



Economic Development and Planning Committee

Tuesday, June 3, 2014, 4:15 pm
City Hall, Council Chambers

Committee Members

Councillor M. McFall, Chair
Councillor D. Beatty
Councillor M. Kalivas
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

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COMMITTEE AGENDA

Disclosure of Interest

Delegations and Presentations

1. Ms. Maureen Pascoe Merkley, Director of Planning
(Zoning By-law)

Ms. Pascoe Merkley will give a verbal update concerning the Comprehensive Zoning By-law.

Correspondence

Nil.

Staff Reports

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1. 2014-064-06
Request for Amendment to Zoning By-law 194-94
Lot 28, Part of Lot 29, Block A, Plan 214
Elizabeth Street, Owner: Nathan Richard

THAT the application for amendment to Zoning By-law 194-94 to rezone lands described as Lot 28, Part of Lot 29, Block A, Plan 214, City of Brockville, County of Leeds, located on the east side of Elizabeth Street, from the current R1–Single Residential Zone to R3–Multiple Residential Special Exception Zone to permit the vacant lot to be developed with a semi-detached dwelling with reduced lot frontage of 16.9 m and capable of being severed into separate lots upon completion, be denied.

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2. 2014-056-05
Regional Economic Development Corporation
Leeds & Grenville

THAT City Manager Report 2014-056-05 be received for information purposes.

New Business - Reports from Members of Council

Nil.

Consent Agenda

Adjournment

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for July 8, 2014.

27 May 2014

REPORT TO THE ECONOMIC DEVELOPMENT PLANNING COMMITTEE - 03 JUNE 2014

2014-064-06

REQUEST FOR AMENDMENT TO ZONING BY-LAW 194-94 M. PASCOE MERKLEY
LOT 28, PART OF LOT 29, BLOCK A, PLAN 214 DIRECTOR OF PLANNING
ELIZABETH STREET ANDREW MCGINNIS
OWNER: NATHAN RICHARD PLANNER II
FILE: D14-173

RECOMMENDED:

1. THAT the application for amendment to Zoning By-law 194-94 to rezone lands described as Lot 28, Part of Lot 29, Block A, Plan 214, City of Brockville, County of Leeds, located on the east side of Elizabeth Street, from the current R1–Single Residential Zone to R3–Multiple Residential Special Exception Zone to permit the vacant lot to be developed with a semi-detached dwelling with reduced lot frontage of 16.9 m and capable of being severed into separate lots upon completion, be denied.

PURPOSE

The purpose of this report is to provide a recommendation on a requested amendment to City of Brockville Zoning By-law 194-94 respecting the zoning on a vacant lot located on the east side of Elizabeth Street.

BACKGROUND

Mr. Nathan Richard, owner of lands described as Lot 28, Part of Lot 29, Block A, Plan 214, City of Brockville, County of Leeds, being Parts 2, 4, 5 and 6, R.P. 28R-10956, being a vacant lot on Elizabeth Street (as shown on **Schedule “A”**), has submitted an application for amendment to Zoning By-law 194-94 which would, if approved, rezone the subject lands from R1–Single Family Residential Zone to R3-General Residential Special Exception Zone to permit the subject lands to be developed with a semi-detached dwelling and to be severed into two separate lots upon completion. Due to the lot being undersized for a semi-detached dwelling, special exception is being requested as it pertains to lot frontage.

Zoning and Official Plan Information:

Official Plan Designation:	Neighbourhood Area
Existing Zoning:	R1-Single Unit Residential Zone
Proposed Zoning:	R3-General Residential Special Exception Zone

The proposed rezoning request from R1-Single Unit Residential Zone to R3-General Residential Special Exception Zone would, if approved, permit the subject property to

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 Requested Amendment to Zoning By-Law 194-94
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 Owner: Nathan Richard
 File: D14-173

be developed with a use not permitted with the current zoning being R1-Single Unit Residential Zone. A semi-detached dwelling is proposed, however, a special exception for this lot is requested to address reduced lot frontage of 16.9 m, whereas the minimum required frontage is 18.0 m for a semi-detached dwelling.

Site Characteristics:

Total Area:	591.12 m ² (6,362.9 ft ²)
Frontage, Elizabeth Street:	16.9 m (55.7 ft.)
Depth:	34.78 m (114.11 ft.)

The subject site is currently vacant and contains a large rock outcrop to the mid-rear of the property. The lot is also constrained by an existing sanitary sewer easement that runs from the southerly neighbours' property (11 Elizabeth Street) on an angle across the front of the subject lands toward Elizabeth Street.

The proposed site plan is attached as **Schedule "B"** to this report. Photos of the subject property are attached as **Schedule "C"**.

This vacant parcel was created as the outcome of applications for Consent filed in 1998, being Files B01/98 and B02/98, which are summarized as follows:

- File B01/98 sought to sever lands from Block A, Registered Plan 214, and add it to the east side of Lots 28 and 29, RP. 214 (the subject parcel and 11 Elizabeth St.)
- File B02/98 was concurrently filed to sever the enlarged lot from file B01/98 into two separate lots, a building lot (the subject lands) to be developed as infilling, and a separate lot already occupied by a single detached dwelling with municipal address 11 Elizabeth Street. The Application for Consent for File B02/98 indicated that the intended use for the vacant lot to be created was development with a single family dwelling.

The applications for Consent were approved with conditions by the City's Committee of Adjustment. The reasons given for supporting File B02/98 to create a new lot included encouragement for infilling, and that the proposed lot met the minimum requirements established for a building lot within the R1-Single Unit Residential Zone per Zoning By-law 194-94.

The Committee of Adjustment's decisions made in support of the Consent files were appealed to the Ontario Municipal Board (OMB) by several neighbours. Subsequent to a hearing held on January 11, 2000, the OMB dismissed the appeals, allowing for the subject lot to be created.

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Requested Amendment to Zoning By-Law 194-94

Elizabeth Street

Owner: Nathan Richard

File: D14-173

Surrounding Land Use:

- North: The lands to the north are zoned R1–Single Unit Residential, and occupied by a Single Detached Dwelling.
- East: The lands to the east are zoned R1–Single Unit Residential and are currently vacant.
- South: The lands to the south are zoned R1–Single Unit Residential Zone and are occupied by a two storey single detached dwelling (currently under reconstruction).
- West: The lands to the west (across Elizabeth Street) are zoned R1–Single Unit Residential Zone and are occupied by two (2) storey single detached dwellings.

Public Participation:

The application for Zoning By-law Amendment has proceeded through the City's standard process for such matters. On 01 April 2014, 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 Newspaper on 27 February 2014 and was circulated to property owners with 120.0 metres (400.0 ft.) of the subject property. In addition, a sign was posted on the subject property advising that the lands are the subject of an Application for Amendment to City of Brockville Zoning by-law 194-94. Comments from the public, City Departments and affected agencies were solicited.

i) Written Comments Received:

*(A summary of written comments received is provided below. Where detailed comments were provided, the correspondence has been attached to this report as **Schedule "D"**. For protection of privacy, personal information has been withheld.)*

1. Steve Allen, Supervisor of Engineering, Environmental Services Department:
 - Not opposed to the application; however, should the semi-detached be severed into two (2) properties, both properties must have separate sewer and water services.
2. Conal Cosgrove, Director of Operations, Operations Department:
 - No comment with respect to the application
3. Brent Caskenette, Chief Building Official, Planning Department:
 - A Building Permit will be required.
 - Separate services shall be provided for each property.
 - Setbacks to be confirmed at time of permit.
4. Greg Healy, Fire Prevention Officer, Brockville Fire Department:
 - No fire safety concerns at this time.

5. Scott Fraser, Acting Chief of Police, Brockville Police Service
 - No issue with the re-zoning request.
6. Sandra MacDonald, City Clerk
 - No concern with the proposal.
7. Michael Dakin, Resource Planner, Cataraqui Region Conservation Authority
 - No objection to the proposal.
8. Neighbour
 - Opposed to the application
 - No semi-detached dwellings on the south side of King Street in this vicinity (Sabine Rd, Clarke Cres., Elizabeth St., Bayview Avenue and Chipman Road.)
 - The lot does not have sufficient frontage. The mass of the project is not in keeping with the neighbourhood.
 - The design only shows garages facing the street (no entrances, etc.)
 - The development will have a negative effect on surrounding property values.
9. Seven (7) separate Neighbour's
 - Opposed to the amendment.
 - This is not the proper or best use of the property.
 - Land should be restricted to a single family dwelling.
 - Concerns with additional units and parking.
 - The development will have a negative effect on surrounding property values.
10. Neighbour
 - Opposed to the application.
 - The development will have a negative effect on surrounding property values.
 - Making money at the expense of the existing residents is no reason to change zoning.
 - Not a large lot and should not have two (2) residences on it.
 - The development will make the streetscape look like a parking lot, something that does not fit with the existing neighbourhood.
11. Neighbour
 - Opposed to the application.
 - Elizabeth Street is a quiet subdivision consisting entirely of Single Detached Dwellings.
 - Permitting the development of a semi-detached dwelling would be detrimental to the neighbourhood and to property values.

- The design only shows garages facing the street. This type of development is used to fill in highly congested areas of large cities and is not suitable for the area.
- The proposal is far outside the norm for this area.

12. Neighbour

- Opposed to the application.
- Two additional dwellings would put a strain on the congestion we already have on this small street.
- Surrounded by Single Detached Dwellings and should remain this way.

13. Neighbour

- Object to the rezoning application.
- Not in keeping with the area as stated within the Official Plan, Section 6.4.8, Subsection 3(v).
- Elizabeth Street is a single family neighbourhood with single family unit dwelling types.
- Rezoning alone will not serve the applicant. Request is also being for a severance and special exception for a reduced frontage.
- Additional dwelling will add unnecessary traffic pressure to the neighbourhood.
- The proposed design is not in keeping with the character of the neighbourhood.

14. Neighbour

- Opposed to the proposed amendment
- Permitting the development of a semi-detached dwelling would be detrimental to the neighbourhood and to property values.
- Double the noise, double the vehicles compared to a single.
- Increased congestion will cause problems with parking and snow removal.
- The proposed design is not in keeping with the character of the neighbourhood.

15. Neighbour

- Opposed to the application
- The owner purchased the property knowing that it was R1.
- Motivate purely to make a profit.
- Sets a bad precedent for changing zoning within other R1 neighbourhoods.

16. Neighbour

- In support of the application.

ii) Public Meeting - 01 April 2014

The minutes of the Public Meeting indicating submissions made to the Economic Development Planning Committee are attached as **Schedule "E"** to this report.

ANALYSIS:

Provincial Policy Considerations:

An updated Provincial Policy Statement (PPS) issued under section 3 of the *Planning Act* came into effect April 30, 2014. The PPS provides policy direction on matters of Provincial interest related to land use planning and development. Section 3 of the Planning Act further directs that Council decisions affecting planning matters "*shall be consistent with*" the Provincial Policy Statement.

Part V of the PPS sets out various policies which describe the areas of Provincial interest. Not all policies in the PPS are relevant to the planning matter under consideration, and thus, only those relevant portions will be referenced below.

The PPS defines "*Intensification*" and "*Residential Intensification*", respectively, as follows:

"Intensification: means the development of a property, site or area at a higher density than currently exists through:

- a) redevelopment, including the reuse of brownfield sites;
- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; and
- d) the expansion or conversion of existing buildings."

"Residential intensification: means intensification of a property, site or area which results in a net increase in residential units or accommodation and includes:

- a) redevelopment, including the redevelopment of brownfield sites;
- b) the development of vacant or underutilized lots within previously developed areas;
- c) infill development;
- d) the conversion or expansion of existing industrial, commercial and institutional buildings for residential use; and
- e) the conversion or expansion of existing residential buildings to create new residential units or accommodation, including accessory apartments, second units and rooming houses."

