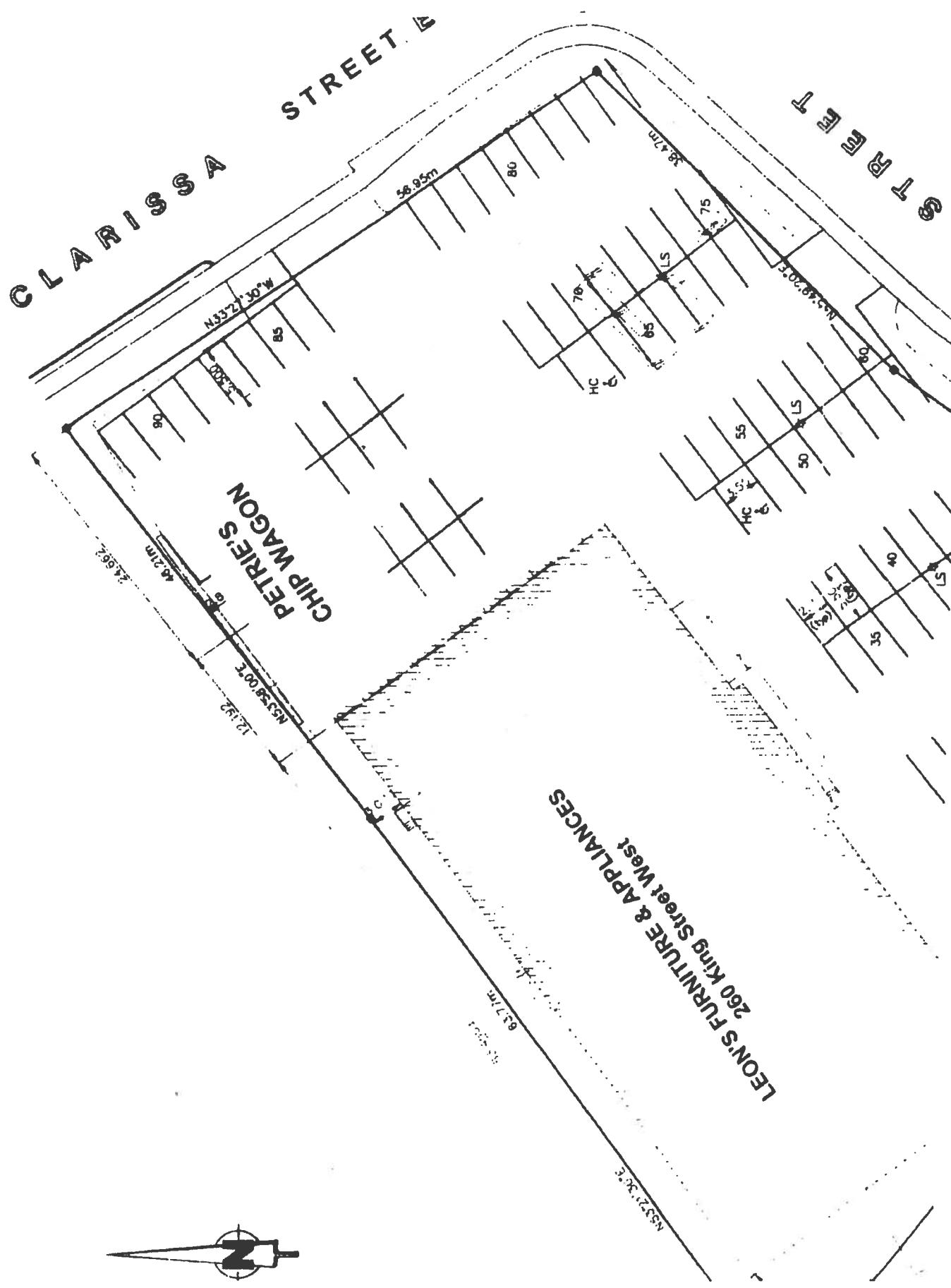
"T-C2D-X1-1 Zone (260 King Street W. – Amending By-laws 088-2007 and 066-2010)

In addition to the uses permitted in the C2D-General Commercial Downtown Zone, a Chip Wagon shall be permitted as a temporary use in the T-C2D-X1-1 Zone for a period of three (3) years ending August 24, 2013, in accordance with Section 39 of the Planning Act, R.S.O. 1990.

