COMMITTEE AGENDA

TO **Planning & Building, Engineering and Environment Committee**

DATE September 17, 2012

LOCATION Council Chambers
TIME 12:30 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – July 16, 2012 Open meeting minutes & July 16, 2012 Closed meeting minutes

PRESENTATIONS (Items with no accompanying report): None

CONSENT AGENDA

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Planning & Building, Engineering & Environment Committee Consent Agenda will be approved in one resolution.

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
PBEE.32) Final Report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process	• Janet Laird, Executive Director, Planning, Building, Engineering & Environment • Gerry Grant, GGA Management Consultants		√
PBEE.33) Mixed-Use Nodes Urban Design Concept Plans: Watson Parkway/ Starwood and Paisley/Imperial Community Mixed Use Node	• David Degroot, Urban Designer		√

PBEE.34) Heritage Planning: Annual Activity Report and Four Year Work Plan Update	• Stephen Robinson, Heritage Planner • Daphne Wainman-Wood, Chair, Heritage Guelph		√
PBEE.35) 180 Gordon Street Brownfield Tax Increment-Based Grant Upset Limit Increase Request			
PBEE.36) Habitat for Humanity Funding Request for 26 and 28 Huron Street and 439 York Road Projects			
PBEE.37) Site Plan Review Committee (SPRC) – 2011 Year End Annual Report			
PBEE.38) Sign By-Law Variance for 101 Clair Road East (Good Life Fitness)			
PBEE.39) Sign By-Law Variances for 1291 Gordon Street		• Hugh Handy, GSP Group • Scott Higgins, 227437 Ontario Inc.	√
PBEE.40) Sign By-Law Variance for 226 Speedvale Avenue West (Guelph Aromatherapy Studio)			

Resolution to adopt the balance of the Planning & Building, Engineering & Environment Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

1) delegations (may include presentations)
2) staff presentations only
3) all others.

NEXT MEETING – October 15, 2012

The Corporation of the City of Guelph
Planning & Building, Engineering and Environment Committee
Monday, July 16, 2012 at 12:30 p.m.

A meeting of the Planning & Building, Engineering and Environment Committee was held on Monday, July 16, 2012 in Council Chambers at 12:30 p.m.

Present: Councillors Bell, Guthrie, Piper and Mayor Farbridge

Also Present: Councillors Furfaro and Van Hellemond

Absent: Councillor Burcher

Staff in Attendance: Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. A. Horsman, Executive Director, Finance & Enterprise; Mr. B. Labelle, City Clerk; and Ms. D. Black, Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Bell
Seconded by Mayor Farbridge
THAT the minutes of the Planning & Building, Engineering and Environment Committee meeting held on June 18, 2012 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Bell, Guthrie, Piper and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

Presentations

Ms. Robyn Hamlyn, a high school student from Kingston, delivered a presentation regarding the Blue Communities Project, an initiative led by the Council of Canadians to support publicly-owned and delivered water. Ms. Hamlyn recommended that the Committee and Council designate Guelph a Blue Community by recognizing water as a human right, promoting the public ownership and operation of water and wastewater infrastructure and ban bottled water at municipal facilities.

Mr. John Challinor, Nestle Waters Canada, provided an overview of the materials attached as part of the addendum agenda. He noted support of the use of potable water in an office setting, but argued that the public should have freedom of choice when it comes to beverages available for purchase. Mr. Challinor advised that several municipalities have opposed the ban or are considering rescinding

their previously imposed bans on bottled water. He also suggested that banning bottled water sales will not change behaviour as people will simply replace water with other less healthy drinks.

Staff noted support of formally recognizing water as a human right. Staff also advised that water fountains have, or are, being installed in municipal facilities prior to the phasing out of bottled water. It was also noted that a water tanker is available at various community events to further supplement ongoing education to the public with respect to the promotion of reusable water containers.

2. Moved by Mayor Farbridge
Seconded by Councillor Bell

REPORT THAT the City of Guelph recognizes and affirms that access to clean water is a fundamental human right;

AND THAT Council will call on the federal and provincial governments to enshrine water as a human right in federal and provincial law;

AND THAT Council will call on the government of Canada to support the recognition of water as a human right in international law.

VOTING IN FAVOUR: Councillors Bell, Guthrie, Piper and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

Consent Agenda

The following items were extracted from the July16, 2012 Consent Agenda to be voted on separately:

PBEE 2012-A.30	Limiting Distance Agreement between Skyline Real Estate Holdings Inc., Barrel Works Guelph Ltd. and The Corporation of the City of Guelph
PBEE 2012-A.31	Proposed Lease Agreement with University of Guelph Southern Ontario Water Consortium Platform Research Facility at Waste Water Treatment Plant

Proposed Lease Agreement with University of Guelph Southern Ontario Water Consortium Platform Research Facility at Waste Water Treatment Plan

Ms. Brenda Lucas, Southern Ontario Water Consortium, provided information regarding the facilities and the expected benefits to the City of Guelph as outlined in the staff report attached to the meeting agenda.

3. Moved by Councillor Guthrie
Seconded by Councillor Bell

REPORT THAT the Mayor and Clerk be authorized to execute a Lease Agreement between the University of Guelph and the City, as outlined in the report by the Manager of Realty Services entitled " *Proposed Lease Agreement with University of Guelph- Southern Ontario Water Consortium Platform – Research Facility at Waste Water Treatment Plant"* and dated July 16, 2012, subject to the final form of the Lease Agreement being satisfactory to the Manager of Realty Services and the Executive Director of Planning, Building, and Environmental Services.

VOTING IN FAVOUR: Councillors Bell, Guthrie, Piper and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

Limiting Distance Agreement Between Skyline Real Estate Holdings Inc., Barrel Works Guelph Ltd. and The Corporation of the City of Guelph

4. Moved by Councillor Guthrie
Seconded by Councillor Bell

REPORT THAT Council authorize the execution of a Limiting Distance Agreement which would allow for the required limiting distance to be measured to a point beyond the actual property line to permit the construction of the north face of the new Gummer Building to include unprotected openings such as 26 exterior windows and one exterior door;

AND THAT the Report on Limiting Distance Agreement between Skyline Real Estate Holdings Inc., Barrel Works Guelph Ltd. and the Corporation of the City of Guelph from Planning, Building, Engineering and Environment dated July 16, 2012, be received.

5. Moved by Mayor Farbridge
Seconded by Councillor Bell

THAT the Planning & Building, Engineering and Environment Committee now hold a meeting that is closed to the public with respect to:

Potential Acquisition of Land
S. 239 (2) (c) proposed or pending acquisition or disposition of land

Carried

6. Moved by Mayor Farbridge
Seconded by Councillor Bell
THAT staff be given direction with respect to the potential acquisition of land.

Carried

The Committee rose from its closed meeting

7. Moved by Mayor Farbridge
Seconded by Councillor Guthrie
THAT the Planning & Building, Engineering and Environment Committee meeting of July 16, 2012 be adjourned.