Section 1.1 Managing and Directing Land use to Achieve Efficient and Resilient Development and Land use Patterns, includes various policies addressing sustaining “healthy, livable and safe communities” through development/redevelopment within settlement areas which build upon existing services and amenities.

Section 1.1.3 Settlement Areas, includes such policies as 1.1.3.2 *“land use patterns within settlement areas shall be based on:*

- d) a range of uses and opportunities for intensification and redevelopment in accordance with the criteria in policy 1.1.3.3, where this can be accommodated.”*

Furthermore, Section 1.1.3.3 also states that *“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”*. Additional policies addressing the matter of intensification are found throughout the PPS.

In summary, intensification is an important theme in the PPS, and Planning Authorities such as the City of Brockville are to provide for appropriate opportunities and locations for intensification to occur within settlement areas.

Official Plan Considerations:

The Official Plan, approved the Ministry of Municipal Affairs on February 09, 2012, provides guidance on how to manage future growth, development, and change within the City of Brockville.

The Official Plan designates the subject property as “Neighbourhood Area”.

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 include “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. Through Policy 3.2.2 which describes the City Structure, it is noted that the City should direct opportunities for intensification and infill to Mixed Use Nodes and Corridors in a manner that will not have a destabilizing effect on established neighbourhoods. Section 3.4.2 Residential Areas policies clearly are intended on protecting the stability of established neighbourhoods

and ensuring that new development is compatible with the existing character of the neighbourhood. It is further reaffirmed that future intensification is to be directed to the Downtown and Central Waterfront Area and Mixed Use Areas, and only limited intensification will be permitted in Neighbourhood Areas in a form and location that will maintain the residential character and amenities.

Section 3.2.4.1 outlines policies for the scope of development within “Neighbourhood Areas” as focusing on low to medium density housing, infilling on existing lots of record and the rounding-out of existing development patterns (*emphasis added*). Quoting from the Official Plan:

“It shall be the policy of the City that:

- 1. The character and identity of existing residential neighbourhoods shall be sustained and enhanced; and*
- 2. The City’s existing housing stock shall be preserved and maintained, supplemented by various forms of residential intensification such as infilling and the creation of accessory dwelling units, where appropriate.”*

These general Neighbourhood Area policies are further refined under Section 3.2.4.3 wherein small scale residential intensification is permitted in all Neighborhood Areas where infrastructure is adequate and where there are no significant physical constraints.

Section 3.2.4.3-Residential Intensification, defines and envisions the creation of complete communities through a holistic approach and on various scales of development. Specifically, Section 3.2.4.3.4 states that the City shall consider applications for infill development, intensification and redevelopment of sites and buildings based on the following criteria:

- i. the proposed development lands are appropriately suited for intensification in the context of the surrounding neighbourhood and the City as a whole;*
- ii. the existing water, sanitary sewer services, and stormwater management facilities can accommodate the additional development;*
- iii. the road network can accommodate the traffic generated;*
- iv. the proposed development is consistent with the policies of the appropriate land use designation associated with the land;*
- v. the proposal respects and reinforces the existing physical character of the buildings, streetscapes and parks and open space areas;*
- vi. the proposal is compatible with the surrounding development;*
- vii. the proposal provide heights, massing and scale appropriate to the site and compatible with adjacent lands;*
- viii. the proposal provides adequate privacy, sunlight and views of the sky for existing and new residents;*
- ix. the proposal screens loading and service areas; and*
- x. the proposal complies to the appropriate urban design and built form policies of this Plan.”*

Section 3.2.4.3.5 states, among others, that *“the City shall ensure that a proposal representing residential intensification can be satisfactorily integrated with the physical characteristics of residential and commercial areas....”*

The general Neighbourhood Area policies are further refined under Section 4.3. Residential Uses in the Neighbourhood Area may include a variety of residential dwelling types, and infill on existing and underutilized parcels is contemplated. However, it is again reiterated that when consideration is given to any opportunities for intensification, the character of neighbourhoods shall be preserved.

The creation of this lot several years ago provided the opportunity for the intensification through infilling. However, the contextual setting is an area exclusively developed with single detached dwellings. This proposal for a semi-detached unit would not be consistent or compatible with surrounding land uses, and would not reinforce the existing physical character of this neighbourhood.

Furthermore, while intensification is a principle to be encouraged, the primary intensification areas are not the existing Neighbourhood Areas, but rather the Official Plan suggests that more appropriate locations to encourage intensification are the Downtown and Central Waterfront Area and Mixed Use Nodes and Corridors. The redevelopment of the former 1000 Islands Toyota Dealership at 590 King Street West near this neighbourhood is an example of residential intensification cited by the applicant as being comparative. However, the King St. W. redevelopment project is situated within a Mixed Use Corridor identified in the Official Plan and thus appropriate for consideration of such use and density.

The principle of infilling was endorsed when this lot was created, but the appropriate form of development for this property within this neighbourhood is a single detached dwelling.

Zoning By-law Considerations:

City of Brockville Zoning By-law 194-94, as amended, zones the subject property as R1-Single Unit Residential Zone. All lands immediately surrounding the subject property are also zoned R1.

The proposed Amendment to City of Brockville Zoning By-law 194-94 seeks to permit the lands to be developed with a semi-detached dwelling and to be severed into two separate lots upon completion. This requires the implementation of a higher density zone, and the R3-General Residential Zone is requested.

The lot is also undersized by the standards established for semi-detached dwellings in the R3 General Residential Zone in Zoning By-law 194-94 due to insufficient frontage. A special exception is being requested as it pertains to lot frontage to allow a semi-detached dwelling to be constructed on a lot with frontage of 16.9 m, with allowance for

severance into two separate lots in the future, with one of the proposed severed lots being undersized, at 7.85 m when 9.0 m is the standard requirement.

i) Permitted Uses - Request for R3 Zone

Uses permitted within each zone are illustrated in **Table 1** to this report. Uses permitted within the R3–General Residential Zone that are not permitted within the current R1–Single Unit Residential Zoning are italicized and underlined.

Table 1: Comparison of Permitted Uses (ZBL 194-94, as amended)	
Existing Zone R1–Single Unit Residential Zone	Proposed Zone R3–General Residential Zone
Single Unit Dwelling	Single Unit Dwelling
Converted Dwelling	<u>Semi-Detached Dwelling</u>
Group Home	<u>Duplex Dwelling</u>
Home Occupation	<u>Link Dwelling</u>
Private Home Day Nursery	<u>Triplex Dwelling</u>
Bed and Breakfast	Converted Dwelling
	Group Home
	Home Occupation
	Private Home Day Nursery
	Bed and Breakfast

ii) Special Exception – Request for Reduction of Lot Frontage

The application proposes that a semi-detached dwelling be built on an undersized parcel. The R3 – General Residential Zone requires a minimum lot front of 18.0 m for a semi-detached dwelling to be constructed. The applicant is requesting a reduction to that requirement from 18.0 m to 16.9 m.

The applicant also intends, at some point in the future, to sever the property, once developed, in order to facilitate resale, so that each of the two semi-detached lots is capable of being sold independently. A reduction to the required minimum lot frontage for a semi-detached dwelling unit lot is also requested. For purposes of severance into separate lots, lot frontage for one of the lots must be reduced from 9.0 m to 7.85 m.

There are a variety of residential lot sizes within this neighbourhood, and the subject lot is on the smaller side. The applicant has identified in a site plan that, despite the lot being undersized to meet the minimum lot frontage requirements established in the City's Zoning By-law, all other minimum provisions applicable to development of a semi-detached dwelling can be met (see **Schedule "B"**). However, this in and of itself does not provide a sufficiently strong argument to rezone a single lot for development of a use which does not exist in this neighbourhood, nor should be permitted on an isolated basis.

Consideration of Issues Raised through Public and Agency Submissions:

The following addresses issues raised in correspondence and at the Public Meeting held on 01 April 2014:

1. Available Servicing Capacity:

The Environmental Services Department has confirmed that there is no concern regarding available capacity for water and sanitary sewer servicing on Elizabeth Street. However, for a semi-detached dwelling, separate services designed to meet City standards would be required.

2. Increased Traffic:

A review by the Operations Department has confirmed that a single family home can be expected to generate an average of 10 vehicle trips per weekday (total trips to and from the residence) or 20 vehicle trips per weekday (total trips to and from the two residences). There is sufficient traffic capacity on Elizabeth Street to accommodate traffic generated from either form of development.

3. Compatibility with Existing Neighbourhood:

Based on Official Plan Policies, the rounding-out of existing development patterns while ensuring that the character of the neighbourhood is preserved and the identity of the area shall be sustained and enhanced. This policy is not being maintained as the proposal for a semi-detached dwelling introduces a new use which is not consistent with the existing neighbourhood in terms of dwelling format and lot provisions.

4. Street Parking:

Street parking is currently permitted on both sides of Elizabeth Street. Elizabeth Street was constructed to a partial municipal cross-section on or about 1976. The street was subsequently milled and resurfaced to an approximate width of 6.0 metres with concrete curbing on the west side only in 2003. No special parking restrictions are currently in place for Elizabeth Street.

5. Snow Removal:

Snow removal on Elizabeth Street is the responsibility of the City. Street parking in winter months is subject to the Winter Control By-Law. Snow clearing on private property is subject to the Drainage By-law wherein drainage is to be retained on the subject land.

6. Fire Suppression:

The Brockville Fire Department has stated that there are *"No fire safety concerns at this time"*. In addition, the closest fire hydrant is located approximately 50 metres south of the subject land at the south-east corner of Elizabeth Street and Sabine Road. The flow rate for this hydrant is approximately 1,687.9 litres per minute (blue top). The Brockville Fire Department has confirmed that this flow rate is considered to be sufficient to provide fire protection, whether the lot is developed for one or two residential units.

7. Loss of Property Value:

The Planning Department does not have the expertise to provide an opinion on the potential for a loss of property value as a direct result of a semi-detached dwelling located within an existing predominantly single detached dwelling community.

8. Maintenance and Design of Semi-Detached Dwelling:

Maintenance of dwellings is subject to the Property Standards Bylaw.

The City of Brockville does not have design requirements for semi-detached dwellings beyond those identified under City of Brockville Zoning By-law 194-94, as amended, addressing such elements as setbacks, building height, parking, landscaped open space and the like. The presentation of "garage front" is not prohibited under the City's Zoning By-law, but is often discouraged from an urban design perspective.

9. Alternative Development Sites:

Semi-detached dwellings are permitted within the following zones: R3-General Residential Zone and R4- General Residential Zone. Under the Planning Act, an application may be submitted for consideration for Amendment to City of Brockville Zoning By-law 194-94. However, the observation that the applicant could select an alternate location is a moot point as this discussion deals only with the subject land.

10. Noise Generation:

The generation of noise from two new dwelling units was brought forward as a concern. Excessive noise within any residential area within the City of Brockville is governed by the Noise By-law.

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Elizabeth Street
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11. Obstruction of Front Yard Servicing Easement by Resident Parking:

As noted previously, there is a servicing easement across the front yard of the subject property to allow for servicing of 11 Elizabeth Street. Provisions pertaining to the rights afforded by this private easement are not enforced by the City of Brockville, however, with knowledge of it, the City would not issue a permit for any building which might obstruct the easement.

POLICY IMPLICATIONS:

A review of the Provincial Policy Statement and relevant policies within the Official Plan has been conducted and is provided within the Analysis section of this report.

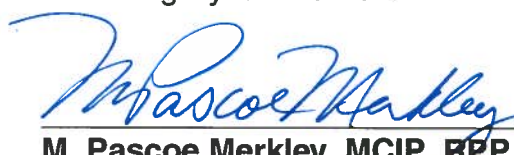
FINANCIAL CONSIDERATIONS:


All costs associated with this application are the responsibility of the applicant.

