



Municipality of Port Hope

Community Development Department Service Delivery Review

Appendix - Municipal Case Studies

March 2021



1. Appendix – Municipal Case Studies

The case study comparisons review the service delivery efforts of three comparable communities with similar planning and economic development objectives and challenges, namely, Cobourg, Belleville and Brockville. The case studies consider the advantages and disadvantages of current service delivery, benchmark resource allocation to planning, growth and economic development activities, identify the distribution of services in each community, and report on any external partnerships. Three service areas are considered:

- Economic Development
- Planning and Development
- Tourism and Marketing

1.1 Town of Cobourg

The Town of Cobourg is comprised of five Divisions, namely, Executive Services, Corporate Services, Planning and Development, Public Works and Community Services; all of which are led by the Chief Administrative Officer.

1.1.1 Economic Development

Economic development is provided primarily through the Town's resources and coordinates efforts with the County's economic development function. The Town is primarily responsible for business retention and expansion, and tourism marketing, with the County responsible for inbound investment attraction. There is no Economic Development Strategy, but the Strategic Plan is being updated to define and support economic development priorities. Economic developments efforts include:

- attracting new business;
- facilitation of development projects;
- encouraging business retention and expansion;
- managing municipally owned industrial land inventory; and,
- providing economic and community information

Clients include local businesses, community and industry associations, Northumberland County's economic development function, inbound investors and other parties interested in the community from a business perspective. Service outputs include:

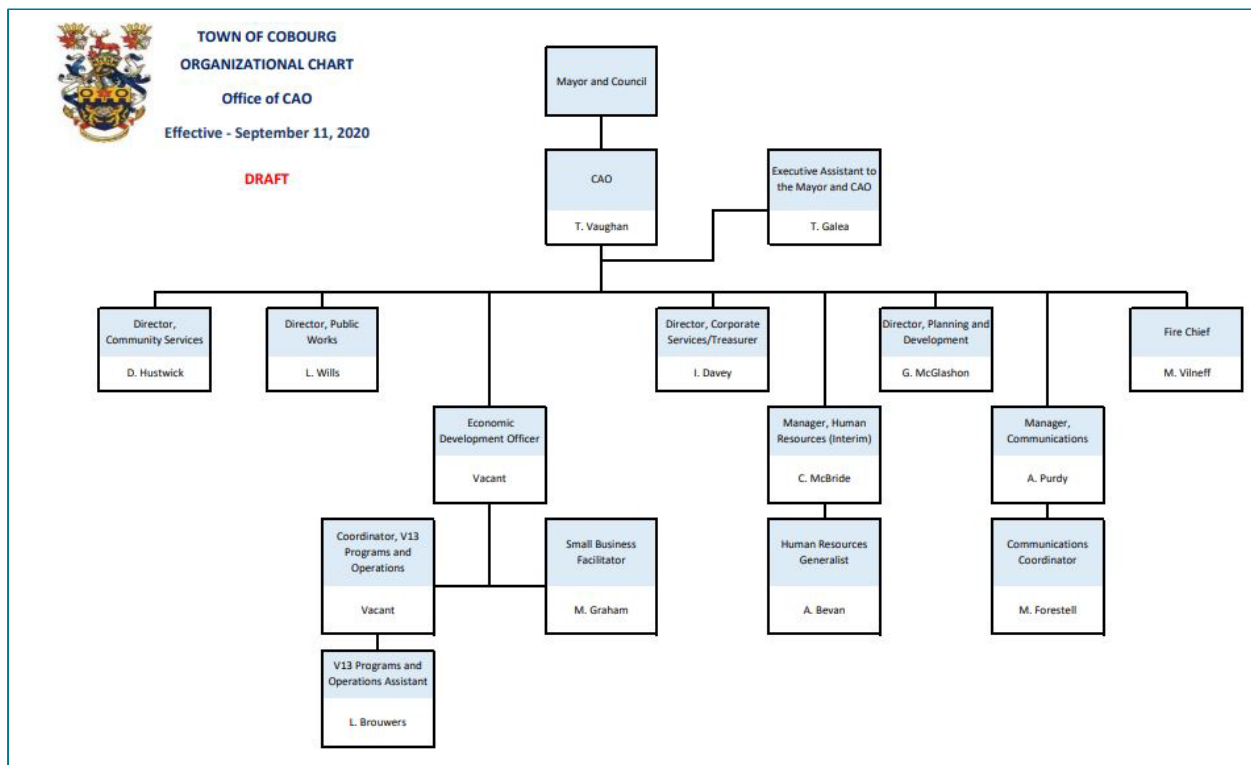
- External marketing activities
- Strategy development and planning
- Data collection and analysis
- Support for county-level economic development activities
- Information distribution to potential investors and other parties



Organizational Chart and Staffing

Economic Development is not a separate department. As per the Organizational Chart of the Office of CAO, the Economic development team includes 4 FTEs, led by the Economic Development Officer, who reports directly to the CAO. The position is currently vacant. The Economic Development Officer oversees the Venture 13 Programs and Operations Coordinator (vacant) and the Small Business Facilitator. A V13 Programs and Operations Assistant supports the coordinator.