Carried

The meeting adjourned at 2:16 p.m.

.....
Chairperson

PLANNING & BUILDING, ENGINEERING and ENVIRONMENT COMMITTEE CONSENT AGENDA

September 17, 2012

Members of the Planning & Building, Engineering & Environment Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Planning & Building, Engineering & Environment Committee Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

REPORT		DIRECTION
PBEE-2012.32	**FINAL REPORT OF GGA MANAGEMENT CONSULTANTS: INTEGRATED OPERATIONAL REVIEW OF PLANNING, BUILDING, ENGINEERING AND ENTERPRISE SERVICES AND THE DEVELOPMENT REVIEW PROCESS**	Approve
THAT the staff report regarding the final report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process, dated September 17, 2012 be received; AND THAT staff report back to the Planning & Building, Engineering and Environment Committee with an analysis of the report's recommendations, and a strategic implementation framework, including schedule and financial implications.		
PBEE-2012.33	**MIXED-USE NODES URBAN DESIGN CONCEPT PLANS: WATSON PARKWAY/STARWOOD AND PAISLEY/IMPERIAL COMMUNITY MIXED USE NODE**	Approve
THAT the Planning, Building, Engineering and Environment report 12-93, regarding Mixed-Use Nodes Urban Design Concept Plans dated September 17, 2012, be received; AND THAT Council endorse the Urban Design Concept Plans, Principles and Illustrative Diagrams for the Watson Parkway/Starwood and Paisley/Imperial mixed use nodes, included as Attachments 1A, 1B, 1C and 2A, 2B, 2C to report 12-93;		

AND THAT staff be directed to use the Urban Design Concept Plans, Principles and Illustrative Diagrams to guide the review of future development applications within these nodes.

PBEE-2012.34 HERITAGE PLANNING: ANNUAL ACTIVITY REPORT AND FOUR YEAR WORK PLAN UPDATE

Receive

THAT the Planning, Building, Engineering and Environment report 12-58, regarding the Heritage Planning: Annual Activity Report and Four Year Work Plan Update, dated September 17, 2012, be received.

PBEE-2012.35 180 GORDON STREET BROWNFIELD TAX INCREMENT-BASED GRANT UPSET LIMIT INCREASE REQUEST

Approve

THAT Planning, Building, Engineering and Environment Report #12-75 dated September 17, 2012 regarding 180 Gordon Street Brownfield Tax Increment-Based Grant Upset Limit Increase Request, be received;

AND THAT the request by 180 Gordon Street Ltd. for a Tax Increment-Based Grant pursuant to the Brownfield Redevelopment Community Improvement Plan be approved to a new upset limit of $294,000 subject to criteria outlined in the Brownfield Redevelopment CIP, and provided that an agreement to implement the new upset limit is executed within six months of Council approval;

AND THAT staff be directed to finalize an amendment to the Tax Increment-Based Grant agreement between the City and 180 Gordon Street Ltd. dated January 6, 2012, to the satisfaction of the General Manager of Planning Services, the General Manager of Legal and Realty Services/City Solicitor, and the City Treasurer;

AND THAT the Mayor and Clerk be authorized to execute the amendment to the Tax Increment-Based Grant Agreement.

PBEE-2012.36 HABITAT FOR HUMANITY FUNDING REQUEST FOR 26 AND 28 HURON STREET AND 439 YORK ROAD PROJECTS

Approve

THAT Planning, Building, Engineering and Environment Report #12-76 dated September 17, 2012 regarding a request for Funding by Habitat for Humanity for 26 & 28 Huron Street and 439 York Road projects be received;

AND THAT the request for funding by Habitat for Humanity Wellington County be approved in the form of grants totaling $69,063;

AND THAT staff be directed to finalize agreements to implement the grants with Habitat for Humanity Wellington County to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer;

AND THAT the Mayor and Clerk be authorized to sign the agreements;

PBEE-2012.37 SITE PLAN REVIEW COMMITTEE (SPRC) – 2011 YEAR END ANNUAL REPORT

Receive

THAT the Site Plan Review Committee (SPRC) 2011 Year End Annual Report from Planning, Building, Engineering and Environment, dated September 17, 2012, be received.

PBEE-2012.38 SIGN BY-LAW VARIANCE FOR 101 CLAIR ROAD EAST (GOOD LIFE FITNESS)

Approve

THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance for 101 Clair Road East be received;

AND THAT the request for a variance from the Sign By-law for 101 Clair Road East to permit building signage for Good Life Fitness on the second floor elevation be approved.

PBEE-2012.39 SIGN BY-LAW VARIANCES FOR 1291 GORDON STREET

Approve

THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance for 1291 Gordon Street be received;

AND THAT the request for variances from the Sign By-law for 1291 Gordon Street to permit four signs with a height of 7.8 metres and an area face of 18 m^2 per sign be refused.

PBEE-2012.40 SIGN BY-LAW VARIANCE FOR 226 SPEEDVALE AVENUE WEST (GUELPH AROMATHERAPY STUDIO)

Approve

THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance application for 226 Speedvale Avenue West be received;

AND THAT the request for a variance from the Sign By-law for 226 Speedvale Avenue West to allow six mobile sign permits per year in lieu of the permitted four per year for Guelph Aromatherapy Studio be refused.

Attach.

Planning, Building, Engineering, and Enterprise Services

Joint Operational Review

Presentation to:
PBEE Committee
September 17, 2012

Overview

- In Response to Prosperity 2020:
- Update 2005 Development Application Review Process.
- Balance Community and Developer Interests
- To Be Conducted in Two Phases
- Phase 1 – Identified Current Issues
- Phase 2 – Recommendations to address issues and to improve development application review processes

Process

Oversight Committee

- Staff
- Chamber of Commerce
- Guelph-Wellington Developer's Association
- Local Development Sector
- ICI Real Estate Brokers.

Stakeholder Groups Surveyed (Phase 1)

- Each of the four Departments
- Real Estate Development Sector (local and GTA based)
- Ontario Government
- Local Business Community

Phase 1 Findings

Phase 1 Results: Reported February 2012

Six issue categories identified:

1. Process and Client Service
2. Proponent Practices
3. Municipal Resources
4. Understanding, Clarity and Expectations
5. Staff
6. Broader Public Domain

Phase 2

Objectives:

- To examine current processes and roles;
- To assess structures, processes, service delivery, resources and conflict resolution;
- To identify opportunities for service delivery improvement;
- Recommendations.

Phase 2

Need to engage a consultant that has expertise in:

- Municipal Operational Structures;
- Service Delivery Models;
- Municipal Performance Benchmarking;
- Municipal Economic Development, Planning, Engineering; and
- Building Permit practices and processes.

Internal Leadership:

- Transition Plan &Team Development;
- Direct Report Leadership Team Initiatives;
- Corporate Strategic Planning Initiative;
- Doing Public Business Better Initiative.