No additional accessory storage structures or vehicles for the chip wagon shall be permitted.

Landscaping in the form of a minimum of two (2) planter boxes shall be provided adjacent to the south and east faces of the Chip Wagon."

SCHEDULE "B" TO REPORT 2013-123-11



SCHEDULE "C" TO REPORT 2013-123-11



SCHEDULE "D" TO REPORT 2013-123-11



Public Meeting Economic Development & Planning Committee

Tuesday, October 01, 2013, 6:00 p.m.
City Hall, Council Chambers

Committee Members:

Councillor M. Kalivas, Chair
Councillor J. Baker
Councillor T. Blanchard
Councillor M. McFall
Mayor D. Henderson, Ex-Officio

Staff:

Mr. A. McGinnis, Planner II
Ms. M. Pascoe Merkley, Director of Planning
Ms. S. Seale, City Clerk (Recording Secretary)

Others:

Ms. T. Renkema, 104.9 JRfm
Mr. R. Zajac, Recorder & Times

The Chair called the meeting to order at 6:12 p.m.

ITEM

1. 2013-110-10
Proposed Amendment to Zoning By-law 194-94
260 King Street West, City of Brockville
Owner: McKercher Holdings Limited
Agent: Cathy Couture & Nancy Ker

Moved by: Councillor Blanchard

THAT Report 2013-110-10 be received as information and that a report on this matter be prepared by staff for consideration of the Economic Development and Planning Committee at a future meeting.

CARRIED

Mr. A. McGinnis, Planner II, announced the Notice of the Public Meeting for Staff Report No. 2013-110-10 was given in the Recorder and Times Newspaper on September 5, 2013, in addition notice was sent to various agencies and departments, a letter was

Economic Development and Planning Committee (EDP)
Public Planning Meeting Minutes - Tuesday, October 01, 2013

sent to owners of land within 120 metres (400 ft) of the subject property and a sign was placed on the subject property.

Councillor Kalivas asked that any person wanting further notice of the passage of the proposed amendment should give their full name, address and postal code to the Secretary prior to leaving the meeting.

Councillor Kalivas reviewed the procedures for the Public Meeting.

Mr. McGinnis provided a brief summary of the application.

No persons were in attendance at the meeting to speak for or against the application.

The meeting for concluded at 6:19 pm.

No person completed the Request for Information form.

October 29, 2013

Report to Economic Development and Planning Committee – November 5, 2013

**2013-125-11
Youth Advisory Committee
Reduction in Length of Term**

**S.M. Seale
City Clerk
L. Murray
Deputy City Clerk**

Recommended

THAT Council authorize the reduction in the length of term for members of the Youth Advisory Committee from two years to one year; and

THAT By-laws 009-2011 A By-law to Establish the Youth Advisory Committee and 088-2010 A By-law to Appoint Members to Various Boards and Commissions of the City of Brockville be amended as necessary.

Origin

The Youth Advisory Committee has requested a reduction in term due to the transient nature of its members. This committee is largely made up of students and young professionals who find themselves moving if not for school for career advancements. It is therefore hard to retain members much longer than one year.

Analysis

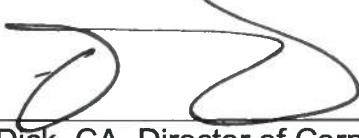
In January 2011 Council established the Youth Advisory Committee to garner youth's perspective and input on municipal and other issues facing City Council.

Due to the make-up of the committee it is hard to retain the young members for two years. It is therefore suggested that the term be reduced to one year.

Financial Considerations

There are no financial considerations at this time.