CONCLUSION

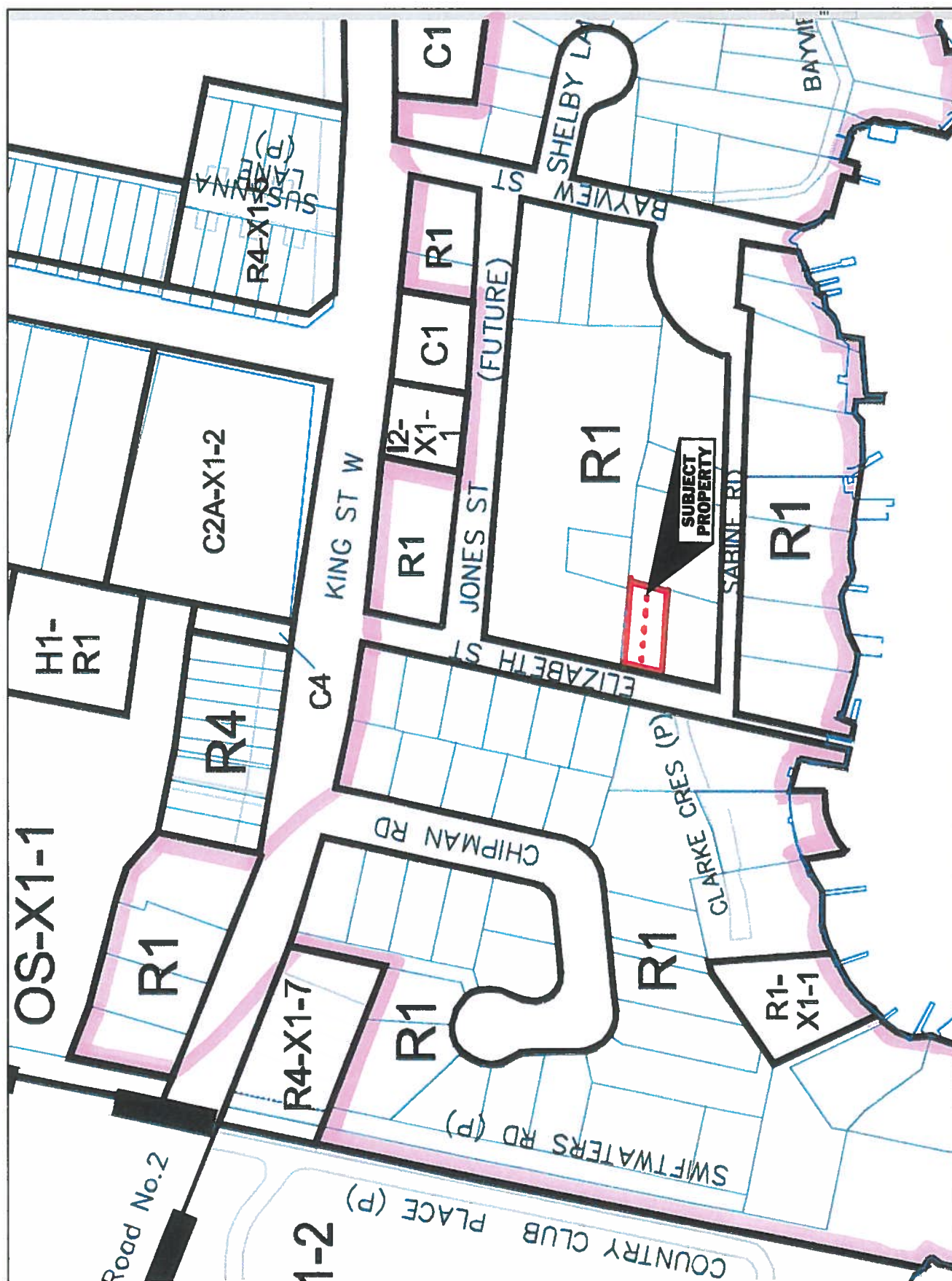
When the subject lot was created several years ago, it provided an opportunity for intensification in this neighbourhood through infilling. The lot size was and still is sufficient for development of a single detached dwelling, permitted by the current R1 Single Unit Residential Zone. The request to rezone to an R3-General Residential Special Exception Zone to introduce another dwelling unit type at a higher density is inconsistent with the neighbourhood, and is not entirely consistent the Official Plan's direction respecting the preferred locations for residential intensification.

Therefore, the recommendation in this report is to deny the requested amendment to the Zoning By-law 194-94.

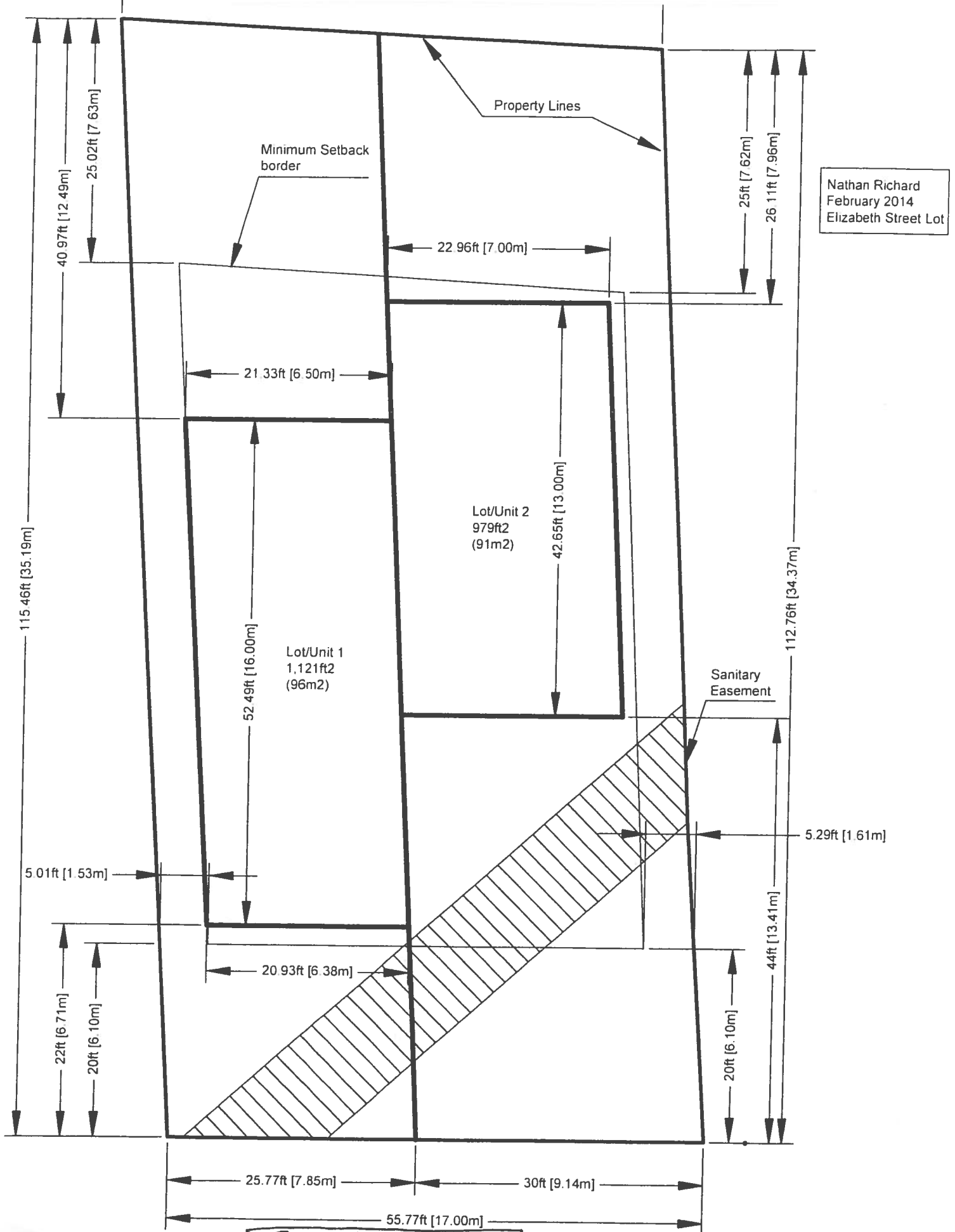

M. Pascoe Merkley, MCIP, RPP
Director of Planning


Andrew McGinnis, MCIP, RPP
Planner II


B. Casselman
City Manager



SCHEDULE "B" TO REPORT 2014-064-06



Nathan Richard
February 2014
Elizabeth Street Lot

Planner5d.com

View looking north east



Planner5d.com

View looking north east

- Parking for up to 6 vehicles in north unit
- Parking for up to 8 vehicles in south unit



Planner5d.com

View looking north west



Planner5d.com

View looking south west



Proposed Concept of Elizabeth Street Semi-detached dwellings

Elizabeth Street Rezoning
Laurie and Nathan Richard

Concept drawings are for
rezoning elevation views and
overall concept only and may
not exactly represent the final
design

SCHEDULE "C" TO REPORT 2014-064-06





SCHEDULE "D" TO REPORT 2014-064-06

Memorandum



File No. D14-173

Date: March 5, 2014

To: Loralne Bagnell
Administrator Coordinator - Planning

From: Steven Allen, C.E.T., M.M.
Supervisor of Engineering

Subject: Application for Zoning for By – Law Amendment, Lot 28 and Part Lot 29, Block A, Plan 214, City of Brockville.

The Environmental Services Department has reviewed the request for zoning by-law amendment to allow R3 zoning instead of R1 zoning. This rezoning request is to permit the applicant to build a semi-detached dwelling. We are not opposed to the application but have the following comment, if the semi-detached dwelling is to be severed into two properties both properties must be serviced with sewers and water.



SEA:sa



CITY OF BROCKVILLE
PLANNING DEPARTMENT - BUILDING SERVICES DIVISION

INTEROFFICE MEMORANDUM

TO: ANDREW MCGINNIS – PLANNER II
COPY:
FROM: BRENT CASKENETTE – CHIEF BUILDING OFFICIAL
SUBJECT: ZONING BY-LAW AMENDMENT– FILE D14-173
ELIZABETH STREET
DATE: MARCH 10, 2014

Andrew:

Our review of the proposal for the above noted subject site development has been completed and at this time would advise of the following:

- A Building Permit will be required for each new residence.
- Per OBC, separate services shall be provided for each lot and shall not cross property boundaries and shall be connected to municipal services.
- Lot/Unit 1 – the side yard setback (1.53 m) plus the house width (6.38 m) exceeds the property width (7.85 m) as noted. Totals 7.91 metres and does not correspond to the request of 7.85 metres. Building width at front of unit is 6.38 metres and 6.50 metres at the rear. The 1.53 m side yard setback is not being maintained. Inconsistent figures and measurements should be addressed prior to permit application.

Regards,

A handwritten signature in black ink, appearing to read "B. Caskenette", with a long horizontal flourish extending to the right.

BRENT B. CASKENETTE – CHIEF BUILDING OFFICIAL
City of Brockville, One King Street West, P.O. Box 5000, Brockville, ON K6V 7A5
Tel. (613) 342-8772, ext. 441 – Fax (613) 498-2793 – Email: bcaskenette@brockville.com

Director of Planning

City Hall, One King Street West

Brockville, ON K6V 7A5.



PROPOSED AMENDMENT TO CITY OF BROCKVILLE ZONING BY-LAW 194-94

(Elizabeth Street, Brockville— File No. D14-173)

I am opposed to the request for the change of zoning from R1 Single Unit Residential to R3 General Residential as well as to the request for Special Exception Zoning to allow for the construction of a semi-detached dwelling.

Currently there are no semi-detached dwellings on the south side of King Street in this vicinity (Sabine Road, Clarke Crescent, Elizabeth Street, Bayview Avenue and Chipman Road)

Furthermore in a R3 Zone the minimum frontage for a semi-detached dwelling is 60 feet requiring 30 feet frontage for each unit.