Consultant's Report: Findings and Recommendations

Presentation by Gerry Grant of GGA Management Consultants

Improvements and Initiatives to Date

Planning Services

Established new procedures for Council Planning meetings;

Developed and implemented robust Planning Services “Transition Plan”:

- Communicated plan to key stakeholders and community to ensure transparency
- Filled 6 vacancies, including 2 management positions, and managed 4 temporary leaves;
- Continued to provide quality customer service and processing of development applications in timely manner;
- Advanced major policy planning and urban design initiatives;
- Began implementing changes in leadership style to foster a culture of staff engagement and empowerment.

Enhanced internal/external communication and collaboration regarding complex development applications; to promote team-based approach to problem solving;

Reviewing alignment of resources with departmental and corporate priorities, including Corporate Strategic Plan.

Engineering Services

- Streamlined internal development application tracking process;
- Coordination with senior Planning staff to meet target dates for Council/Committee reports, Site Plan and Committee of Adjustment reviews;
- Coordination and cost sharing with external agencies and developers regarding major infrastructure upgrades which support development;
- Coordination between Design and Construction team and Developers to identify and initiate capital projects for major infrastructure upgrades including cost-sharing to support intensification in the Downtown and on Gordon Street;
- Provide timely Engineering review and recommendations for grant applications for Brownfield redevelopments, monitoring and site remediation work;
- Enhanced resources - new Development/Environmental Engineer;
- Coordination Planning and Engineering staff meetings with the GWDA and Home Builders groups.

Building Services

Accomplishments:

- Protocol for updating Inspection Records was Created and Mobile Technology Engaged
- A Downtown Development brochure has been created – "*A Guide to Renovating Buildings in Downtown Guelph*"
- New Technical Services Specialist

Initiatives in Progress:

- Implementation of a Customer Satisfaction Survey Strategy

Existing Services Reviewed:

- Improvements to existing Phone System and Associated Protocols

Economic Development

'Enterprise Department Should Become More Proactive in Investment Attraction/Business Retention' (Recommendation 3.13)

2012 – 2016 Marketing, Communications & Branding Strategy

- Targets Sectors - Clean Tech, Environmental, Advanced Manufacturing, Agri-food.
- New Brand – "*Invest in Guelph*" (can be used by Downtown Renewal program, Community Energy program, and Tourism)

Business Retention & Expansion Program – In Progress

- Joint venture with University & Chamber of Commerce
- Business Plan being prepared
- 2013 Implementation

Economic Development (cont'd)

Investment Attraction –Implemented

- Partner in the Ontario Food Cluster and Ontario Clean Tech Alliance
- Joint venture with other Ontario municipalities
- In-coming and out-going trade missions

Customer Relations Management Program – Implemented

- Sales Force implemented in 2012 - Tracks Investment Inquiries

Data Base Improvements – In Progress

- Real Estate data base/web site improvements
- Economic Development Web site updates
- Assessment and Updating Investment sector profiles .

Next Steps

With involvement of stakeholders, analyze recommendations & develop a strategic implementation framework, including consideration of:

- Staff resource and budget implications;
- Priorities and phasing;
- Timing and schedule;
- Performance metrics;
- Business case analyses;
- Build consensus;
- Alignment with Corporate Strategic Plan, Doing Business Differently Initiative, and Corporate Technology Strategic Plan.

Staff will continue to implement improvements; report in 3-4 months.

Questions

Integrated Operational Review of Planning, Building, Engineering & Enterprise Services & the Development Review Process

Report Presentation
September, 2012

GGA Management Consultants

with

IBI Group

Objectives of the Operational Review

to examine the current development review processes & the roles of :

Planning, Building & Engineering Services

Enterprise Services - Economic Development, Downtown Renewal & Community Energy Initiative

to assess organization, management & operating structures, processes, service delivery, resources and approaches to conflict resolution

to identify opportunities for improved service delivery effectiveness, efficiency & customer service while maintaining appropriate planning standards

endations for improvement with an
olan

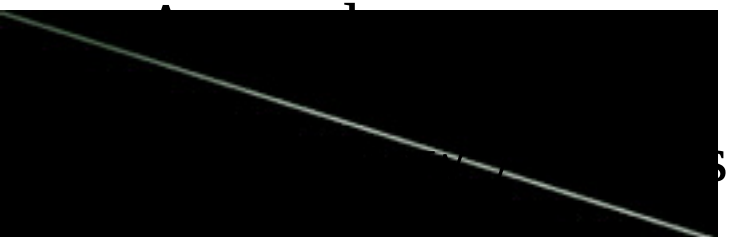
Research & Analysis

Review of Pothier Phase I Scoping Report & stakeholder concerns:

- Lack of clear, consistent, timely application processing
- Improved communications / problem-solving, consensus-building approach with interdepartmental coordination
- Staff role / empowerment / workload resource match
- Quality of proponents' submissions

Interviews / questionnaires with managers & staff

Review of development review processes, procedures, documents, management information systems, e.g.



studies of representative applications

Research & Analysis

Benchmarking research & interviews – Hamilton, Kitchener, London, Brantford, Cambridge for best practices

Assessment / Opportunities for Improvement / Directions for Recommendations

Review with:

- Project Oversight Committee (community & industry representatives)
- Senior Management

ubmission – Guelph Planning

Municipal Benchmarking & Best Practices Findings

Development review a challenging process

Formal pre-consultation

File management:

- Dedicated staff / team approach
- Clearly described processes – website info
- Project tracking, timeframes, standards

Customer communications & feedback:

- Customer Service Survey
- On-line access to file information

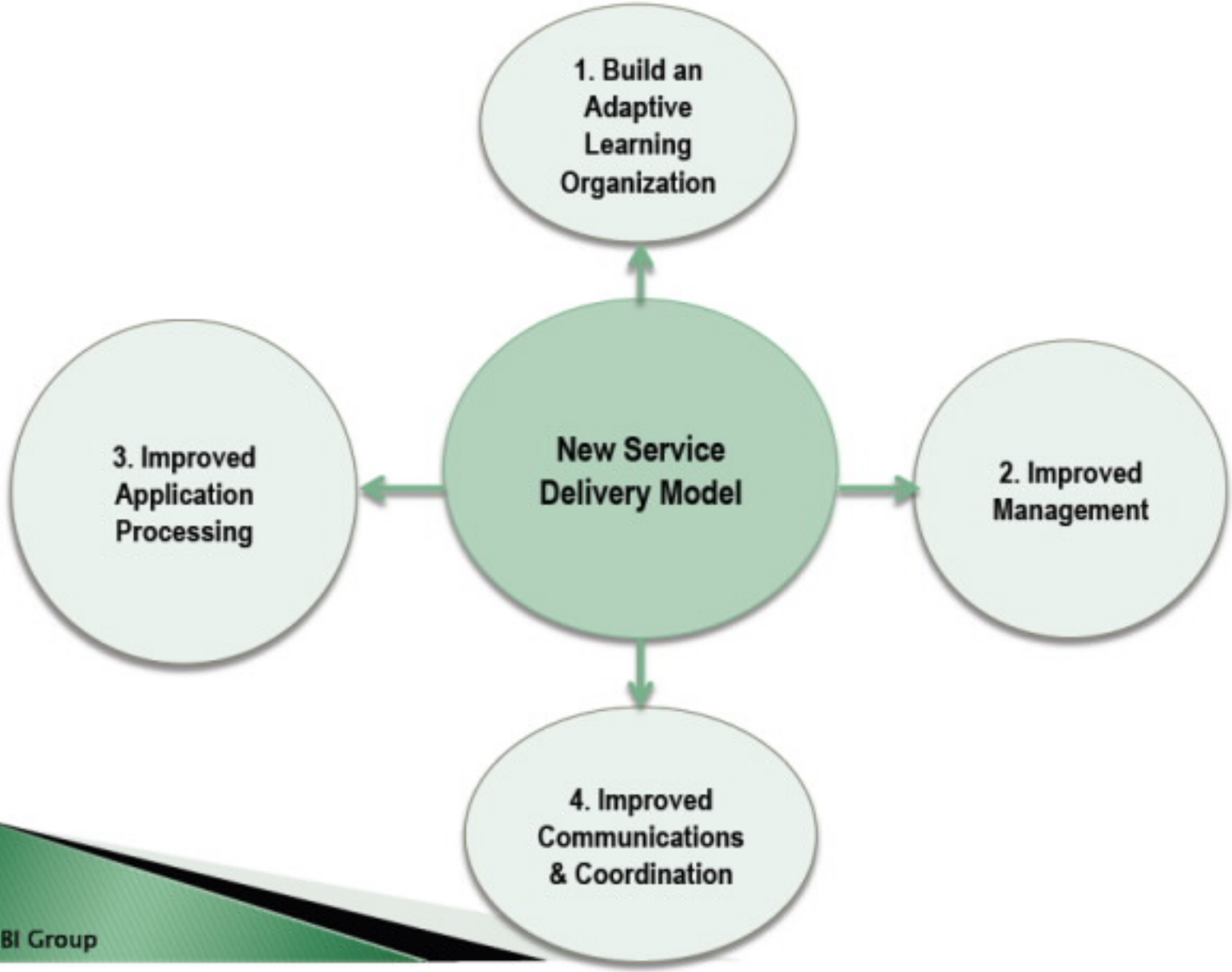
Business support:

- usiness”
- ors

Assessment

- Committed professional staff working to support Council directions
- New plans & policies to guide development
- Site planning well coordinated; communications issues
- Building permit administration efficient & well managed
- Management – weak engagement with development review; staff morale issues
- No mandatory pre-consultation
- [redacted] & coordination issues
- [redacted]ms need improvement

Opportunities for Improvement / Recommendations



Recommendations

1. Build a More Adaptive Learning Organization

1.1 Re-establish Planner II Positions Over Time;
Implement a Team Organization;
Initiate Organization Development

1.2 Establish a Human Resources Staffing &
Succession Plan

1.3 Integrate & Orient New Employees

orship & Training Opportunities

Recommendations

2. Improve Management Direction & Communications

2.1 Clarify Roles & Responsibilities of all Manager Positions; Improve Direction & Involvement in the Development Review Process

2.2 Establish a Manager-level Interdepartmental Management Committee for Development to Better Manage Development Review Processes

2.3 Planning & Engineering General Managers - [redacted] Monitor Application Processing on a

Recommendations

3. **Improve Development Review Processes with Better Coordination, Information Management & Communications with Stakeholders**

3.1 Develop a Business Services Centre

3.2 Establish "Business Facilitator" to Assist City Businesses/ Development Industry

3.3 Establish Gold Star Protocol to prioritize new Development Proposals (jobs, tax assessment)

3.4 Implement a Mandatory Pre-consultation Process for all
ications

ment Review Committee with Regularly

Recommendations

3. **Improve Development Review Processes with Better Coordination, Information Management & Communications with Stakeholders (cont'd)**

3.6 Implement a Revised Site Plan Review Process with Updated Urban Design Guidelines

3.7 Reinstate One-Step Engineering Review

3.8 Expand the Use of & Improve Management Information Systems & Performance Measurement to Support Improved Customer Service

omprehensive Zoning By-law Relative to

Recommendations

Recommendations

4. **Improve Communications Interdepartmentally & with Stakeholders**

4.1 Develop an Overall Communications Strategy to Support the Development Review Process

4.2 Establish a Customer Service Mission Statement in Consultation with Staff & Provide Customer Service Training

4.3 Revise City Website to Better Support Development

4.4 [redacted]nterdepartmental Communication & [redacted]ngst PBEE & Enterprise Staff

COMMITTEE REPORT

TO	**Planning, Building, Engineering & Environment Committee**
SERVICE AREA	Planning, Building, Engineering & Environment and Finance & Enterprise Services
DATE	September 17, 2012
SUBJECT	**Final Report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process**
REPORT NUMBER	FIN-ED-12-07P

SUMMARY

Purpose of the Report:
To provide the Committee with information on the final report of GGA Management Consultants regarding the Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process.

Committee Action:
That the Committee receive the staff report.

RECOMMENDATION

"THAT the staff report regarding the final report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process, dated September 17, 2012 be received;

AND THAT staff report back to Committee with an analysis of the report's recommendations and a strategic implementation framework, including schedule, and financial implications."

BACKGROUND

In 2010, Guelph City Council adopted Prosperity 2020, the City of Guelph's Economic Development and Tourism Strategy. The strategy notes that communities that are successful in retaining and attracting private business investment are those that respond to such investments in a clear, concise and timely fashion. The strategy recommended that Guelph needs to improve its ability to respond to such investments.

In order to address this issue, Economic Development, Planning, Building, and Engineering Services conducted a two-phased joint operational review of our respective programs to improve internal processes and the alignment of resources. This work has been done with the assistance of an oversight committee, which includes representatives from the:

- Guelph Chamber of Commerce;
- Guelph-Wellington Developers' Association;
- local development consulting sector; and
- industrial, commercial and institutional real estate broker sector.

Phase 1, which was conducted in 2011, identified issues through interviews with staff and external stakeholders. The consulting firm, GLPi, was retained to conduct this work. A copy of GLPi's report can be found at: http://www.guelph.ca/uploads/business/OP%20Review%20Issues%20Scoping%20ReportG2.pdf.

The issues list resulting from Phase 1 formed the scoping of areas of concern for the Phase 2 work. In 2012, the consulting team GGA Management Consultants with the IBI Group was retained. The objectives of Phase 2 included the following:

- To review current development review processes and the roles of Planning, Building, Engineering and Enterprise (Economic Development, Downtown Renewal and Community Energy) services;
- To assess organizational, management and operating structures, processes, service delivery, resource and approach to conflict resolution;
- To identify opportunities for improving service delivery effectiveness, efficiency and customer service;
- To make recommendations for improvement in an implementation plan.