S.M. Seale, City Clerk


D. Dick, CA, Director of Corporate Services


L. Murray, Deputy City Clerk


B. Casselman, City Manager

economic development

by John Regan and Susan M. Gardner

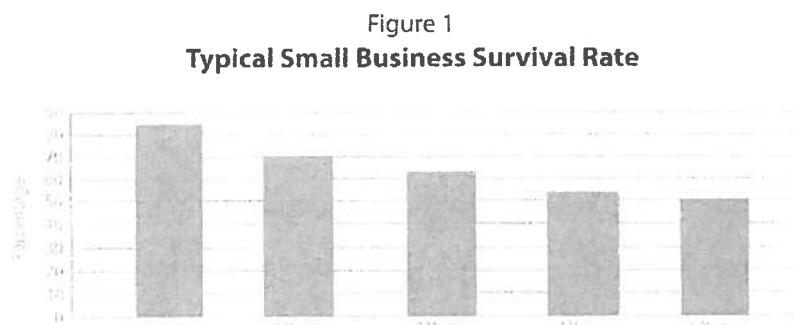
Business Incubation

A Catalyst for Economic Development

Although Canada has been the most resilient country of the G8 due to a sound banking system, better fiscal position, and stable housing market, many municipalities have been devastated by the economic recession. Cases in point are areas such as Ontario's Windsor-Essex, Sarnia, and St. Thomas-Elgin (just to name a few). As the saying goes, the stories are the same – it's just the names and faces that are changed.

The federal and provincial governments' economic stimulus has been helpful, but many municipalities are not out of the woods yet. They are pursuing other economic initiatives, attending trade missions to foreign countries, and developing research parks and industrial lands in hopes of luring another plant and hundreds or thousands of jobs. But, are these things really catalysts? The return on investment can be large, yet the sales cycle can be very long. And, can we afford to wait? This is not to suggest that we stop doing these things; rather, that we must look at diversification and augment our tactics to secure a sustainable economy for our municipalities. What can we do to get back to the grass roots? What can smaller municipalities do to grow and maintain their economy?

Surprisingly, you probably have all that you need right now to make a significant impact to your community. Business incubation may be the most affordable and efficient way to create sustainable businesses and jobs within your community and region, and you



Source: Statistics Canada, Small and Medium-Sized Enterprise Data Warehouse, 2008

likely already have the partnerships in place now.

Understanding the Challenges for New Businesses

Small business makes up over 48 percent of the workforce in Canada (over five million people) and is growing at a very fast rate. Over 100,000 new businesses are created every year in this country; however, the reality is that most fail within a five-year period. In fact, 15 percent fail in the first year with only 51 percent surviving the first five years (see Figure 1). What if you could change these statistics in your municipality and region? Would you? And, what would you pay a year to do this? What is a job worth to your community? What is it worth to have someone come off Employment Insurance (EI) or social assistance? What if you could increase survival rate of business to 60 percent over five years? How about 75 percent or even 80 percent? Would you invest some time and seek out some partners? And

what if, with business incubation, you could increase survival rate of business to 90 percent over a 10-year term?

What is Business Incubation?

In short, business incubation provides ongoing business counseling to the entrepreneur. The incubator is usually a physical location (although not always, as virtual incubation requires no physical space). The focus here, however, is on the physical incubator.

JOHN REGAN is General Manager of the Elgin Business Resource Centre and the Innovation Centre for Entrepreneurs (www.iceinnovation.ca). ICE is a not-for-profit mixed-use business incubator located in St. Thomas, Ontario that provides small and growing businesses, including home-based and youth businesses, with the resources and support they need to grow and prosper. John can be reached at <jregan@elgincdc.ca>.

SUSAN M. GARDNER is Executive Editor of *Municipal World*, Canada's municipal magazine, dedicated to promoting good local governance practices. She is also Past President of the Innovation Centre for Entrepreneurs. Susan can be reached at <sgardner@municipalworld.com>.

The services provided at the incubator include space, access to administrative services, mailbox, copier, phone, internet, and other typical business services that any business would need – including access to business experts. The thought behind incubation is to provide all these services at a reduced rate during the first year, with increases every year to prepare the business for graduation.

As stated by the National Business Incubators Association, “The goal of an incubator is not only to ensure the small business survives the start-up period where they are most vulnerable, but to produce confident, successful graduates that are well-grounded financially and secure in their knowledge of how to run a productive business independently, within two or three years of start-up.”

Building a Local Partnership for Incubation

To launch a successful community incubation program, it will be important for the municipality to seek out partners. Specifically, reach out to the local Community Futures Development Corporation (CFDC) or Small Business Enterprise Centre (SBEC); these organizations are already doing virtual incubation, whether they realize it or not. Such partners are mission critical to your success, as they have all the human capital and professional business counsellors that are so important to the incubation pro-

cess. They also have access to resources for the entrepreneurs, from programs to funding (loans).