Venture 13 – 2 FTEs. The Venture 13 innovation and entrepreneurship centre provides support to the local business community, including programs focused on entrepreneurial development and skills training, pitch competitions for entrepreneurial start-ups, community discussion panels, mentoring and coaching and technical and entrepreneurial programs focused on youth. Venture 13 also provides facilities for the Town's economic development function, Cobourg Police Services and other organizations involved in business development and innovation, most notably the Northumberland Maker's Program.



Budget

\$185,224 excluding V13

In addition, the Town currently provides \$45,000 in funding to the County for economic development activities, specifically business attraction for inbound investment. The 2020 Service Delivery Review for the Town identified that the value of this investment is limited, with no meaningful outcomes that have



benefited the Town¹. As per a 2021 staff report, the Town of Cobourg provided notice to the County to terminate the funding agreement for business attraction. This agreement will now expire at the end of 2021, providing Council with the opportunity to reinvest the \$40,000 into economic development activities for the town in the 2022 budget².

The operation of Venture 13 is undertaken primarily through Town resources. Operating costs of \$344,136.

Partnerships

Economic development partners include:

- Business & Entrepreneurship Centre Northumberland
- Community Futures Development Corporation
- Northumberland County Immigration Portal
- Northumberland Central Chamber of Commerce
- Downtown Business Improvement Association
- Northumberland Manufacturers Association
- Ontario Ministry of Food and Rural Affairs
- Spark Centre
- Ministry of Economic Development, Employment and Infrastructure
- Northumberland County Economic Development

1.1.2 Planning and Development

The Planning Department is responsible for the review, processing, and approval of all planning applications under the Planning Act, R.S.O 1990, c.P. 19, as amended, and heritage applications under the Ontario Heritage Act, R.S.O 1990, c.O. 18, as amended.

- Planning
- Committee of Adjustment
- Heritage

Clients include their own departments involved in or affected by planning and growth issues, members of the development community, property owners consulted as part of the planning application process and heritage property owners. Service outputs include:

- Development application processing and approvals (including consultation)
- Assistance and advice to the development community
- Assistance and advice to Town departments

¹ <https://www.cobourgblog.com/assets/2020/Service-Delivery-Review-Final-Report.pdf>

² <https://pub-cobourg.escrimemeetings.com/filestream.ashx?DocumentId=3740>



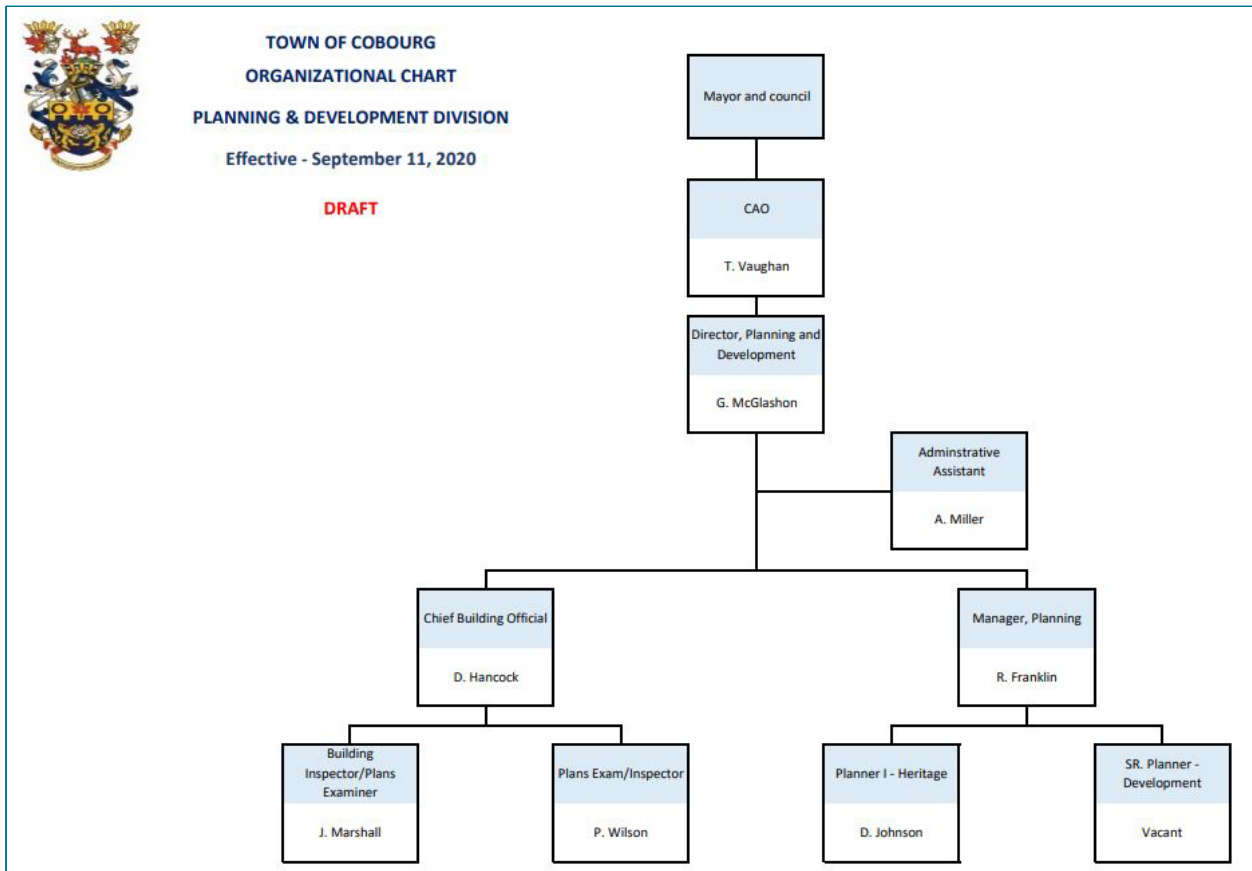
- Special planning and heritage projects