REPORT

The Phase 2 review was carried out in three stages:

- Stage 1 - Review of Services, Functions and Operational Issues:
- Stage 2 - Assessment and Development of Service Delivery Opportunities and Related Recommendations;
- Stage 3 - Preparation of Integrated Operational Review Report and Recommendations.

Benchmarking and best practice research and interviews were conducted with five comparable municipalities. The following cities were selected from our list of approved comparator municipalities:

- Hamilton
- Kitchener
- London
- Brantford
- Cambridge

Interviews were conducted to obtain additional input into issues and possible solutions with all Planning, Building, Engineering and Enterprise Services staff.

The consultant spent considerable time reviewing each Department's functions, resources, workload and budgets.

In addition, the final report and recommendations have been framed within the context of existing policy and legislated requirements, including respecting the need for continued public involvement in municipal planning and development processes.

The consultant's final report provides 23 recommendations that can be categorized under four main headings:

1. Build a More Adaptive Learning Organization
2. Improve Management Direction and Communications
3. Improve Development Review Processes with Better Co-ordination, Information Management and Communications
4. Improve Communications Interdepartmentally and with Stakeholders

The report's Executive Summary is found in Attachment 1. The complete report can be found at the following link:
http://guelph.ca/uploads/business/Guelph_ES&PBEE_FINALREPORT.pdf

The consultant's report provides a positive framework for staff and other stakeholders to implement changes to the City's planning, building, development and economic development activities. In fact, as summarized in Attachment 'B', a number of improvements and initiatives have already been implemented or are in progress in the Departments.

While staff has implemented a number of the consultant's recommendations, further assessment and analysis of the balance of the recommendations is required, as they appear to impact both current and future resources and budgets. In addition some recommendations appear to impact other service areas, or require further input from external stakeholders.

Staff, with the involvement of industry stakeholders, will conduct an analysis of the recommendations and develop a strategic implementation framework. The framework will include consideration of priorities, phasing, schedules, financial and resource implications, performance metrics, and the need for business case analyses, where appropriate. A follow-up report will be submitted to Council.

This analysis and related stakeholder consultation is important to build consensus around the preferred approach and timing to address the report's recommendations, and to develop a fuller understanding of the implications and costs of the recommended implementation actions/strategies. The analysis will also ensure alignment of the report's recommendations to the *Corporate Strategic Plan* and the *Doing Business Differently* initiative, as well as interconnections to ongoing strategic initiatives, such as the *Corporate Technology Strategic Plan*.

It is anticipated that the above-noted analysis, including staff/stakeholder consultations, can be completed within approximately 3-4 months. During this period, however, staff will continue to work towards implementing improvements to ensure continued progress while the overall implementation strategy is being developed. Examples of "quick win" improvements include:

- Establish enhanced inter-departmental coordination structures, such as the recommended *Interdepartmental Management Committee for Development* to facilitate the efficient review of development applications and a consensus-based approach to problem solving;
- Begin process mapping for various development application types, documenting standard operating procedures and researching development review performance measurement systems;
- Continue to implement staff team-building, mentoring and training opportunities;
- Proceed with implementation of a formal pre-consultation process to enhance clarity and certainty regarding development applications' requirements;
- Develop internal staff protocols for site inspections, street addressing, etc;
- Establish a *"Downtown Team"* including various departments involved in aspects of Downtown renewal and development to collaborate and coordinate on Downtown initiatives;
- Begin to identify and implement technological enhancements to improve process consistency, service delivery and communications (i.e. Amanda training, website updates).

CORPORATE STRATEGIC PLAN

1.0 Organizational Excellence

1.1 Engage employees through excellence in leadership

1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

1.3 Build robust systems, structure and frameworks aligned to strategy

2.0 Innovation in Local Government

2.2 Deliver Public Service better

3.0 City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

3.2 Be economically viable, resilient, diverse and attractive for business

3.3 Strengthen citizen and stakeholder engagement and communications

FINANCIAL IMPLICATIONS

1. **Integrated Operational Review Budget**
   - Total Contract Amount = $64,750
   - Project funds have been approved by Council

2. **Implementation Budget**
   - Preliminary cost estimates (To be reviewed and confirmed) = $475,000 to $1,150,000 (Council budget approval required).

As noted in the consultant's report, these cost estimates are very broad and preliminary and have been provided as a guide only. Staff will need to thoroughly assess each recommendation and the potential resource implications. It is expected that a majority of the recommendations can be implemented without an increase in existing resources and a number of them, although noted as requiring resources, may already be funded within the City's 10-Year Sustainable Capital Forecast (i.e. Recommendation 3.6 Updated Urban Design Guidelines; Recommendation 3.9 Review City's Comprehensive Zoning By-law).

Some of the recommendations may have interconnections to ongoing operational initiatives in other City service areas, such as the *Corporate Technology Strategic Plan*, and the *Staff Engagement Initiative*. In preparing the *Operational Review Implementation Strategy* and refined budget, staff will have to determine if other ongoing corporate initiatives can be utilized to address some of the report's recommendations, and therefore offset the need for additional resources.

Finally, some of the more substantive recommendations (such as Recommendation 3.1 Developing a Business Service Centre) will require further scoping in order to develop detailed implementation plans and budgets, and may warrant the preparation of business cases in accordance with the recently adopted *Corporate Business Development Framework*. Such initiatives and related budgets would be brought forward to Council at a future date as stand-alone projects for consideration and approval with business cases as appropriate.

CONSULTATION

- Economic Development Services
- Planning Services
- Building Services
- Engineering Services
- Downtown Renewal
- Community Energy

COMMUNICATIONS

A communications framework for releasing the Phase 2 report to internal and external audiences, as well as a communications plan for the implementation plan, has been developed. Given several communications-related recommendations, Corporate Communications will also contribute to preparation of the implementation plan.

ATTACHMENTS

Attachment 'A' – Executive Summary - GGA Management Consulting Inc. Report, including its recommendations

Attachment 'B' – Summary of Current Implementation Activities

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Attachment 'A'

Executive Summary

GGA Management Consulting Inc. Report, Including Recommendations

Corporation of the City of Guelph
Integrated Operational Review of Planning, Building, Engineering & Enterprise Services & the Development Review Process

Executive Summary

The City of Guelph is a growing, diverse and vibrant community with a well-educated population of just over 120,000 in 2011. The City of Guelph recognized the inherent challenges of providing for sustainable growth and development and retained GGA • Management Consultants and IBI Group to conduct an integrated operational review of the current development review processes and the related roles of Planning, Building, Engineering and Enterprise (Economic Development, Downtown Renewal and Community Energy Initiative) services.