The owner does not have sufficient frontage for such a project. The mass of the proposed project is not in keeping with the proportions of the neighboring homes.

The sketch of potential parking and ground floors is vague at best and indicates no front entrances (or any entrances) for each proposed unit and leaves only garage doors facing the street.

This project will negatively affect the property value of other homes in the area by changing the landscape /streetscape of the community.

As a last point, construction so close to the sanitary easement may prove problematic and I would like to be assured that the property owner would assume all responsibility for any damages to this sanitary easement.



March 6, 2014

City of Brockville
The Economic Planning Committee
1 King St W
Brockville, Ontario
K6V 7A5
Re: Elizabeth Street Brockville
File D14-173

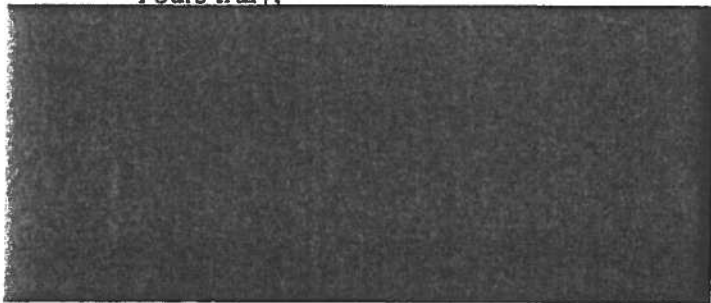


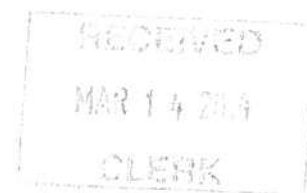
Dear Sir

Please accept this letter as our formal notice of opposition the proposed amendment regarding a zoning change on Elizabeth Street. We feel this not the proper and best use of the property, the parcel of land in question should be restricted to one single family dwelling as is every other property on the street. In addition to keeping new construction in line with what exists already we have additional concerns with parking issues that would be created by adding two additional households. This winter really highlighted how congested that corner can get and adding additional households beyond what is approved now would be unwise. We also have concerns with the negative impact a semi/row house would have on our property values as we have a significant investment at stake here.

Should you have any questions or if you need to speak with us please feel free to call.

Yours truly,





March 7, 2014

City of Brockville
The Economic Planning Committee
1 King St. W
Brockville, ON

Re: Elizabeth Street, Brockville
File D14-173

This letter is my formal notice of objection to the proposed amendment to City of Brockville zoning by-law 194-94 (Elizabeth St. -File No. D14-173). [REDACTED]

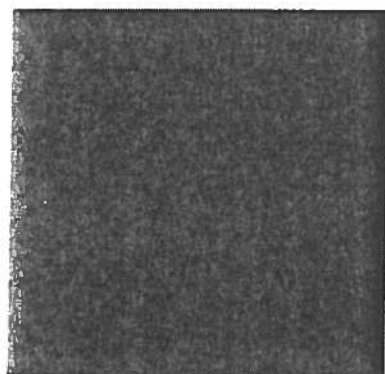
[REDACTED]

MPAC told me that the reason my property taxes are above average is because I live on the river and in an R1 single family zone. Changing the zoning to R3 General Residential Special Exception Zone so close to my property would cause my property's value to seriously decline. When I purchased my property in an R1 zone a city representative assured me that R1 was the best protection for my property values. Other than making money for the owner of the subject property at the expense of the existing residents, I see no reason that the area zoning should be changed.

The subject property was at one time joined with lot 11 on the diagram [REDACTED]
[REDACTED] This is not a large lot and should not have two residences on it.

The planned structure will fill almost the entire width of the lot, and the Elizabeth St. side will be almost all driveway, looking more like a parking lot, something that does not fit with the existing neighbourhood properties, all of which are single family residences with grass lawns.

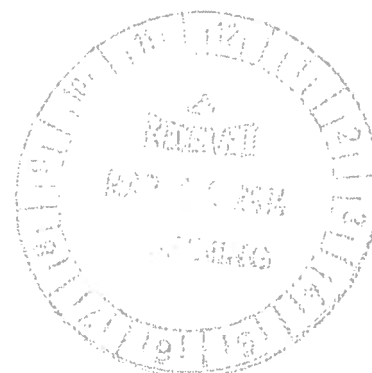
Yours truly,



March 10, 2014

City of Brockville
Director of Planning
1 King St W, PO Box 5000
Brockville, Ontario
K6V 7A5

Re: Elizabeth Street Brockville
File D14-173



Dear Sir,

Please accept this letter as our formal notice of opposition to the proposed amendment regarding a zoning change on Elizabeth Street.

Elizabeth Street is a quiet subdivision consisting entirely of single-family dwellings. Most of the residents of the street are retired, or soon to be retired, people enjoying the peacefulness of a typical Brockville neighbourhood.

To build a semi-detached row-house here would be detrimental to the neighbourhood and to our property values.

We built our home here on Elizabeth street, investing a lot of our money, because it was a beautiful, quiet, single-family dwelling area where we wanted to retire. We hope to stay here for a long time.

In addition to our opposition to a duplex, the sketches provided by the builder appear to show that the front of the property would consist solely of two double garage doors and two driveways. This kind of ugly row-house is used to fill in highly congested areas of large cities and is not suitable for the area. Building it closer to the street, as proposed in the zoning amendment, would make the ugly building stand out even more.

I don't understand why the City of Brockville would even consider this zoning change which is far outside the norm for this area.

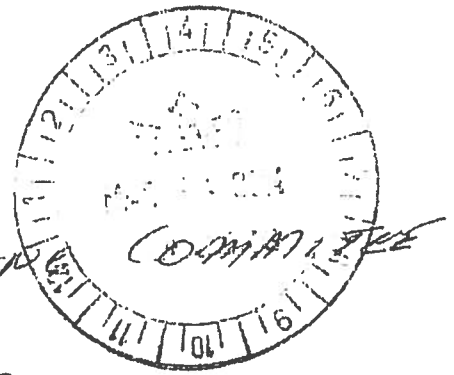
Should you have any questions or if you need to speak with us please feel free to call.

Yours truly,

A large, solid black rectangular redaction box covering the signature and any accompanying text.

MARCH 11 2014

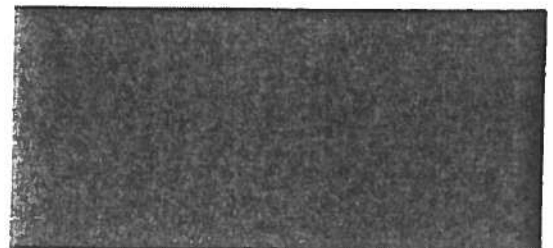
CITY OF BROCKVILLE
THE ECONOMIC PLANNING
1 KING ST WEST
BROCKVILLE ONTARIO
K6V 5S7

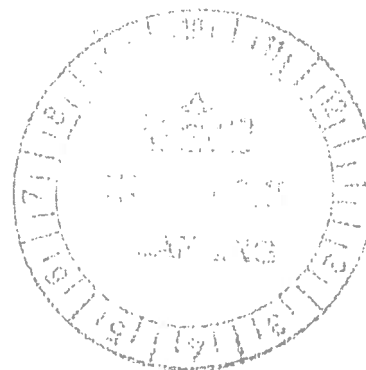


RE: ELIZABETH ST. BROCKVILLE
FILE D14-173

PLEASE ACCEPT THIS LETTER AS A
FORMAL NOTICE OF OPPOSITION TO
THE PROPOSED AMENDMENT
REGARDING A ZONING CHANGE ON
ELIZABETH ST. I FEEL THAT A TWO
FAMILY RESIDENCE WOULD PUT A
STRAIN ON THE CONGESTION WE
ALREADY HAVE ON THIS SMALL
STREET.

I HAVE LIVED ON ELIZABETH ST
FOR 20 YRS & HAVE WATCHED IT
GROW TO FIVE TIMES WHAT IT
WAS. AS YOU KNOW ALL HOUSES
ON ELIZABETH ST SABINA & CLARK
ARE SINGLE FAMILY DWELLING. THAT
SHOULD REMAIN THAT WAY IN MY
HUMBLE OPINION.



Hand delivered by
Jay Terrill

[REDACTED]

 March 17, 2014

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

**Re: Proposed Amendment to City of Brockville Zoning By-Law 194-94 Elizabeth Street, Brockville
 File No. D14-173**

Attention: Director of Planning

Dear Ms. Pascoe Merkley,

This letter is in response to the proposed amendment to rezone subject property on Elizabeth Street from existing R1 Single Unit Residential to R3 General Residential Special Exception Zone filed by Nathan Richard (Applicant).

[REDACTED] we respectfully object to this rezoning application for the following reasons:

- Proposed rezoning conflicts with the intent of Brockville's official plan which sets out a 20-year growth management regime for the City through to 2031. As stated in the Brockville Approved Official Plan, Section 6.4.8 subsection 3(v) ...
 - o *"the proposed expansion does not increase its incompatibility with the surrounding area"*
 - Elizabeth Street is a single family neighborhood with single unit dwelling types
- Proposed property is the product of a previous severance already granted to Keith Somerville
 - o City of Brockville have already served an "infill" mandate for this property
- Rezoning alone will not serve Applicant's requirement
 - o Applicant is also requesting, or planning to request
 - Additional property severance, and
 - Special exception for reduced lot from 30 feet to 25.8 feet
- According to Zoning By-Law 194-94 Part 5.0 Section 5.3, both Semi/Link and Duplex dwelling types require:
 - o Minimum lot frontage of 60 feet, (if severed, falls to comply with 5.3.1 (e)) , and
 - o Minimum exterior side yard of 15 feet (falls to comply) , and
 - o Minimum interior side yard of 5 feet.
- Only the 5 foot side yard requirement will be met with this proposal
- Overhang on southwest corner of proposed unit 1 may infringe on existing sanitary easement
- Elizabeth Street is narrow and guest parking requirements resulting from one additional dwelling will add unnecessary pressure to the neighborhood
- Aesthetically, the proposed semi-detached dwelling will present two (2) double garages to Elizabeth Street; the equivalent of four (4) garage doors in a row. This will not be in keeping with the character of the neighborhood.

Sincerely,

[REDACTED]

March 17, 2014

Ms. Maureen Pascoe Merkley
Director of Planning
City of Brockville
1 King Street West
P.O. Box 5000
Brockville, ON K6V 7A5



RE: Proposed zoning by-law amendment, File No D14-173

Description: Lot 28 and Pt. Lot 29, Block A, Plan 214, designated as Parts 2, 4, 5 and 6,
Reference Plan 28R-10956, City of Brockville, County of Leeds

Dear Ms Merkley:

We hereby wish to state our opposition to the proposed zoning amendment.

The inclusion of a semi-detached dwelling in the middle of an area with nothing but single-family homes will reduce the property value of all properties in the neighbourhood.

A semi-detached residence will double the noise and traffic of a single detached residence.

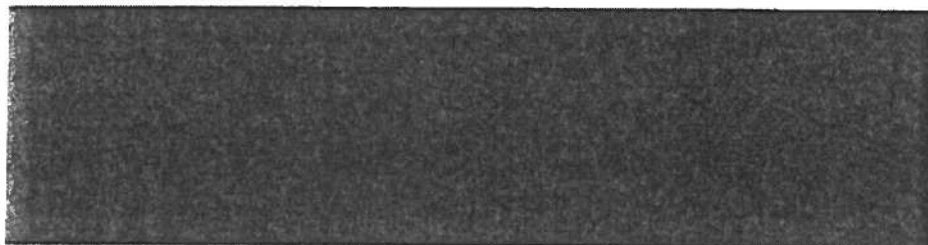
On street parking for visitors is already a problem on Elizabeth Street, impeding traffic and interfering with snow removal operations in the winter. The proposed rezoning will doubly increase this problem.