The Planning Department provides additional support to residents, businesses and the Corporation through long-range planning and strategic planning; heritage planning and approvals; specialized planning and heritage projects; and the administration of two Community Improvement Plans (Tannery District, Downtown Cobourg Vitalization), with a third CIP (affordable housing) under development.

Building: The Building Department is responsible for administering permit applications and issuance, conducting inspections in accordance with the Ontario Building Code and the Town of Cobourg's Comprehensive Zoning By-law, as well as other applicable laws and regulations to ensure the standards for construction and plumbing are consistent throughout the Province. Through plans review and site inspections, staff ensure that the design and construction of new structures comply with the Ontario Building Code. In addition, the Building Department is also responsible for the inspection of properties and administration of directives as set out through the Property Standards By-law and Clearing of Lands By-law. In 2019, the Town issued a total of 477 permits with an associated construction value of \$28.7 million. In comparison, the Town issued 493 permits in 2018, with an associated value of \$64.8 million

Organizational Chart and Staffing

The Planning and Development Division includes 8 FTEs and is led by the Director, who oversees the Planning Manager and Chief Building Official. The Division also includes a Senior Planner focused on Development and a Heritage Planner.





Budget

Planning services are provided primarily by Town personnel, with consultants used for specialized planning activities. Building services are provided primarily through the Town's own resources. The budget is divided as follows:

- Planning \$540,434
- Committee of Adjustment \$79,557
- Heritage \$122,382
- Building \$451,182

1.1.3 Tourism and Marketing

Tourism Development is responsible for the coordination of the Town's efforts to promote Cobourg as a tourism destination through a variety of activities, including maintenance of the ExperienceCobourg.ca website, the development of print materials (annual tourism guide, map and event guide, leisure guide), social media and print advertising and the operation of the Experience Ambassador program. Tourism Development is also responsible for overall planning and strategy development for tourism-related initiative and acts as the primary point of contact and liaison with existing businesses on cooperative marketing, capacity building and other tourism-related initiatives.