The objectives of this Integrated Operational Review included the following objectives:

- to review the current development review processes and the roles of Planning, Building, Engineering and Enterprise (Economic Development, Downtown Renewal and Community Energy Initiative) services
- to assess organization, management and operating structures, processes, service delivery, resources and approaches to conflict resolution
- to identify opportunities for improved service delivery effectiveness, efficiency and customer service
- to make recommendations for improvement with an implementation plan

Assessment

The City of Guelph has a growing economy focused on agriculture and life sciences, with the advanced manufacturing, technology economy and environmental technology sectors contributing to the City's economic development. Sustainable growth is dependent upon effective planning to provide housing, commercial development and transportation infrastructure to support this growth while maintaining Guelph's high quality of life.

PBEE and Enterprise have professional staff who are committed to ensuring that the City of Guelph and its residents continue to benefit from a high quality of life in a healthy and sustainable community. In our interviews and in the responses to our questionnaires we were impressed by the conscientious and thoughtful approach that staff gave to their growth management and development review responsibilities. Staff recognized that the decisions that are made with respect to development have a long-term impact not only for the foreseeable future, but for many generations to come. Staff are working diligently to support Council and its directions, e.g. intensification, downtown development and are seeking to reflect these directions in their review of development applications. They are also mindful that they must abide by the provisions of the Ontario Planning Act and other provincial acts and regulations. They are also aware that development decisions can be challenged at the Ontario Municipal Board. They are, therefore, conscientious in ensuring that there is appropriate justification for the positions they take with respect to specific changes or amendments which they request of developers relative to their applications. Unfortunately, staff morale has been affected by a lack of effective management direction, management resignations and related publicity, workload issues and past City human resources related decisions and reorganizations. The Planning department now has new management in place and has hired new staff to fill vacancies – the time is right to move forward and build a more adaptive learning organization which has engaged management and supports staff in their development review activities. Both PBEE and Enterprise departments would

benefit from improved management direction and greater interdepartmental coordination and communications through the implementation of an improved service delivery model.

PBEE and Enterprise have completed major new policies to guide development, including the Official Plan Update and the Economic Development & Tourism Services Strategy, and are seeking to support Council in its desire to create a healthy, economically strong and sustainable community, and to protect the City's natural and heritage assets. PBEE and Enterprise have also sought to support Council's desire that Guelph be a municipal leader in energy conservation and sustainable development by achieving the goals of its Community Energy Plan and Engineering and Planning have had major roles to play in the successful Civic Square core redevelopment and infrastructure program which has impacted departmental workloads. The Enterprise departments have been instrumental in establishing the new Hanlon Creek Business Park and attracting new industry.

Our review of the development review processes found that there are opportunities for improvement and that there is a need for an improved service delivery model. Management needs to be more engaged and supportive of staff in development review. Communications and coordination amongst departments and with stakeholders could be improved. Our review found that site plan review is generally well coordinated, however, there are communications issues which need to be addressed. A mandatory pre-consultation meeting to start the development review process as practiced by many other municipalities would assist developers in application preparation and would help to streamline the development review and approval process. Information systems to monitor application processing could be improved and better use could be made of existing application and processing information to improve customer service, interdepartmental coordination and process management.

Improved Service Delivery Model for Development Review Needed

An improved service delivery model is needed whereby management and staff can work more productively together to provide better customer service to the development industry, as well as the community and it stakeholders. What is needed is a service delivery model that is "evolutionary" not "revolutionary" and we are confident that the City can move forward to implement this improved service delivery model successfully. This improved service delivery model has four major interdependent components, which are:

- **Build a More Adaptive Learning Organization**
- **Improve Management Direction, Engagement & Coordination**
- **Improve Development Review Processes with Better Coordination, Information Management & Communications with Stakeholders**
- **Improve Communications Interdepartmentally and with Stakeholders**

Our recommendations to establish this improved service delivery model include the following:

Recommendation #1: Build a More Adaptive Learning Organization

Recommendation 1.1	Re-establish Planner II Positions Over Time & Implement a Team Organization Within Planning & Initiate Organization Development Process
Recommendation 1.2	Establish a Human Resources Staffing & Succession Plan to Address Management & Skills Requirements Now and in the Future
Recommendation 1.3	Integrate & Orient New Employees & Provide Mentorship & Training Opportunities for Existing & New Staff in all Departments

Recommendation #2: Improve Management Direction & Communications

Recommendation 2.1 Clarify Roles & Responsibilities of all Manager Positions in Planning, Engineering, Building & Enterprise Departments Relative to Their Direction & Involvement in the Development Review Process

Recommendation 2.2 Establish a Manager-level Interdepartmental Management Committee for Development to Better Manage Development Review Processes

Recommendation 2.3 Planning & Engineering General Managers Should Review, Track and Monitor Application Processing, Project Issues & Timelines on a Weekly Basis

Recommendation #3: Improve Development Review Processes with Better Coordination, Information Management & Communications with Stakeholders

Recommendation 3.1 Develop a Business Services Centre in Conjunction with the Information Services Area on the Main Floor of City Hall

Recommendation 3.2 Establish a New Position of "Business Facilitator" to Assist City Businesses, Including the Development Industry to Access City Services & the Assistance They Need

Recommendation 3.3 Establish Gold Star Protocol for new Development Proposals which would have Major Benefits to the City – Gold Star Program

Recommendation 3.4 Implement a Mandatory Pre-consultation Process for all Development Applications

Recommendation 3.5 Establish a Development Review Committee with Regularly Scheduled Meetings

Recommendation 3.6 Implement a Revised Site Plan Review Process with Updated Urban Design Guidelines

Recommendation 3.7 Reinstate One Step Engineering Review & Comments Process

Recommendation 3.8 **Expand the Use of & Improve Management Information Systems & Performance Measurement to Support Development Application Processing & to Improve Customer Service with the Assistance of City's Information Technology Department**

Recommendation 3.9 Review the City's Comprehensive Zoning By-law Relative to Allowable Uses

Recommendation 3.10 Consolidate Enforcement of all Property-Related By-laws within One Department

Recommendation 3.11 Improve the Management, Coordination & Review of the City's Capital Projects

Recommendation 3.12 Enterprise Departments Should Review New Major Economic Development Opportunities with Employment & Tax Benefits and Coordinate Action to be Taken Relative to the Development Review Process

Recommendation 3.13 Enterprise Departments Should Become More Proactive in Investment Attraction & Business Retention

Recommendation #4: Improve Communications Interdepartmentally & with Stakeholders

Recommendation 4.1: Develop an Overall Communications Strategy to Support the Development Review Process

Recommendation 4.2: Establish a Customer Service Mission Statement in Consultation with Staff & Provide Customer Service Training

Recommendation 4.3: Revise City Website to Better Support Development

Recommendation 4.4: Encourage Better Interdepartmental Communication & Coordination Amongst PBEE & Enterprise Staff

Implementation & Change Management Plan

It is also recommended that an Implementation and Change Management Plan be put in place with implementation of the recommendations being carried out over the coming 4-year period. We are pleased to note that City management and staff have already started to implement some of our recommendations. PBEE and Enterprise Services managers should use the Implementation and Change Management Plan to monitor progress on implementation of the recommendations and make periodic reports to Council.