The subject property exists as a result of a previous rezoning amendment. The granting of a further amendment would result in a gross exception to the general zoning of the entire local community.

This proposed construction with a frontage consisting of nothing but garage doors and two double-width driveways would not be in keeping with the character of the neighbourhood.

We therefore object to the proposed amendment.

Respectfully yours,



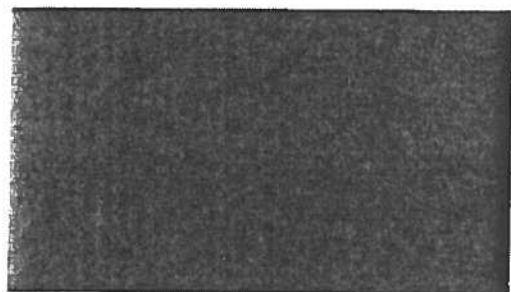


ELIZABETH STREET, BROCKVILLE.

**Re: Lot 28 and Part Lot 29, Block A, Plan 214 designated at
Parts 2, 4, 5 and 6, Reference Plan 28R-10956 City of Brockville.**

I am writing to object to the proposed change to the above property from R 1 single unit Residential to R 3 for the purpose of building a semi detached dwelling on the above lot.

The Lot in question is prime land with a view of the river. This is not the place to build a semi detached dwelling in between other older detached homes on Elizabeth Street. There is plenty of other vacant land in Brockville for the developer to build a semi-detached home. The developer bought the lot on Elizabeth Street knowing that it was zoned R1 single unit residential. He is motivated purely to make more profit. This will ruin our residential neighbourhood and sets a bad precedent for changing the zoning in other established R 1 single unit residential Streets in Brockville.



DATED March 18th 2014.

**COMMITTEE
MINUTES****Committee Members:**

Councillor M. Kalivas, Acting Chair
Councillor D. Beatty
Councillor D. LeSueur
Councillor Mayor D. Henderson, Ex-Officio

Regrets:

Councillor M. McFall

Others:

Councillor T. Blanchard

Staff:

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

The Chair called the meeting to order at 6:01 p.m.

ITEM

1. 2014-040-04
Proposed Amendment to Zoning By-law 194-94
Lot 28, Part of Lot 29, Block A, Plan 214
City of Brockville
Owner: Nathan Richard
File: D14-173

Moved by: Councillor Beatty

THAT Report 2014-040-04 be received as information and that a report on this matter be prepared by staff for consideration of the Economic Development Planning Committee at a future meeting.

CARRIED

Mr. A. McGinnis, Planner II, announced that the Notice of Public Meeting respecting the application for Zoning By-law Amendment was advertised in the Brockville Recorder and Times Newspaper on February 27, 2014 and was circulated to property owners with 120.0 metres (400.0 ft) of the subject property. In addition, a sign was posted on the subject property advising that the lands are the subject of an Application for Amendment to the City of Brockville Zoning By-law 194-94.

Councillor Kalivas, Acting Chair, 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 summary of the application.

Mr. Richards, Applicant, spoke to the application. He explained that the type of homes that are selling within Brockville and semi-detached more so than single residential homes. It is an infill project so no new/extended services are required. He explained that the initial design includes more off street parking than most homes to address the concerns raised by the neighbours.

Mrs. Laurie Richards spoke in favour of the application.

Mr. Jim Baxter noted his opposition to the application. He indicated that he had made a written submission.

Mr. Jay Terrill also spoke in opposition to the application. He spoke to Mr. Richards comments regarding infilling. He indicated that the lot had already been severed once. He noted that the semi-detached sales that Mr. Richards referenced are bungalows and not three story homes.

Mr. Ken Sine spoke in opposition and provided a written submission. He noted that he is concerned with parking on the street.

Mrs. Donna Burrows spoke in opposition of the application to change from single family residential to semi-detached.

Mr. Russ Gaskin noted his opposition to the application. He indicated that he supports single family units.

Mr. Tim Froats noted his opposition to the application.

Mr. Richards addressed some of the concerns raised. He reiterated that there are many bungalows selling within the City but this would offer a variety to the neighbourhood. He noted the new developments which included semi-detached homes.

Mrs. Carol Billings spoke with regard to the traffic and the potential cars parking on the street.

Mrs. Gail Walsh commented that the rustic lot their family owns is not planned for development and man children play there.

Mrs. Elizabeth Thorpe concerned that lot is too small for a semi-detached home.

Mrs Richards indicated that the setbacks meet or exceed the setback requirements.

Mrs. Mary Jane Froats concerned that semi-detached would be very boxy on this small lot.

The meeting adjourned at 6:36 pm.

The Request for Information sheets are on file in the Clerk's Office.

June 03, 2014

REPORT TO ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE – June 3, 2014

2014-056-05

**REGIONAL ECONOMIC DEVELOPMENT CORPORATION
LEEDS & GRENVILLE**

**BOB CASSELMAN
CITY MANAGER**

RECOMMENDATION

THAT City Manager Report 2014-056-05 be received for information purposes.

PURPOSE

To provide Council with an update relative to the feasibility of a Regional Economic Development Corporation in Leeds and Grenville.

BACKGROUND

On July 23, 2013, Council approved the following motion:

That staff be directed to examine in conjunction with the Brockville and District Chamber of Commerce and partner municipalities, the feasibility of a Regional Economic Development Corporation, and reasonable efforts will be made to report back to the EDP Committee by November, 2013.

Over the ensuing months, similar motions were approved by Gananoque, Prescott and UCLG. Staff have met on several occasions to develop terms of reference and a grant application through our local CDC to support the retention of a third party consultant.

The grant application was denied due to insufficient funding.

Subsequently, each of the municipalities was approached to fund a portion of the \$40,000 budget.

The City of Brockville allocated \$15,000 towards this initiative.

Partner municipalities of Prescott, Gananoque and the UCLG decided not to allocate funds to complete this project.

This lack of funding and political support has been conveyed to the executive of the Brockville and District Chamber of Commerce.

2014-056-05
Regional Economic Development Corporation

2

CONCLUSION

While there are other initiatives/approaches underway, as outlined in Schedule 1, at this time, there appears to be insufficient political and financial support to pursue this file further.



B. Casselman
City Manager

Our Future Economy

Presented by: Regional Business Community



JOBS! JOBS! JOBS!

Exploring Opportunities

Success in the world today requires creativity and collaboration. Community leaders have a responsibility to ensure organizational effectiveness so they can optimize opportunities in a global economy.

Information Session:

Regional Economic Development

Expert Panelists:

Jay Amer, Certified Economic Development Professional (Amer & Associates) [Bio](#)
Chris King, CEO, Quinte Economic Development Commission [Bio](#)

AGENDA **Chair: Ian McFall, Burnbrae Farms**

3:00 Meet and Greet

3:30 Presentations by Panelists, Q&A

4:30 Facilitated Discussion on Next Steps

Register for this free event [Click Here](#)

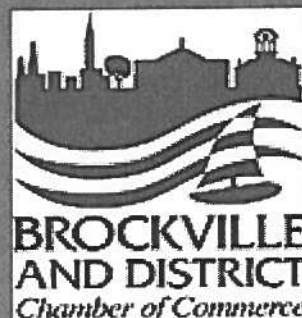
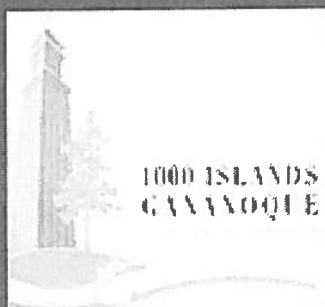
When: Thursday June 5th, 2014

3pm-5pm

Where: Maitland Recreation Centre

[Map](#)

Event Sponsors





**Jay Amer, Ec.D. President,
Amer & Associates Economic Development**

Jay Amer is a Certified Economic Development professional who established Amer & Associates Economic Development in January 2010. Prior to forming his own consultancy he was responsible for delivery of a wide variety of economic development services for the regional economic development corporation in Peterborough, Ontario.

Amer & Associates has provided interim management services to the Ontario East Economic Development Commission (OEEDC) since January 2013 and has served as chair of the Marketing Committee and the Advanced Manufacturing Investment Attraction Program, bringing diverse rural and urban communities together in a collaborative marketing effort to support investment attraction initiatives in sectors that include tourism, aerospace, automotive, agri-food, nuclear and green technologies.

Involved in several non-profit organizations as an executive board member, Jay has an interest in effective board governance and has contributed to the development of dynamic delivery models for economic development organizations.

Prior to joining the economic development profession Jay had a successful career in engineering, public affairs and communications with Ontario's provincial electrical energy utility. He is a Past-President of the Economic Developers Association of Canada (EDAC) and a recipient of Bell Canada Ontario East Economic Developer of the Year award presented for contributions to his community and the economic development profession.



**Chris King, CEO,
Quinte Economic Development Commission**

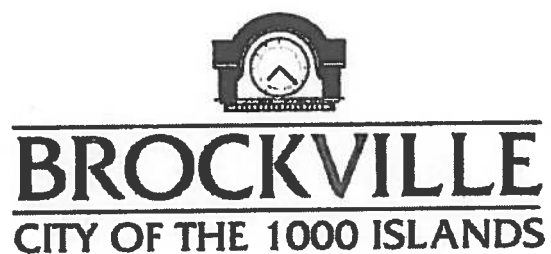
In his role as Chief Executive Officer, Chris oversees all activities of the Quinte Economic Development Commission, a regional economic development organization that represents the City of Belleville, The City of Quinte West (Trenton) and the Municipality of Brighton.

Highlights:

- Instrumental in assisting local business grow and expand in his community as well as attracting new manufacturing investment to the Bay of Quinte Region including Vantage Foods, Research Castings, Kellogg and others.
- Earned the Economic Developers Association of Canada / University of Waterloo - Professional Economic Development Designation -Ec.D.
- BA (Economics) Carleton University
- Under Chris's leadership the Quinte Economic Development Commission was the lead organization in developing programs to support the local manufacturing labour force. Since 1999, the Quinte EDC has accessed and administered over \$8 million in funding on behalf of the local manufacturing sector.
- Recognized for his efforts by his colleagues when he received the VIA Rail Canada / Ontario East Economic Development Commission Economic Developer of the Year for 2000.
- In February of 2007 Chris was presented with top award for the Province and received the economic development achievement award for Ontario at the Economic Developers Council of Ontario annual conference.
- In September 2008 QEDC under Chris' leadership was recognized by the Editors of the US based Site Selection Magazine and the Economic Developers Association of Canada as one of the top 10 economic development organizations in Canada.

Chris is active on a number of boards, committees and has lead a number of initiatives including:

- Co-developer of the Workforce Development Initiatives
- Ontario East Economic Development Commission Marketing Chair 2002-2004.
- Team Leader for the Eastern Ontario Food Processing Sector Marketing Initiative
- Leader of several investment missions to major US Cities
- Ex-officio Trenval Community Development Corporation Board of Directors
- Member of the Trenton Rotary Club
- Chair of the Board of Quinte SailAbility, a not-for-profit sail training school offering sailing to people of all ages with disabilities
- Chris is married to Yvonne and proud father to his girls – Carina and Makena



A Review of Economic Development Service Delivery Models

Final Report
(2012)

Prepared for:

**David Paul, Ec.D. (F)
Director, Economic Development
City of Brockville**

A Review of Economic Development Models

Overview of Primary Economic Development Models

Municipalities use a variety economic development models to achieve their objectives. There appear to be two (2) standard types of economic development models in practice today, the Non-Profit Development Corporation and the Municipal model. Another, the Hybrid model is more of an advisory committee for the municipal model. All have merits for providing opportunity for successful economic development services delivery dependent on community or region's needs and level of co-operation with partner jurisdictions.

- Non-Profit (Private) Development Corporation Model;
- Municipal Economic Development Model;
- Private/Public Hybrid Model.