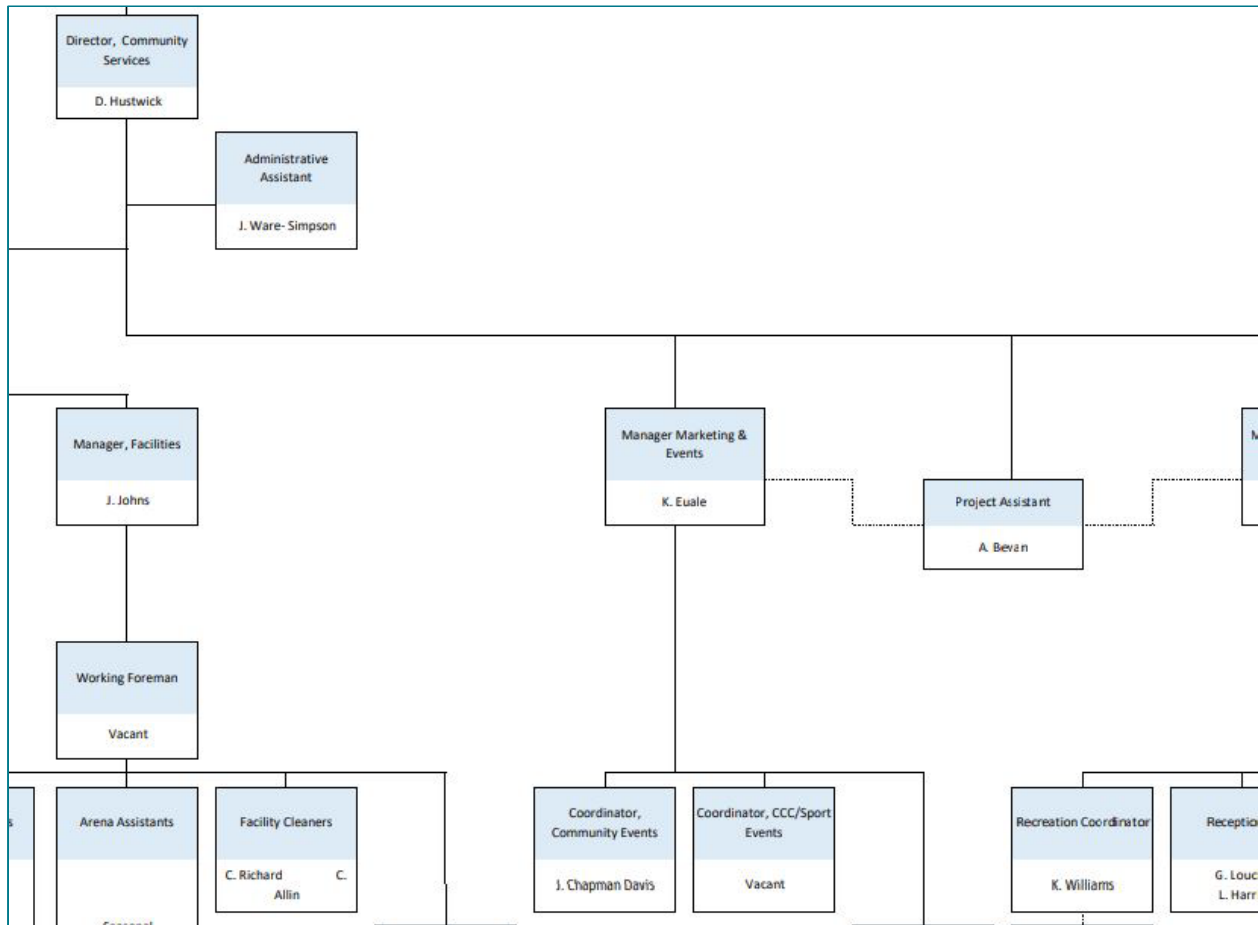
Tourism Development also collects and analyzes data concerning visitor demographics and overall experience with the community.

Clients include tourists visiting Cobourg and local businesses participating in cooperating marketing and other initiatives. Service outputs include:

- Promotion of Cobourg as a tourism destination (print, website, social media)
- Experience Ambassador program
- Visitor information services
- Data collection and analysis
- Strategy development
- Support for local businesses involved in the tourism sector

Organizational Chart and Staffing

Marketing and Events are under the purview of the Community Services Division. The function is led by the Marketing and Events Manager, who oversees the Community Events Coordinator and the CCC/Sport Events Coordinator (vacant).



Budget

\$262,734

The Town uses its own resources for the coordination and delivery of tourism development activities.

Partnerships

Exchange information and positive interactions with Northumberland County Tourism, Downtown Business Improvement Area, RTO 13, Northumberland Central Chamber of Commerce, Economic Development, Event/Festival Committees, other tourism/community services-related groups and the public at large. Develop working relationships with industry organizations such as TIAO, OTMPC, Ontario Sport Hosting Program, Games Ontario, Festival and Events Ontario, Regional Tourism Organizations (RTOs), etc.



1.2 City of Belleville

The City of Belleville includes departments including Corporate Services, Economic & Strategic Initiatives, Engineering & Development Services, Environmental Services, Finance, Fire & Emergency Services, Transportation & Operational Services and Recreation.

1.2.1 Economic Development & Tourism and Marketing

Economic & Strategic Initiatives carries out the functions of Economic Development and tourism. The department appears to focus on Business Attraction and Retention, hosting a business directory and a list of industrial and commercial lands. The department runs programs to help local businesses, such as the Belleville eCommerce Assistance Program. a

From the City website, it appears that the Economic Development and Economic Development – BBIA are both housed within the Planning Department. The department has an Economic and Strategic Initiatives Manager as well as a Development and Tourism Coordinator. Similar to Cobourg, there isn't an Economic Development Strategy in place, but a strategic Plan is being prepared to provide for economic development programming.

There included on the website, and the roles and functions of the department are not made very clear. The information included in this section is based on the information available on the website.