Further detail on the Recommendations can be found in Section 7.0 and on Implementation in Section 8.0 of this report.

Attachment 'B'

Summary of Improvements and Initiatives

Planning Services

Development and implementation of Planning Services "Transition Plan"

- Developed robust transition plan to manage a challenging period of staffing/leadership changes while continuing to provide quality customer service, processing development applications in a timely manner and advancing critical policy planning and urban design priorities.
- Communicated the plan to development stakeholders and broader community to ensure transparency.
- Successfully filled 6 staff vacancies, including two key leadership positions, two Environmental Planner positions and two members of the technical services team, plus managed 4 temporary staff leaves, and working towards filling new leadership vacancy resulting from the appointment of the former Manager of Planning Policy and Urban Design to the position of General Manager.
- During the Transition period, brought forward approximately 44 staff reports dealing with development planning matters, including approval of a number of major development applications Downtown and elsewhere in the City.
- Finalized a number of major policy planning and urban design projects, including the new Downtown Secondary Plan, the Official Plan Update, Source Water Protection Policies, and made significant progress on numerous other projects including the Guelph Innovation District Secondary Plan, Brooklyn and College Hill Heritage Conservation District Study, Brownfield Redevelopment Community Improvement Plan Update, Urban Forest Management Plan, and Shared Rental Housing.
- Began implementing leadership changes to foster a culture of staff engagement, leadership and empowerment.

Other Improvements and Initiatives

- Initiated monthly Planning Services team meetings to enhance two way communications, provide updates and seek input on broader corporate initiatives (e.g. Corporate Strategic Plan), update and discuss matters arising from Council meetings and staff reports, and conduct round-table discussions and shared learning
- Established interdepartmental teams to coordinate and collaborate on the review of specific major development applications, regularly meet and communicate with applicants, adopt a team-based approach to resolving issues and generally enhance the efficiency and effectiveness of the development review process for these complex, major proposals.

- Began reviewing overall Planning Services departmental work plan, priorities and allocation of resources to establish balanced and manageable staff workloads, review alignment of resources to departmental and corporate priorities, and assess capacity to manage core functions and current priorities and potential new work plan items flowing from other corporate initiatives, in particular the Corporate Strategic Plan.

Economic Development Services

Improvements to Economic Development's "Investment Attraction" and "Business Expansion and Retention" Programs.

- Established and implemented common branding and marketing messages in its marketing collateral. In mid 2012 Economic Development conducted a soft launch of 'Invest in Guelph' a new marketing program and brand. 'Invest in Guelph' will serve as the principle marketing brand for Enterprise Services marketing initiatives. Sub-brands that target specific sub-sectors such as the downtown, investment attraction and business retention can be developed from this brand. The brand provides a consistent look, feel and positive message.
- Established a Customer Relations Management system. Economic Development has secured and is currently using a new customer relations management system for the purpose of tracking and managing new investment opportunities. This system can be expanded for use by Planning, Building and Engineering Services.
- Established a database of information, facts & figures for use in marketing messages and collaterals. In partnership with the Chamber of Commerce and the University of Guelph, Economic Development has created and launched a comprehensive real estate data base and web site which identifies available property and related community investment information. Also in partnership with the Chamber of Commerce and University of Guelph, Economic Development is currently preparing investment data and profiles targeted for use in growing Guelph's advanced manufacturing, clean-tech, environmental, and Information technology sectors.
- Establish improvements to Guelph's Economic Development website with new branding and communications messages, complemented by other marketing collateral and campaigns. In mid 2012 Economic Development completed a 2012 – 2016 Marketing Strategy which, in part identifies improvements to its websites, directs its new marketing collateral and assists its marketing campaigns. Implementation of the 2012 – 2016 Marketing Strategy is currently underway.
- Developing a business retention plan to ensure existing Guelph businesses are given the same attention as new prospects. Economic Development, in partnership with the Chamber and University of Guelph, is developing a new Business Retention Program for launch in 2013. Business surveys are to be conducted throughout the fall of 2012 to identify needs, as well as to define the scope of the program.

Engineering Services

Initiatives and improvements implemented by the Engineering Group:

- Streamlined the internal (Engineering) development application tracking process in coordination with Planning staff.
- Coordinated with Senior Planners and new Manager of Development Planning to share information on Planning Department's Report Priority Listing that sets target Planning Council dates for Planning Reports on development applications.
- Focused coordination with Planning Staff in regard to Site Plan and Committee of Adjustment applications, as well as Zoning Amendment and Official Plan Amendment applications.
- Project Management, coordination and cost sharing with external agencies and developers for major infrastructure upgrades supporting approved developments: e.g. Hanlon / Laird Interchange (HCBP and Southgate developments); Silvercreek Parkway Grade Separation and road improvements, flood protection stormwater management, and feedermain construction (Silvercreek Lands development).
- Proactively coordinated with Design & Construction and developers to identify and initiate capital projects for major infrastructure upgrades including cost-sharing to support intensification (a) in the Downtown and (b) on Gordon Street.
- Provided Engineering review and recommendations for grant applications for Brownfield redevelopments; followed with monitoring and approval of site remediation work and payments.
- Enhanced staff resources by hiring a new Development/Environmental Engineer to provide professional assistance in Development Engineering, Contamination Issues and Linear Infrastructure Environmental Assessments.
- Coordinated Senior Planning and Engineering staff meetings with the Guelph Wellington Developers Association and Home Builders groups. This task will now revert back to Planning with the filling of the Development Planning Manager position.

Capital Projects – Co-ordination and Review:

- There is a defined process for linear Design and Construction projects that incorporates input from a variety of stakeholders.

Improve the Management Co-ordination and Review of the City's Capital Projects:

- Engineering has a very robust infrastructure review process that includes Master Plans, modeling software and consultation prior to undertaking capital projects. A project charter may be an effective tool for more complex capital projects for example, the intermodal facility.