The Non-Profit Development Corporation Model

In Ontario, the non-profit (private) development corporation model often focuses on the marketing of the municipality or group of municipalities. It is rarely the only economic development body and often works in conjunction with the area municipality it serves. Occasionally this model will assume all economic development functions, especially where more than one co-operating jurisdiction is involved. This model usually operates as an Ontario Corporation Without Share Capital. A key component is the successful engagement of the private sector (as board members/advisors and financial contributors) and the primary devotion of resources to business attraction activities – specifically national and international business attraction. Funding is usually received from the area municipality, potentially upper tiers of governments and contributions from the private sector.

Some examples of these private development corporations include:

- Kingston Economic Development Corporation;
- London Economic Development Corporation; and
- Sault Ste. Marie Economic Development Corporation.

A variation of this model was employed by the Greater Peterborough Area Economic Development Corporation where the Board of Directors included elected officials, until 2005 when the elected officials were replaced by CAOs of the partner communities (a city and county) to provide liaison and municipal input without direct political influence that was often a distraction to the implementation of the corporation's mandate.

A review of this model was completed by the City of Hamilton in 2007 and it was noted that these corporations usually perform optimally when:

1. They are located in newer, suburban growth type cities with a large land supply and new economy type businesses; and;
2. They are able to rely on a separate group of dedicated municipal staff mandated to deal with development issues as their main priority.

The Municipal Economic Development Model

Where economic initiatives are primarily development focused, some municipalities have employed a municipal model providing services “in house” in order to ensure strong connections between the associated planning, public works, engineering and other municipal departments. In fact, often the municipality will locate these associated services together to encourage co-operation and enhanced customer service for economic development clients. This model is typically employed in established municipalities with ageing infrastructure and a historic reliance on traditional industries, they are often looking to make the shift to more a more knowledge based economy. In house economic development portfolios usually include an assortment of other community priorities such as business retention and expansion, brownfield redevelopment, industrial land development, and small business and entrepreneurial start-up support. Some Ontario examples of municipalities applying this model are the City of Mississauga, City of North Bay and Region of York. In Eastern Ontario, Smiths Falls, City of Kawartha Lakes, Cornwall and Trent Hills are examples of this model.

The Hybrid Private/Public Model

This model combines elements of both the purely private and public models. The private sector is engaged through an advisory board usually comprised of senior elected officials as well as business leaders. The purpose of the board is to provide strategic direction on economic development matters and to assist in the marketing and attraction activities. Further, given that the economic development function remains within the municipality, it enjoys the advantage of being integrated within the other supporting departments. One example of this model includes the City of Hamilton.

A Range of Options

In practice there are a wide range of organizational arrangements and structures – with very few having a purely private or public model.

Economic Development Corporations

While many municipalities have a Development Corporation that performs certain functions, most have strong ties to the municipality in which it operates. The following Economic Development Corporations were examined with special attention paid to their respective mandates, functions and staffing:

- London Economic Development Corporation;
- Brampton Downtown Development Corporation;
- Sault Ste. Marie Economic Development Corporation;
- St. Thomas Economic Development Corporation;
- Greater Peterborough Area Economic Development Corporation;
- Kingston Economic Development Corporation;
- Burlington Economic Development Corporation; and
- Quinte Economic Development Corporation

Each Development Corporation operates differently, depending on its mandate. While some focus more generally on business attraction for the whole city (London, Sault Ste. Marie, Kingston, Burlington) others focus on the regional economy (St. Thomas, Greater Peterborough Area, Quinte Region) or simply a limited geographic area within the community (Brampton Downtown).

Within their respective mandates, they provide a wide-range and numerous combinations of different functions or services, including:

- Site Selection Data;
- Community Profiles and Statistics, Economic Research;
- Information on Incentives;
- Business Advisory Services;
- Property Management;
- Development/Redevelopment Services;
- Employment Land Revitalization;
- Environmental Services;
- Marketing;
- Events and other promotional activities;
- Investment;
- Liaison and Advocacy with Local Government;
- Information and Customer Service;
- Convention Services;
- Tourism Development;
- Small Business Consultation;
- Strategic Planning Assistance; and
- Networking.

Most of these corporations are managed by a President & C.E.O. with private sector or related economic development and planning experience, governed by a Board of Directors comprised of various public and private sector stakeholders. Many are directly funded by the local government but operate at an arms length. Full-time staffing complements run from one or two to more than 20.

In the U.S., Economic Development Corporations have an even broader mandate with an ability to play a more direct financial role. In three municipalities surveyed (San Diego, Milwaukee and Metro Denver) the additional functions included:

- Strategic Planning;
- Urban Design;
- Financing/Loans, other financial programs;
- Property Acquisition and Relocation;
- Management of Redevelopment Projects;
- Public Improvements/Public Art;
- Land Assembly Assistance; and
- Environmental Remediation.

Municipal Economic Development Arrangements

The creation of an Economic Development Department is a common approach within Southern Ontario municipalities. In some communities, the department may complement the efforts of the local economic development corporation or it may act as a stand-alone body for the promotion of certain economic objectives. To a large extent it also depends whether or not the municipality is operating within a single tier or dual tier governmental structure.

A review of the municipalities of Hamilton, Brampton, Mississauga, Brantford and the Region's of York and Halton highlight some of the elements to this approach.

The following summarizes the focus of the each of the above noted cities and an example in eastern Ontario.

Government Structure Functions

Hamilton Single Tier

- Site Selection Assistance
- Information and Research
- Coordination of City of Hamilton Services
- Brownfield Redevelopment
- Industrial Land Development
- Small Business Creation

Mississauga Two Tier (Region of Peel)

- Site Location Assistance
- Information And Statistics
- Industry And Business Networks
- Business And Community Contacts
- Government Approval Assistance
- Business Problem-Solving

Brampton Two Tier (Region of Peel)

- Business Development and Marketing
- Business Information and Competitive Policy
- Tourism
- Entrepreneurship and Small Businesses
- Site Selection Assistance
- Market Insight
- Municipal Cost Information

At the upper-tier level, an overview of the various economic development functions performed by the Regions of York and Halton include:

- Access to Government Funding Programs;
- Financial Advice;
- Business Investment;
- Corporate Visitation Programs;
- Economic Intelligence and Innovation
- Export Development
- Local Business Connections
- Location Selection Assistance;
- Small Business Start-Up;
- Tourism Advertising and Promotion;
- Monitoring and Quarterly Reporting;
- Annual Benchmarking;
- Economic and Real Estate Data;
- Research and Data Analysis;
- Supporting Innovation and Workforce Initiatives;
- Existing Employer Assistance; and
- Facilitating Recruitment and Retention of Physicians.

Northumberland Two Tier

- Site Selection
- Workforce Development,
- Sector Studies
- Community Profile

Comparison Chart – Municipal vs. Non-Profit Corporation Models

	External Model (Corporation)	Internal Model (Municipal)
Alignment	Ability to be well connected with the business community with the private sector represented on the board. Potentially disconnected from municipality and council.	Potentially disconnected from business community. Potential for a stronger working relationship with departments such as the planning department.
Autonomy	Ability to work with a minimum of bureaucracy in an environment that often requires fast-paced decision-making. However, items requiring board attention between meetings need to be handled by GM/CEO due to limited frequency of meetings.	Structured decision making framework involving committee/council process.
Coordination	Viewed as an external stakeholder.	Ability to access city resources and coordinate projects across departments.
Policies	Ability to have its own set of policies reflecting the nature and needs associated with the Corporation's activities.	City policies prevail.
Focus	Ability to set the focus of activities on the core priorities identified through an economic development strategy.	Projects that don't fit with any other department such as information technology, capital projects, municipal real estate matters, and tenancy agreements may be assigned to the economic development office, making it more of a special projects office.
Full Cost Accounting	Expenses such as rent, equipment rentals, phone expenses, computers, postage, reception attributed with an individual department are born by the corporation.	Expenses such as rent, equipment rentals, phone expenses, computers, postage, reception attributed with an individual department are generally not assigned back to that cost centre.
Accounting	Financial overruns and under runs stay with the corporation. Surplus or debt from one fiscal year automatically gets carried from one fiscal year to the next.	Ability to cover financial overruns by savings in other departments. Financial savings may fund overruns by other departments. Less incentive to exercise fiscal responsibility.
Risk taking	The board of a corporation may choose to respond to opportunities with a greater ability to be aggressive and bold in its response.	The bureaucratic process introduces additional checks and balances to limit risky decisions or to control aggressive marketing.
External funding	Some funding programs are not available to municipalities but are available to non-profit corporations. Municipal funding clearly sets to whom the economic development office is accountable to.	Some funding programs are not available to municipalities but are available to non-profit corporations. Greater expectation of sourcing external funding.

Administration	Administration is handled by Corporation staff including the scheduling of meetings, distribution of reports, recording of minutes, and maintenance of corporate records. A separate set of audited books exists and the associated costs. Limited council input on business plan and activities.	Administration is streamlined through integration with council meetings, thereby eliminating board meetings and the associated administration, incorporation of finances with City operations, eliminating a separate set of audited books and administration. Council has direct input on business plan and activities.
Collaboration	A separate corporation structure inevitably leads to a degree of isolation of the corporation and stereotyping of it as an outside body and thus less of the "city team".	Operating as a department also offers the potential to increase collaboration between departments and economic development, tourism and events staff.
Marketing	Marketing activities are primarily focused on marketing associated with economic development, tourism, and special events and less on community services/activities and other "city hall news".	Opportunity for greater involvement in communications and marketing.
Access to Municipal Expertise (human resources, information technology, etc)	Generally limited or no access to city expertise.	Ability to access city expertise.
Contracting	Contracts with vendors, if multi-year, typically do not extend beyond the term of funding by council. Generally the term of the board members is staggered and there is no changeover of the entire board at once.	Contracts with vendors, if multi-year, typically do not extend beyond the term of council.

Source: S.Thompson, EDAC White Paper, 2009

Municipal Economic Development Trends

Over the past several years, many municipalities have taken a look at their own economic development frameworks for the purpose of improving the effectiveness of their services. One of the key questions that has been considered is how to provide for better coordination between both economic development and planning functions occur within a community. Given the interrelated nature of the two there seems to be a trend towards creating a frameworks that consolidates these activities within one department.

Two municipalities in particular – York Region and Hamilton - have undertaken an in depth review, leading to a significant re-organization to this effect. Understanding some of the key lessons learned by these municipalities (operating in a two-tier and single tier context respectively) offers further insight for consideration.

York Region

The Regional Municipality of York is the upper -tier municipal government that works together with nine lower-tier municipal governments including: Markham, Vaughan, Richmond Hill, Newmarket, Aurora, Georgina, Whitchurch-Stouffville, East Gwillimbury and King. In 2009 it was home to approximately 1,032,650 people and had over 490,000 jobs. Like Waterloo Region, York Region has seen strong growth over the past several decades and in 2009 was Canada's sixth largest municipality.

Given the two-tier system in which it operates, the economic development framework includes both the Region and the Area Municipalities. Each level of government plays a different role depending on their mandate and available resources. There are approximately 35 people working at both the regional and local level. Partnerships and collaboration are also key. For example, there are a total of four small business centres within the region, with some of the larger municipalities hosting their own in addition to the one at York Region. These small business centres often work together and share resources in order to host seminars and other events of mutual interest.

To ensure coordination of efforts, a quarterly meeting is held with all of the Economic Development Officers from each of the municipalities in order to discuss strategy, major programs or results. These meetings are helpful to assist in the overall coordination of the various economic development activities underway by each of the partners. (Note: in Eastern Ontario this is done in two tier Northumberland County, where the separate communities of Port Hope, Cobourg, Cramahe and Trent Hills strive to coordinate tourism and site selection efforts. Of additional note is the fact that Brighton, while located in Northumberland County, contracts the Quinte Economic Development Corporation for investment attraction services).