You can also look to other organizations for partnerships, including other municipalities, provincial ministries, local business associations and chambers of commerce, regional innovation and research centres, colleges, universities, etc. More partners brought onboard demonstrates a higher level of community engagement and support – and a greater likelihood of attracting the community investments necessary to achieve sustainability.

Chances are good that you may already have many of these partnerships in place. Still, the next steps are not for the faint-hearted. Incubation is a lot of work, but also offers the potential of great return on your investment.

Costs

Costs can range from very little to extreme. It is important to research what incubation model the community needs – and what it can afford. There is value in a one-client incubation model; there is also value in a 20-client model and beyond. Costs are dependent on staffing (hence your partners) and the physical space available. Many municipalities have surplus property. Local partners may also have an extra office – or two or three. In some instances, it may be necessary to build or expand to accommodate your

chosen model. Again, it will depend on what you can afford and are prepared to invest.

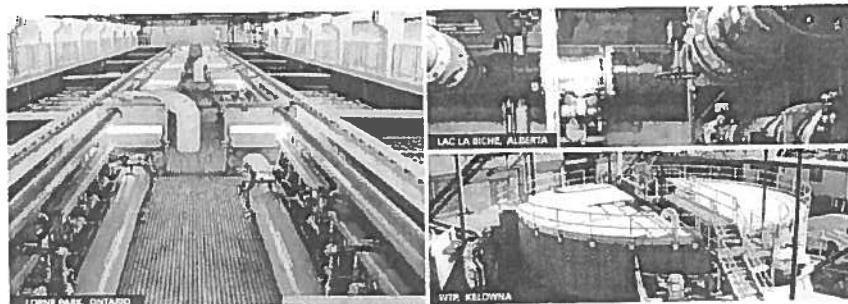
Ongoing operational costs may be offset by a combination of program fees collected from clients, in-kind contributions, potential sponsorships, and designated funds provided by the municipality and other partners.

Entrance into Incubation

Once the physical location, programming, and staff are in place, the incubator is ready for clients. Potential participants will need to be made aware of the incubation program through a community awareness campaign that will include advertising, open houses, and other marketing efforts.

To be considered for entrance into the program, prospective clients will need to meet some criteria, such as not being in a current lease. The goal is certainly not to be in competition with landlords; rather, the incubator's role is to get these businesses out of their basements and garages, accelerate them, and then connect them with local economic development officers to help them find suitable space. (Most communities have storefronts and factories they would like filled.)

The client also goes through some screening with business counsellors and works on developing a business plan. Once the plan is developed, it is vetted through appropriate vested parties, such



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as an admissions committee, to determine if the client is coachable (this is critical), understands the commitment, and has a viable business plan.

Staying in the Incubator

Most residencies are up to three years, but there are many models. The nature of the business may also dictate the length of incubation. For example, perhaps a graphic artist needs only a two-year period; whereas the developer of a software application or game may need up to five years. At the end of the day, the goal is for the clients to graduate and to fill those vacant storefronts, making room for the next client to enter the incubator.

Some of the criteria for the client to remain in the incubator are show up to work, provide monthly financial statement to the counsellor, meet milestones set out by both the incubator staff and client, and to remain coachable – these are just a few. And, they must pay their program fees.

Graduation

Once the client has fulfilled the term of the program agreement and is at the stage where they no longer need incubation services, they can self-graduate. Expansion of the business can also lead to graduation, and this is a good thing. You do want be careful in allowing a company to expand several times in the incubator. By having good governance, this can be avoided – remember, the goal of incubation is not to be landlords; you want clients to grow.

Having clear expectations is key. Many incubators have failed as they have allowed clients to expand several times, to the point where they become the main source of revenue to the incubator. This leads to disaster when they do leave, leaving behind a larger than expected vacant space.

So, meeting milestones and fulfilling agreements allows for planned exits from the incubator. There are also non-planned exits, and this too is a good thing – when it is a reflection of having good governance and policies. Clients who fail to pay fees, show up for work, and meet milestones must be removed from the program. The goal here is to create busi-

nesses, so it is important to know when to pull the plug in order to make room for the next entrepreneur. Also, you never want to hurt business or people – you want them to leave the incubator better than you found them ... and sometimes early termination can save a lot of heartache for the entrepreneur and their families. It is “tough love” for business.