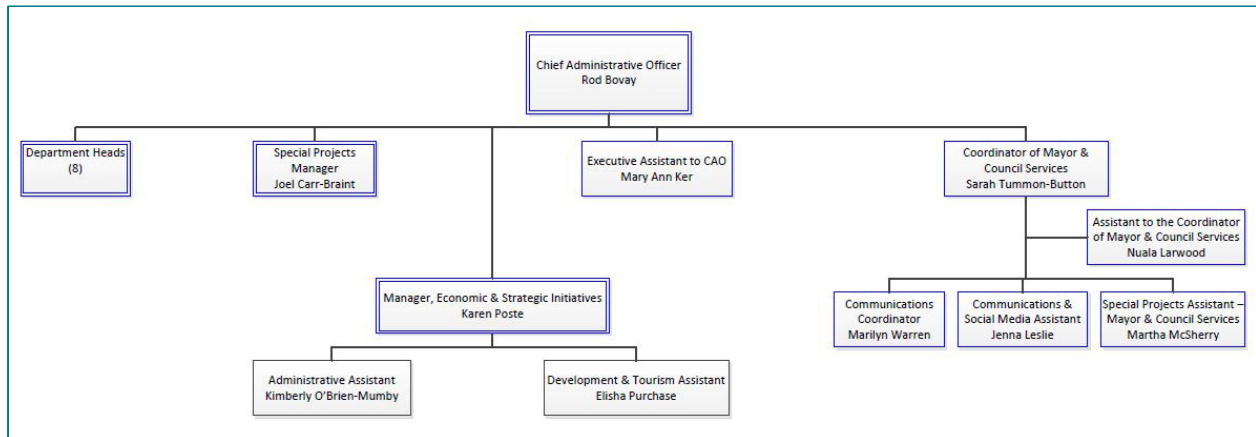
Programs and Services

Based on the information available on the website, the Economic Development department oversees:

- Business Retention and Expansion
- Belleville eCommerce Assistance Program
- Managing listings of industrial and commercial land and buildings
- Managing a local business directory
- Connecting employees/job seekers to available local resources

Organizational Chart and Staffing

Economic & Strategic Initiatives includes 3 FTEs, led by the Economic & Strategic Initiatives Manager, who reports to the CAO. The Economic & Strategic Initiatives Manager oversees the Development & Tourism Assistant and Administrative Assistant.



Partnerships

- Unclear from website
- The Quinte Economic Development Commission office is located in Belleville
 - The Quinte Economic Development Commission (QEDC), an incorporated not-for-profit corporation, is dedicated with a two-fold mission to the promotion of economic growth in its member municipalities, specifically the City of Belleville, the Municipality of Brighton and the City of Quinte West.
 - The fold Mission is: 1) To encourage the growth and diversification of those specific industry sectors and businesses now established in the area; and 2) To market the Bay of Quinte Region in order to attract new sector- targeted firms to locate in the community.

Performance Measures and Targets

- Total assessments for the City
- Monthly regional unemployment rates
- Monthly regional workforce participation
- Monthly new business openings
- Business expansions
- Monthly average residential house price

1.2.2 Planning and Development

According to the City of Belleville website, the Planning and Approvals Division develops and maintains the Official Plan and Zoning By-laws. The Official Plan and Zoning By-law provide the framework for land use planning in the City.

Planning Services can help you determine if your proposal requires an application and what type is appropriate.

Similar to the Economic Development section, the Planning and Development department is a