In 2000, the Region of York began to play a more active role in economic development when it assumed responsibility for the promotion of tourism activities on a region-wide scale. In June 2005, York Region approved an economic strategy that further refined its role. This strategy built upon their traditional mandate to provide key economic information and included a more active role in both labour force development and investment attraction on a broader scope.

Currently, the economic development and community planning functions are all located within one department - the Planning and Development Services department, which includes the following branches:

- Economic Strategy & Tourism;
- Long Range & Strategic Planning;
- Community Planning;
- Infrastructure Planning; and Geomatics.

The mission/goal of this department is to "facilitate the evolution of healthy communities, a sustainable natural environment and economic vitality by implementing responsive growth management practices, including cost-effective geographic information".

The Economic Strategy & Tourism branch also underwent a recent re-organization in order to deliver its mandate: "economic foresight and intelligence, implements innovation enabling programs of relevance to business and the communities, enables business development through advancing business creation and ensures growth through investment and marketing." The branch focuses on three key areas including:

- Business Development (including the small business enterprise centre, and tourism);
- Investment & Export Development (including business advisors, support for local manufacturers and creation of marketing materials); and
- Economic Intelligence & Innovation (provides economic research & metrics, reporting and tracking and is the primary user of information provided through the employment survey done by the Long Range & Strategic Planning branch).

In total there are 16 FTEs-, including the Director of the Economic Development and Tourism Branch. In 2011 one of the primary tasks for this branch is to update their economic development strategy to reflect the strategic directions outlined in their "Vision 2026" Strategic Plan, Official Plan as well as a new visioning exercise "Vision 2051" currently underway by the Long Range & Strategic Planning Branch.

One of the most interesting initiatives that this branch has undertaken is the "Aging Workforce Study". This \$570,000 study was completed in partnership with Employment Ontario in October 2008 and looks at the potential labour market challenges that could be faced by businesses as the workforce ages (such as staff shortages, loss of variable knowledge and contacts, increased recruitment costs, etc). As a follow-up to the study, they have developed a toolkit for employers that aims to help address these issues. This is one example of how the branch successfully accessed outside funding to undertake an initiative of regional importance and has now broadened the impact of the work to develop an ongoing program.

City of Hamilton

The City of Hamilton is a single tier municipality with a population of over 500,000 people. Within the Planning and Economic Development Department there are five key areas:

- Development Engineering (Infrastructure Planning and Engineering Design and Construction);
- Industrial Parks and Airport Development;
- Planning (Community Planning and Development Planning);
- Economic Development and Real Estate (Business Development, Downtown and Community Renewal, Brownfields Office and Real Estate); and
- Economic Development Advisor (Sr. Advisor to Council, General Manager, Director of Economic Development and Real Estate).

In 2007 staff submitted a report entitled "Economic Development: Moving Forward: Governance Review, Organization Change, Engagement with Community and Enhanced Investment Funding (City Wide)" to the Mayor and Members of the Committee of the Whole. This report included several recommendations related to a previous background study completed (reviewing the City's economic development functions and governance model), confirmation of the reorganized economic development framework and the creation of a new advisory board, and the issues pertaining to the budget, economic development fund and several key initiatives. To this end, since 2007 the City of Hamilton has operated within what is deemed a "hybrid" model that "combines the best features of both a municipal Economic Development Department and a stand-alone private Development Corporation". This model includes two main components:

- A Private Business Advisory Committee providing strategic direction and policy advice to Council on major economic development issues; and
- An Economic Development Office that is highly integrated into the Planning and Economic Development Department and provides superior business services to existing and new companies.

The Hamilton Economic Development Strategy (2010-2015) lists four fundamental principles: innovation, diversification, entrepreneurship and the "Quadruple Bottom Line". The Quadruple bottom line approach considers not only economic, environmental and social values and their role in the sustainable development of a community, but also adds "culture" as a fourth pillar. To this end, there are six areas of focus in their strategy, including:

- Infrastructure for Innovation;
- Community Development;
- Quality of Life;
- Workforce Development;
- Business Development; and
- Marketing and Outreach.

Within each of these focus areas there are various initiatives underway. In 2007 it was recommended that an additional \$ 1.5 million be added to the annual operating budget for additional staff, financial contributions to supporting organizations, and marketing activities. Further, it should be noted that as part of their economic development strategy implementation and delivery, a detailed Marketing Strategy & Action Plan was also developed. This plan included quantitative research (online surveys with the

business community, surveys with economic development practitioners, and stakeholder interviews). They also performed strategic planning workshops with each of their key sectors, held focus groups with their BIA's and did a review of other community marketing models. This background work led to an in depth and comprehensive marketing strategy in order to promote the City's new image of a "happening, vibrant, innovative, proud and beautiful" community. These efforts will focus on providing an "integrated" and consistent message that will extend throughout each communication outlet, including; the internet (websites, online sites, youtube, social media, online advertising). They will use high quality photography for all their printed materials to be used for digital presentations, tradeshow, and for advertising and all other media and PR exercises. Further, they will continue to develop their Partner Communications Program.

The Action Plan further segregates specific target audiences including "Your Backyard" - existing businesses and employees, residents and student. They will also focus on Canada and The World - divided along key sectors (Agriculture & Agri-food/Agri-Based products, Biosciences, Clean-Tech, Creative Industries, Advances Manufacturing and Goods Movements). To this end, they have identified over 8 different programs focusing on the "backyard" market, and over 13 objectives specifically focused on the Canada and The World Market. These action items can all be measured to determine whether or not the objectives have been reached and include specific reporting criteria so that progress can be tracked year to year.

Additional Commentary

Highlights: Municipal structure or separate corporation for economic development

Non-Profit Corporation:

- More opportunity for community input through involvement of professional business expertise.
- External corporation benefits by being more closely aligned with private business practice
- Elected official input is critical for strategic and implementation development to ensure "buy-in" and support of Corporation activities
- Separate corporation has focus on strategic plan outcomes, not political "pet projects"
- Non-Profit Corporations are able to access government funds not available to municipalities (i.e., FedDev Ontario – Prosperity Fund)
- Corporate model allows for more aggressive approach with investor advocacy and ability to take risks to secure investment opportunities
- Non-profit development corporations are subject to the Municipal Act when dealing with municipally owned land sales or leases. But may have some flexibility depending on case.
- Allows for multiple municipalities to partner in economic development efforts regardless of geographic boundaries and population. (Partnerships with population threshold above 100,000 have most opportunity for success – the regional non-profit economic development agencies in Peterborough (City of Peterborough and County of Peterborough) and Quinte (Belleville, Quinte West, Brighton) are local examples with historic success.

Municipal:

- A consortium of municipalities working together provides advantages for co-marketing and leveraging government funding.
- Key to success is clear understanding of roles and open, consistent communications.
- Elected officials often more "hands on" in municipal model, this can be positive but more often is negative, depending understanding of the economic development profession and business and marketing skills brought to the table by the individual.
- Perception that economic development is priority for council and provided with government oversight.

Considerations in Developing the Right Economic Development Delivery Framework

Overall, based on this review, there are four key themes that emerge relating to the economic development framework. These include; objectives, implementation, resources and monitoring. Listed below are several discussion questions that explore these themes:

1) How does the existing framework impact economic development objectives?

- How are common objectives determined?
- How do each of the economic development strategic plans complement, support, or conflict with each other?
- Does the current framework aid or hinder achievement of each partner's common objectives?

2) How does the existing framework impact the implementation of economic development activities?

- Who is always at the table?
- Who tends to take on leadership roles?
- How do the mandates distinguish those with a "delivery" focus vs. those who play a primarily "enabling" role?
- What are the major gaps or areas overlapping/ambiguous responsibilities?
- When issues are communicated to one organization/partner, how is the rest of the network mobilized to find creative solutions?
- If all parties are involved in making these strategies a reality, who is really responsible for implementation?
- How is the existing framework viewed by the actual business community that the economic development functions are intended to serve?
- Does the business community really know how to access the services and resources that are available?

3) How are resources allocated for economic development initiatives?

- What is the typical split of resources (budget, time, staff) each organization allocates between "partnering" initiatives and the implementation of core mandated projects/initiatives?
- Are we leveraging our collective resources as best we can? Are we accessing upper level government funding as effectively as we could be?
- What is the flow of funding from one organization to another?

4) How is economic development progress monitored?

- How is it known if the collective objectives have been achieved?
- How can progress be measured? How is success or failure recognized?
- Where is the ultimate accountability?

Brockville Opportunity

The City of Brockville has established an effective municipal delivery model utilizing limited resources and funding. In order to enhance capabilities, leverage funding opportunities and compete with provincial and global competitors to attract and sustain employment and economic wealth, the City of Brockville is encouraged to explore further, and perhaps develop formal delivery models with neighbouring municipalities. The regional non-profit model, with private sector participation on advisory board would appear to be a good prospect for this area. There is a natural geographic synergy with Leeds & Grenville, a partnership meets the typical 100,000 population threshold for regional models, and it is likely that workflow patterns will indicate that people live and work seamlessly in both municipalities – i.e., economic opportunities and job creation provide benefits beyond geographic boundaries.

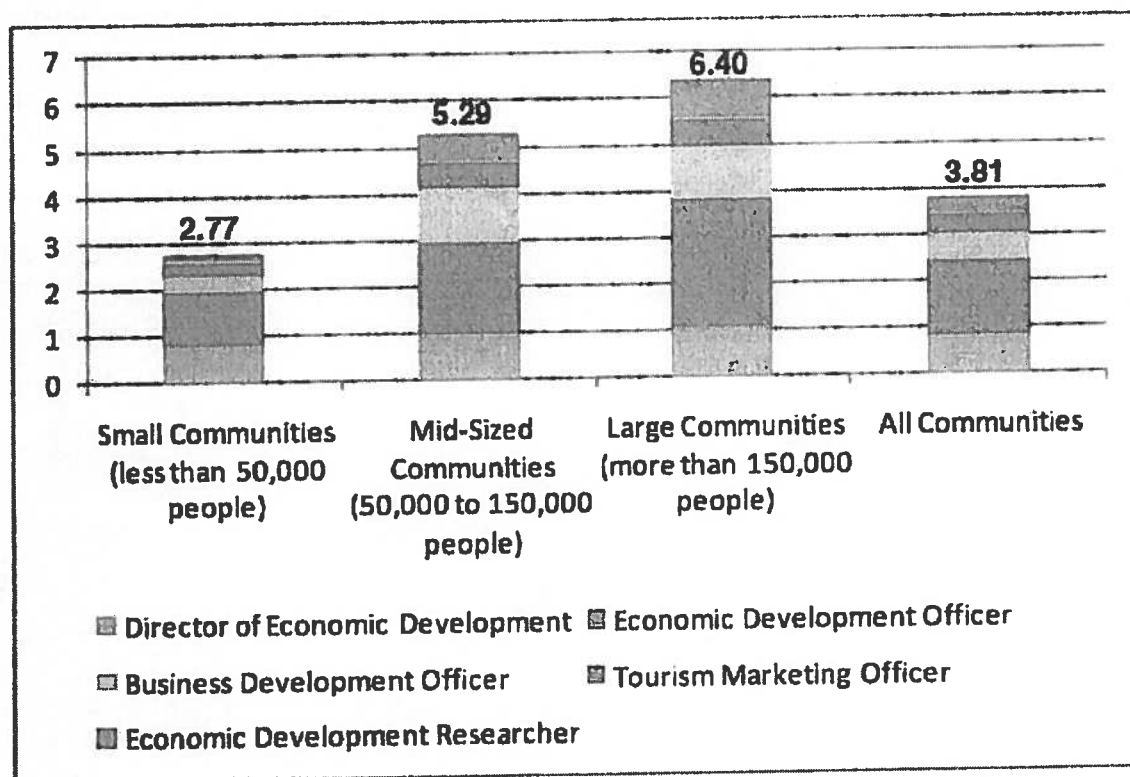
It is recommended that a local champion initiate formal discussions and undertake a community consultation process to promote concepts and determine interest and viability.