Conclusion

Business incubation programs are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services offered both in the incubator and through its network of contacts. With the help of targeted business assistance, entrepreneurs are better prepared to turn business ideas into successful new ventures that have a greater-than-average chance of success.¹

The payback is enormous. On average, 95 percent of an incubator's clients graduate, and 87 percent of incubator graduates remain in business.² The resulting community benefits of an incubator are healthy companies, accelerated job growth, and a significant return on investment for each economic development dollar spent. The companies that graduate tend to stay in the region, bringing new jobs, economic diversity, and a stronger social responsibility commitment – certainly a win-win situation.

As noted by Ed Hobbs, Chairman of the Canadian Association of Business Incubation, “Business incubation centres help communities create and retain businesses that generate jobs, wealth, taxes, and economic development. Incubation centres are not about ‘bricks and mortar’ or real estate. They are about a process that mentors and guides entrepreneurial businesses to success.”³

¹ See also John Regan (2010). “Key Factors in Developing Effective, Successful, and Sustainable Business Incubators,” *Papers in Economic Development Final*, P. Parker and E. Carvalho, Waterloo, ON. Economic Development Program, University of Waterloo.

² “Impact of Incubator Investments Study” published in 1997, National Business Incubation Association.

³ Quoted by Michael St. Amant in “The argument for a business incubation centre,” *Brampton News*, Thursday, February 2, 2012.

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Invest Ottawa offers advice, mentors to help businesses boom



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Shane Schluterman/Postmedia News

The national capital region's economic development agency, which has a mandate to support small and medium-sized businesses as far away as Kingston, has developed a "triage" approach to assisting entrepreneurs.

Business people with an idea, a part-time operation, or executives from a fully functioning enterprise can walk into the Invest Ottawa offices and meet with a business specialist who will then determine their needs and what type of help to offer.

Business coaching, industry research, accounting assistance, university research contacts, venture capitalists and even entrepreneurs in residence can be assigned to help.

The move to triage incoming businesses was part of a massive makeover that took place at the organization in February 2012, when it changed its name from the Ottawa Centre for Research and Innovation.

With the name change came a new mandate: The organization went from boosting the local technology economy to acting as a lobby group and point of contact for all of the region's entrepreneurs.

Those involved with the newly structured agency say the makeover has been welcomed and business is booming. "A majority of the companies we have coming through are just people looking to start a service business to put food on the table," said Andrew Moffat, an entrepreneur in residence at Invest Ottawa.

"Our advice is early stage, just to get them going."

He said more than 4,000 people attended Invest Ottawa workshops last year to learn how to start a new company. The organization puts on the workshops through its entrepreneurship centre, dedicated to helping fledgling businesses.

For people with bigger aspirations, the organization can team the individual with one of 10 entrepreneurs in residence, industry experts and successful business owners who work with the economic development agency to guide fledgling businesses and help them expand. The goal is to drive any type of economic growth within the region by supporting area entrepreneurs.

"Every mayor believes John Deere will come in and put 1,000 jobs in their city. That's just not going to happen anymore," said Bob Huggins, one of the entrepreneurs working at Invest Ottawa.

Mr. Huggins sold his newspaper archival company Paper Of Record to Google Inc. in 2008 for millions of dollars. "The knowledge-based industry is where there will be growth."

Kevin Carroll, Invest Ottawa's managing director of innovation, said what makes the organization unique among other economic development agencies in Ontario is its ability to get entrepreneurs exactly the help they need.

Overseas manufacturing and international competition has forever changed the landscape of Ottawa, which was known for creating technology titans. The future belongs to smaller more nimble firms, Mr. Carroll said.

"It'd be nice to grow a 1,000-person company locally, but it's more likely we will see 30-, 50-people companies emerge," he said. "You don't need to be a multinational to take on the world any more."

Invest Ottawa now has space to incubate as many as 40 companies, though it is currently hosting 36, and it is looking to increase that space to help more businesses.

The refocus on building businesses comes as Invest Ottawa rejigs the way it handles international business development. The organization now has a team of six industry experts whose job it is to attract business to the city from abroad.

Having the business development managers close by has been a boon for many startups, Mr. Carroll said. Being able to draw on manufacturing contracts abroad, take advantage of international research partnerships, or even secure funding from U.S. or European investors becomes much easier thanks to the contacts the business development managers provide.

Invest Ottawa is funded jointly by the City of Ottawa and the Ontario and federal governments.



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