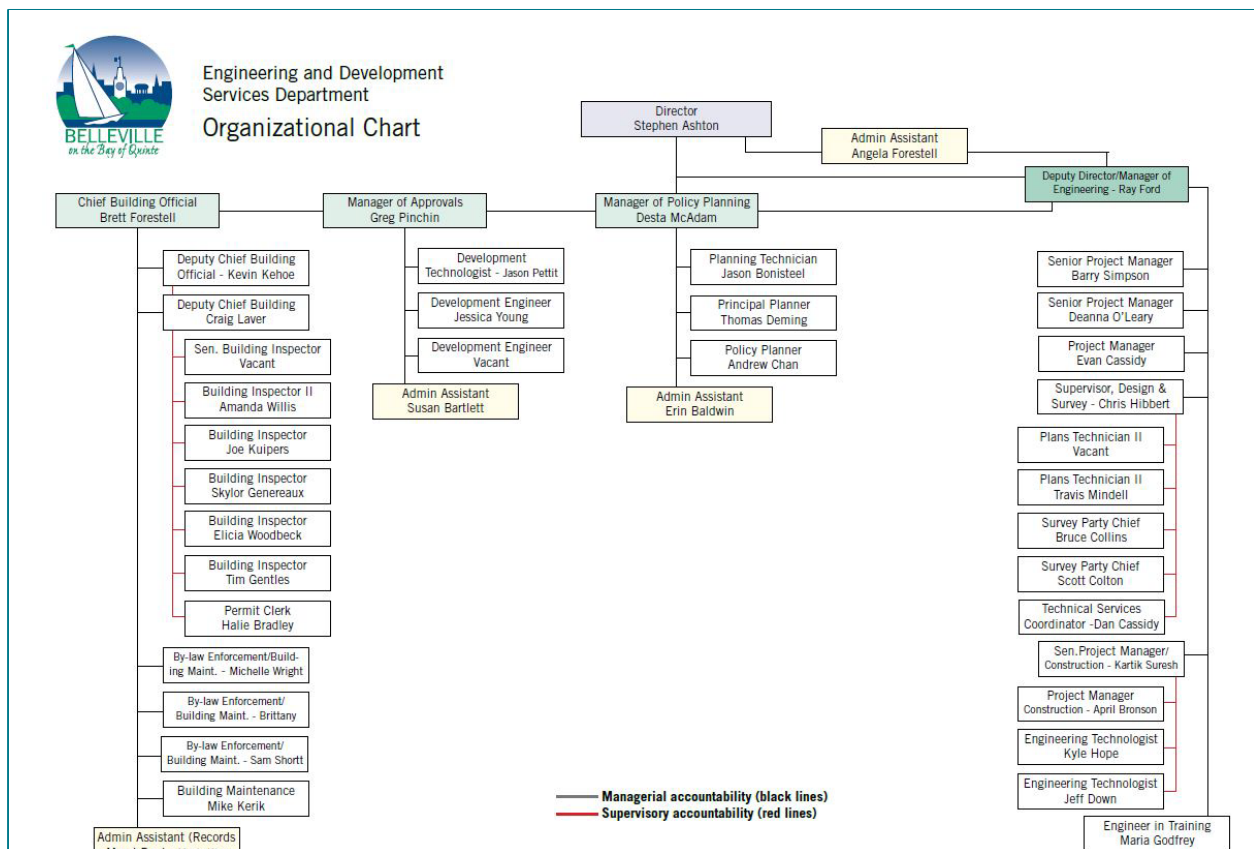


subsection of the Planning Department (this is assumed from the way the 2020 budget is laid out).

The website states that the Planning and Development department has the following activities:

- Heritage conservation
- Enforce the Official Plan and Zoning Bi-Laws
- Reviews planning applications and collects application fees
- Official Plan and Zoning By-law Amendments;
- Consent to Sever and Minor Variances;
- Plan of Subdivision and Plan of Condominium; and
- Site Plan Approval.

Organizational Chart and Staffing



Performance Measures and Targets

The following KPIs are listed on the website but haven't been updated since 2018

- Monthly Building permits
- Average review days – all residents permits
- Monthly commercial permits issued



- Average review days – commercial permits
- Monthly property standards service calls
- Monthly days to clear standards order
- Monthly total building permits issued

1.3 City of Brockville

This is a single-tier municipality and is part of the United Counties of Leeds and Grenville for census purposes only. According to the website, the Economic Development and Development Services Department is the community's central control centre for the coordination of economic development programming. The office is responsible for:

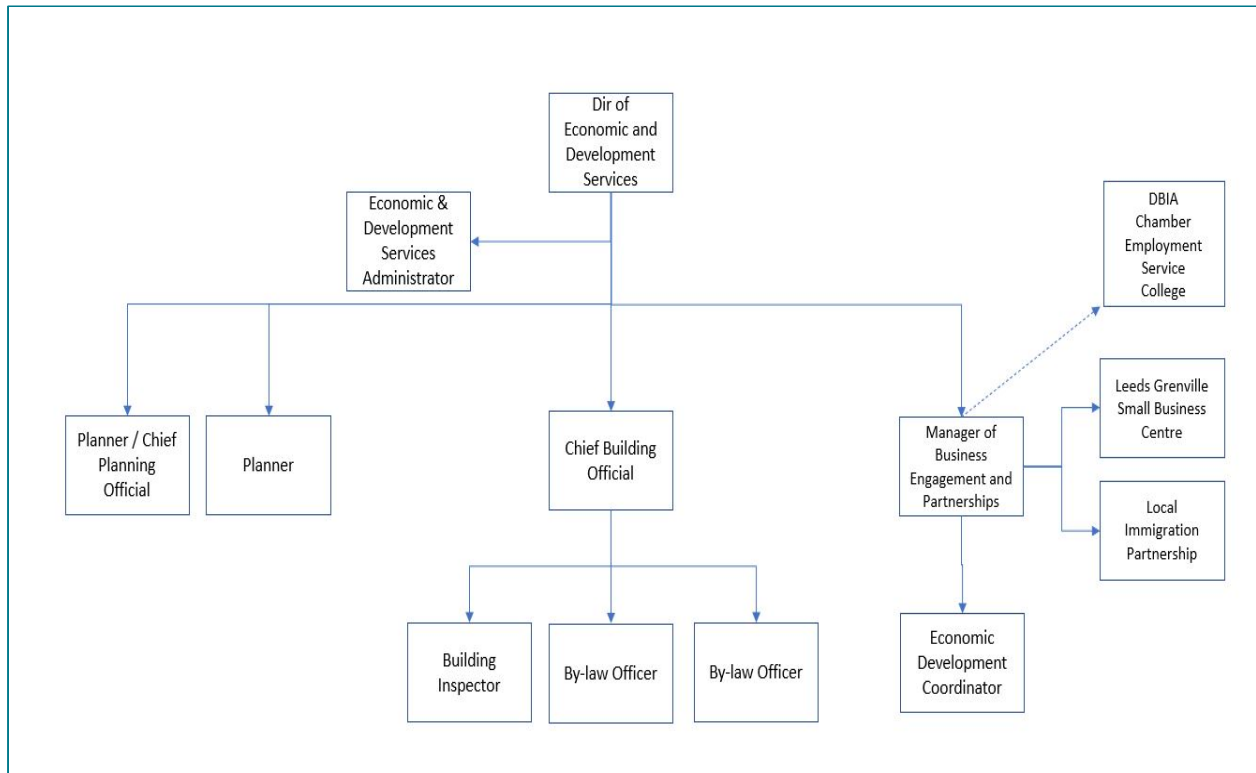
- Positioning the community as an attractive investment centre through the implementation of various marketing promotion initiatives, including publication production, brochure development, ad placements in newspapers and magazines, trade show participation, and direct mail campaigns.
- Maintaining accurate and current data on the economic development performance of the community. The department produces several publications which provide statistical information on the city and surrounding community. This information helps to understand the economic health of the community. The Economic Indicator report is updated annually and provides demographic information as well as economic trends in Brockville. There is also an industrial/commercial real estate inventory and business directory. These publications are most helpful for businesses looking at relocating into the community. Their Economic Development Strategy is quite dated and was prepared back in 2010
- The Economic and Development Services Department also oversees, Building and Planning, the Brockville Arts Centre, the Leeds & Grenville Small Business Enterprise Centre, and the contract for the delivery of tourism services for Brockville.