ADDENDUM

Salary Comparisons

An environmental scan of salaries indicates that there is minimal discrepancy in salaries between the delivery models. In essence, any model must pay competitive wages to attract skilled economic development professionals. The corporate model is typically not restrained by unions, collective agreements, established non-management wage scales, and depending on level of municipal funding, may not be subject to the annual Public Sector Salary Disclosure regulations (sunshine list).

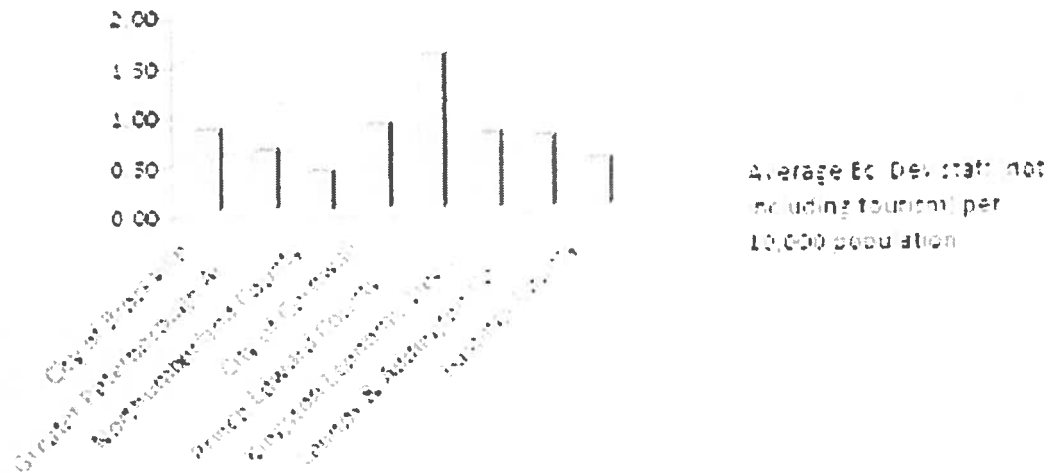
Staffing Levels Comparison (Community Size)



Source: MDB Salary Survey 2010

Staffing Levels – Eastern Ontario Comparators

2011 Average Ec. Dev staff (not including tourism) per 10,000 population



2011 Total Staff (Not including tourism or enterprise)



Comparison – Eastern Ontario Staffing & Per Capita Budget Details

Organization	Population served	ED Staff	Corporate Staff	Tourism Staff	Enterprise Centre Staff	Total Staff	Total Staff (Not including tourism or enterprise)	Total Municipal Funding	% of municipal funding allocated to tourism & events	% of municipal funding allocated to investment / attraction / retention	Municipal Tourism & Events Funding	Municipal Investment attraction / retention funding	Average Ec. Dev staff (not including tourism) per 10,000 population	Average investment attraction/retention budget per capita
City of Brockville	24,000	2			2	4	2	273,000	60%	40%	165,001	107,999	0.83	4.50
Peterborough (GPAEDC)	133,080	6	2	8	2	18	8	1,400,000	35%	65%	490,000	910,000	0.60	6.84
Northumberland County	80,963	2		3		5	2	957,608	52%	48%	497,956	459,652	0.40	5.68
City of Cornwall	45,965	3	1	0	1	5	4	893,573	0	84%	0.87	746,133	0.87	16.23
Prince Edward County	25,496	4					4	300,000	0	100%		300,000	1.57	11.77
Kingston (KEDCO)	117,207	4.5	4.5	5	3	17	9	2,514,002	37%	47%	930,181	1,181,581	0.77	10.08
Lennox Addington County	40,542	3	0	0	0	3	3	410,900	18%	82%	73,962	336,938	0.74	8.31
Hastings County	38,956	2	0	0		2	2	225,700	10%	90%	22,570	203,130	0.51	5.21

References/Resources

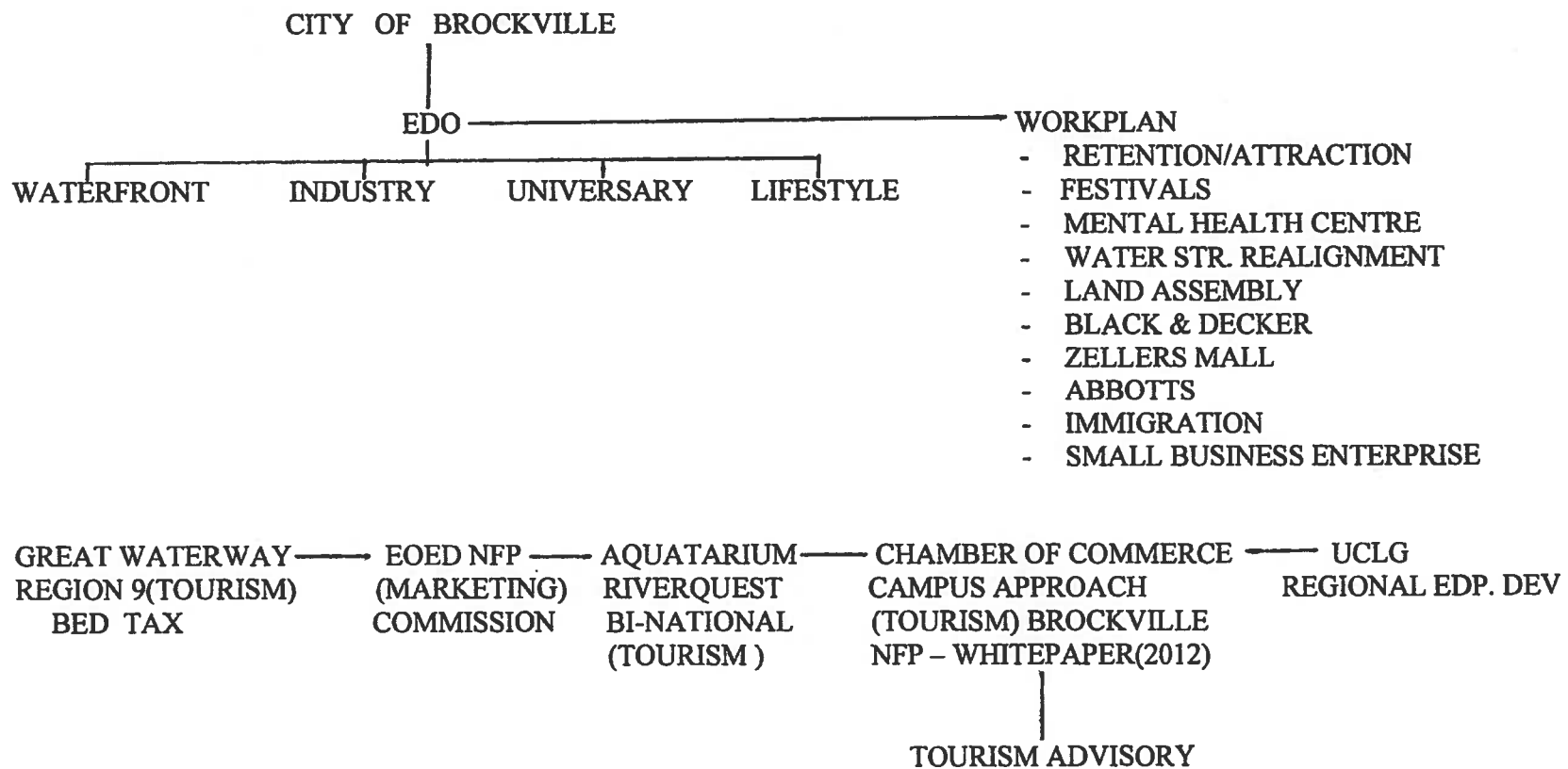
Canadian Papers in Economic Development, Volume 12, Ed. Parker & Carvalho
Delivery Models of Local Economic Development: An Analysis of Internal and External Models in Ontario (Thompson, 2009)

Hamilton: Economic Development: MOVING FORWARD
Governance Review, Organizational Change, Engagement with Community and Enhanced Investment Funding (2007)

York Region's Role in Economic Development (2005)

2010 National Salary Survey of the Economic Development Profession, (Millier Dickinson Blais)

Quinte Economic Development Commission (2011)
Report Excerpts – Salary/Staffing Eastern Ontario





MEDIA RELEASE

FOR IMMEDIATE RELEASE

May 22, 2014

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The highlights of the regular United Counties of Leeds and Grenville Council Meeting held May 22 are listed below.

Housing Plan approved: A 10-year Housing Plan for Leeds and Grenville has been approved. The plan outlines how various housing programs operated within the Leeds and Grenville will be maintained and enhanced from 2014 to 2024. The document, which is approximately 130 pages, is required by the Ministry of Municipal Affairs and Housing.

Alison Tutak, who is Director of Human Services, said the main aspects of the plan are maintenance and enhancement of the region's 987 rent geared to income housing units, including 667 owned and managed by the Human Services Division. A third aspect of the plan will be public involvement so there is informed participation.

Within the Leeds and Grenville there are various housing programs and support systems. These include: rent geared-to-income rent, affordable housing, supportive housing, homelessness prevention benefits, housing allowance, Ontario Renovates and Home ownership programs, and a five emergency shelter units. Other action items of the plan are using GreenSaver and other energy-saving programs, to develop an asset management plan and database, work closely with Leeds & Grenville Interval House and earmark home ownership funds for Habitat for Humanity families, to name just a few.

At this time the plan is not calling for a commitment of additional resources. For more information contact Alison Tutak, Director of Human Services, at 613-342-3840, ext. 2305.

Economic Development steering committee formed: Members of a steering committee to review the United Counties of Leeds and Grenville Economic Development Department have been named.

Members include Counties Council members Roger Haley (Front of Yonge), Frank Kinsella (Leeds and the Thousand Islands), Dave Gordon (North Grenville), Jim Pickard (Elizabethtown-Kitley), Doug Struthers (Merrickville-Wolford) and Warden Ron Holman (ex-officio).

The Counties established economic development programming approximately 10 years ago. During 2014 budget discussions, Council agreed to undertake a review of the department. The committee will look at the current role of the department and will review if it aligns with goals of the Counties. It will also look at performance measures and structure. During the review the committee will consult with local municipalities, including councils, economic development committees and staff. A report is to come back

where lifestyle
grows good business
synonyme de qualité de vie
et de réussite en affaires



May 22, 2014

to Counties Council this fall. For more information contact Chief Administrative Officer Andy Brown at 613-342-3840, ext. 2301.

Counties approve more than \$5-million in road work: Road improvement contracts totalling just over \$5-million have been approved by Counties Council.

The approval is for work includes \$3.1-million in paving contracts, \$1.1-million in micro surfacing and \$930,000 in surface treatment for the eastern side of the Counties.

Road work contracts for the west side of the Counties will be approved in June. For more information contact Les Shepherd, Director of Works, Planning Services and Asset Management, at 613-342-3840, ext. 2412.

Land purchased for future road widening: Counties Council has passed a by-laws to allow the purchase of land from the Catholic District School Board of Eastern Ontario and the Municipality of North Grenville along County Road 43 in Kemptville.

The land purchase will accommodate Hydro One relocating lines, the eventual widening of the road to four lanes and sidewalk installation. The Counties incurred all legal and survey costs associated with the transfer. Survey and plan registration were completed in 2013.

For more information contact Les Shepherd, Director of Works, Planning Services and Asset Management, at 613-342-3840, ext. 2412.

Upcoming meetings: Committee of the Whole on Tuesday, June 3; Joint Services on Wednesday, June 4; Counties Council on Thursday, June 19. All meetings begin at 9 a.m. in the council chambers at 25 Central Avenue, Brockville. For more information contact County Clerk Lesley Todd at 613-342-3840, ext. 2454.

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