Programs and Services

- Marketing & Promotion
- Welcome packages for residential relocation purposes
- Business Attraction & Retention
- Foreign Direct Investment
- Annual report with demographic information as well as economic trends (updated annually)
- Industrial and commercial real estate inventory and business directory
- Management of Industrial Parks including John G. Broome Business Park, which is Brockville's largest Industrial Park with easy access to Highway 401, the Western Industrial Park and Railway Corridor Industrial Lands

Organizational Chart and Staffing

Economic & Dev. Services Staff (shared with planning and development services). There are 10 people in the department.



Budget

As of 2019, the budget was \$2,388,000 versus actual of \$2,558,697³.

Partnerships

In addition to the attraction component of economic development, the economic development office has increasingly directed more energy in recent years towards the retention and solidifying of its existing economic base. Various cooperative and partnership agreements with business and community organizations have occurred over the past few years. This approach provides both a stronger and more efficient basis for fostering economic growth with less contribution from the public sector sources.

The site mentions several partnerships, such as:

- **St. Lawrence Corridor Economic Development Commission:** Brockville is one of the 7 proud members of the St. Lawrence Corridor. They are focused on the attraction of new industrial and commercial employers to the region, increasing the quality and quantity of job opportunities for its residents, and with assisting existing businesses to expand.
- **Leeds & Grenville Small Business Enterprise Centre** is a public-funded initiative with the dedicated mission of helping, training, and enabling those with a small business in Ontario. Our funding comes from a mixture of sources, including both the Federal and Ontario provincial governments, as well as private business partners who lend their assistance.

³ <http://brockville.com/UploadedFiles/CoB%202019%20Financial%20Statements.pdf>



- **1000 Islands Community Development Corporation** is dedicated to helping small and medium-sized businesses by providing: business loans, access to capital, advice and counselling, referrals to specialists, liaison with conventional lenders, assistance with business plans, information on government programs.
- **Downtown Business Improvement Area** is an association of businesses operating within a specific district approved by the City of Brockville in a self-driven initiative to support the local downtown business. The organization aims to connect, promote, and support businesses in downtown Brockville.
- **Brockville and District Chamber of Commerce** is dedicated to managing the Brockville & 1000 Islands Tourism office and overseeing all tourism activities for the City of Brockville. This is a great example of how the City partners with the Chamber of Commerce to deliver on tourism-related responsibilities.

Performance Measures and Targets

Economic Indicators report describes key trends in the community, including 2019.

Interesting data includes⁴: Housing starts data and building permits by sector, number of businesses, apartment vacancy rates, number of apartment units, bridge traffic report, hospitality sector visits, labour statistics, tax assessment data broken down into several sectors. No specific targets are included in the report.

1.3.1 Planning and Development

The Planning Department provides consultative services to Council, Staff, Ratepayers and Developers with respect to land use, building and planning matters and coordinates development approvals. Virtually every land transaction in the City has some Planning Department involvement, from zoning compliance and confirmation of the status of site plan or subdivision agreements to work order information.

The Planning Department is responsible for the City's Official Plan, which provides policy and guidelines for private development, and for municipal infrastructure improvements. In accordance with the Planning Act, all of Council's by-laws approving development, as well as public works, must conform with the Official Plan. Planning Staff are also responsible for the City's Zoning By-law, which implements the Official Plan by establishing specific land-use regulations.

The Planning Department provides advice to developers and property owners with respect to site plan control approvals for multiple residential, commercial and industrial projects, servicing agreements and plans of condominium and subdivision. The authority to approve the development, including subdivisions and condominiums, rests with City Council. It is the function of the Planning Department to advise Council of the appropriateness of a proposed development.

The Planning Department conducts an extensive review of all proposed development.

This review includes circulation for comment to pertinent City departments, local utilities, other external agencies such as the Cataraqui Region Conservation Authority, and others that may have an interest or

⁴ <https://brockville.com/images/sitepicts/ED/Economic%20Indicator%20Report%202020.pdf>



condition to be met.

The Planning Department then coordinates this information and forwards the results of this review to Council for approval.

Planning Staff perform administrative functions for the Committee of Adjustment, a Committee appointed by City Council in accordance with the Planning Act. The Committee of Adjustment is given powers under the Planning Act and by City Council to deal with minor variances to certain City by-laws, mainly the City's Zoning By-law, or to allow changes to non-conforming uses.

The Planning Department is responsible for land severance (the authorized separation of a piece of land to form two new properties) within the City of Brockville. Consents to sever land are handled by the Chief Planning Officer/Director of Planning. Where a consent to sever requires a minor variance, the Committee of Adjustment deals with the application for consent and minor variance concurrently.

Development Charges and imposts are collected by the Chief Building Official prior to issuance of building permits, along with any other fees and imposts. The Chief Building Official should be contacted prior to submitting an application for a building permit to determine all charges, imposts and fees.

Programs and Services

- Responsible for the City's Official Plan and the City's Zoning By-law.
- Responsible for administrative functions for the Committee of Adjustment, a Committee appointed by City Council in accordance with the Planning Act.
- Conducts an extensive review of all proposed development.
- Responsible for land severance.

1.3.2 Tourism and Marketing

The Tourism Visitor Centre (TVC) is managed by the Brockville Chamber of Commerce who holds a contract with the City and is assisted by the Tourism Advisory Committee consisting of approximately 20 tourism partners from the community. The TVC provides a one-stop-shop opportunity with brochures and information on all the tourist attractions in the City. The team also advises on all the other things to do while tourists are enjoying a stay in Brockville and give additional suggestions based on their interests. Staff keeps informed and updated on local events, attractions, and accommodations to give both accurate and helpful info. The TVC is also responsible for other programs and services, as shown below.

Programs and Services

- **Regional Marketing:** Brockville tourism advertises in a number of print publications throughout the Region on behalf of the destination. As the Destination Marketing Organization (DMO) for Brockville, Tourism also maintains a more comprehensive page on Trip Advisor and engages in a social media strategy for the entire destination. The TVC produces the official Brockville & 1000 Islands Visitor Guide and the Brockville and Leeds & Grenville Road Map, which are their main marketing pieces for the year to showcase the city. The TVC has a reciprocal agreement with visitor centres across the region to exchange visitor guides. And in addition, for four days each May, the tourism team rents a truck and sets off to deliver the Brockville Visitor Guide, Map, 1000 Islands Guide and many of their partner's brochures to approximately 100 stops east, west and north of Brockville. This involves



visiting campgrounds, gas stations, retail shops and many other businesses and keeps tourism staff connected to those who promote Brockville on our behalf throughout the Region. Brockville Tourism books space at the National Women's Show in Ottawa to promote travel to Brockville attends the 1000 Islands Tourism Council Brochure Swap and Boldt Castle Expo in New York State.

- **Co-op Marketing:** In partnership with local tourism attraction partners, the Tourism Office runs a digital marketing campaign from March to November to promote Brockville and encourage potential visitors to take action. The campaign provides a direct link to download a digital copy of the Visitor Guide.
- **Internal Marketing:** The TVC engages with local residents and repeat visitors. The TVC has a social media strategy, send out a weekly "What's Happening" newsletter, write weekly blog posts and offer advertising to our local partners on our website, consult on 401 wayfaring signage, manage the Festival and events sign at the entrance to Blockhouse Island.
- **Community Involvement:** Tourism staff is involved in an advisory capacity with a number of local festivals and events.
- **Ambassador Program:** Summer students take over a large customer service role between the months of May-August, including Ghost Walks, social media and blogs.
- **Merchandising:** Tourism has a souvenir program for Brockville, Canada, Railway Tunnel, and The River. These souvenirs and apparel are part of the marketing strategy and help create brand awareness outside of the area.

Organizational Chart and Staffing

The TVC (or the Brockville & 1000 Islands Tourism office) runs with 3 team members: the Tourism Manager, Marketing Coordinator, and Visitor Information Services Coordinator.

During the summer months, Visitor Information Services Coordinator manages the four student ambassadors who join the team to work front of house operations in the Visitor Centres.

Partnerships

The TVC is managed by the Brockville Chamber of Commerce who holds a contract with the City and is assisted by the Tourism Advisory Committee consisting of approximately 20 tourism partners from the community.

Performance Measures and Targets

In 2017, the TVC welcomed almost 14,000 visitors, as well as handling 1,500 phone calls and over 200 email requests for information.