Building Services

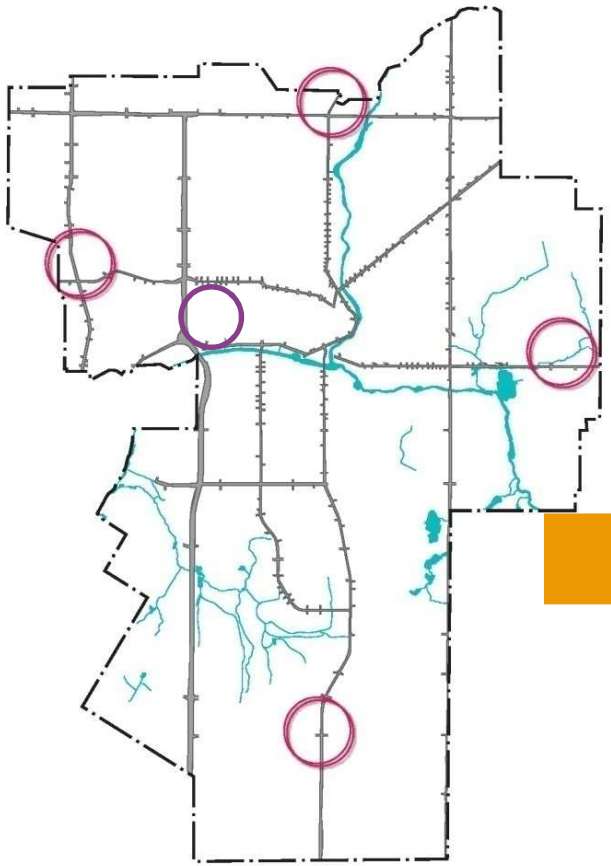
Steps taken by the Building Department:

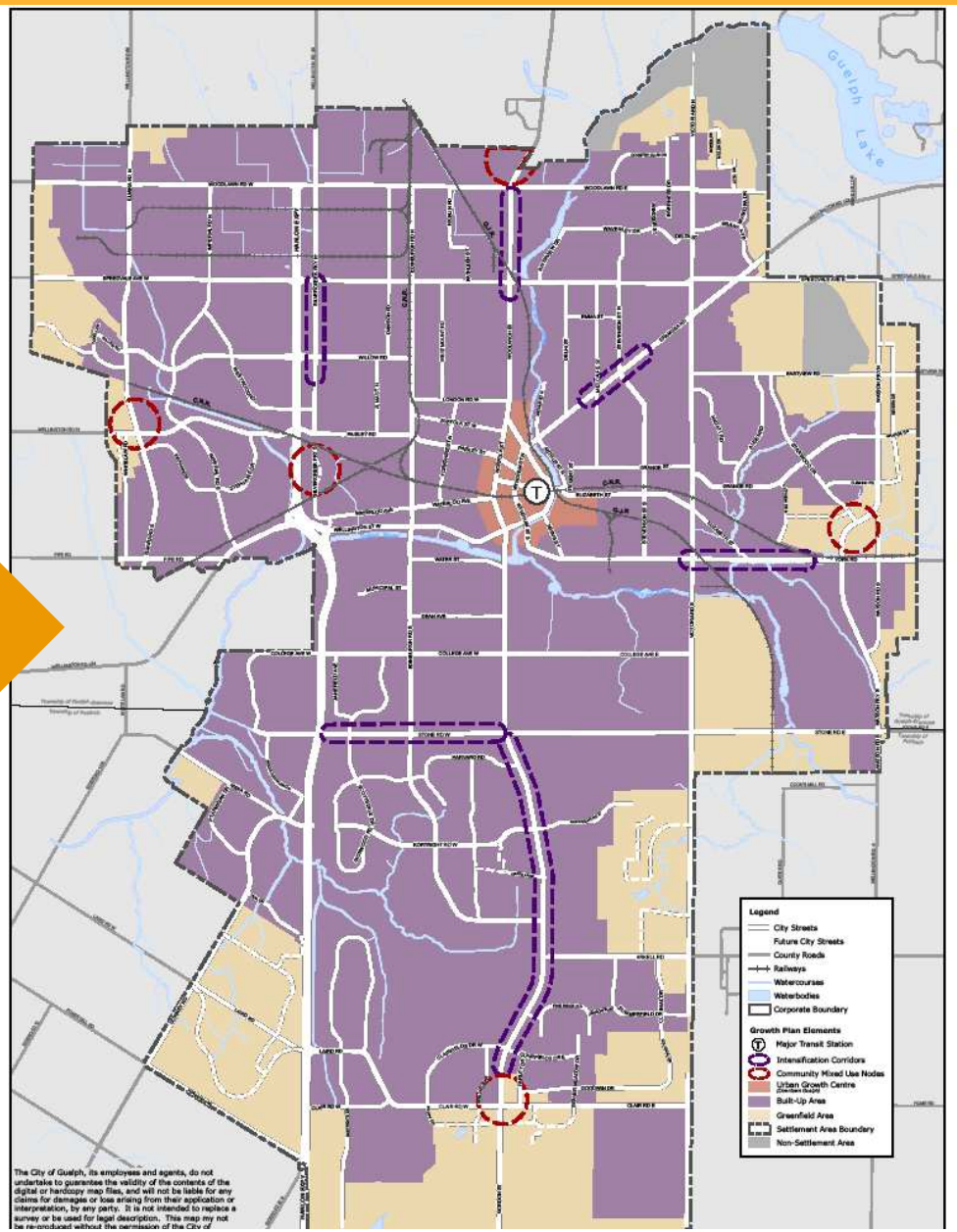
- Protocol for updating Inspection Records was created and Mobile Technology was engaged
    - Positive outcomes - the use of mobile technology for inspection entry in the field allows for immediate access to updated information for our customers and for staff.
- A Downtown Development brochure has been created – "A Guide to Renovating Building in Downtown Guelph"
    - Positive outcomes - this brochure has further enhanced our downtown support program that already includes a plans examiner and building inspector dedicated to meeting the needs of the downtown business community. In addition to the existing pre-consultation process, we are now holding pre-construction meetings to aid downtown property owners and constructors with building projects.
- New Technical Services Specialist
    - This position was hired in November 2011. Positive outcome - to date this position has helped us to:
        a) Inform our stakeholders of impending code changes. For example, with significant building code changes related to energy conservation that came into effect in January 2012 the Technical Services Specialist sent out notification in December 2011 to over 400 of our industry partners to advise them of impending Ontario Building Code changes resulting in positive feedback including the following comment; *"I was given a copy of your letter dated Dec. 19th, 2011 discussing the OBC SB-10 changes. Congratulations to the City of Guelph – as far as I am aware, you are the first municipality that has reached out to the design community regarding this change. It is very helpful that we are aware of the requirements in advance of building permit submissions."*
        b) Developed performance measurements which were displayed for the first time in our 2011 Annual Report.
- Initiatives in Progress
    - Implementation of a Customer Satisfaction Survey Strategy with the anticipated outcome being to regularly gauge the satisfaction level of our customers with the services we provide and to identify opportunities for improvements.
- Existing Services Reviewed
    - Improvements to existing Phone System and Associated Protocols are having the positive outcome of having our customers directed to the correct person in a more efficient and accurate manner.

Evolving Guelph's Mixed Use Nodes

Sept 17, 2012 PBEE

5 Mixed Use Nodes





OPA 39

UD Action Plan

Existing

Planned

Future

Precedents—Making it urban

Urban Villages & Main Streets

OPA 48:
Urban Design Concept Plans

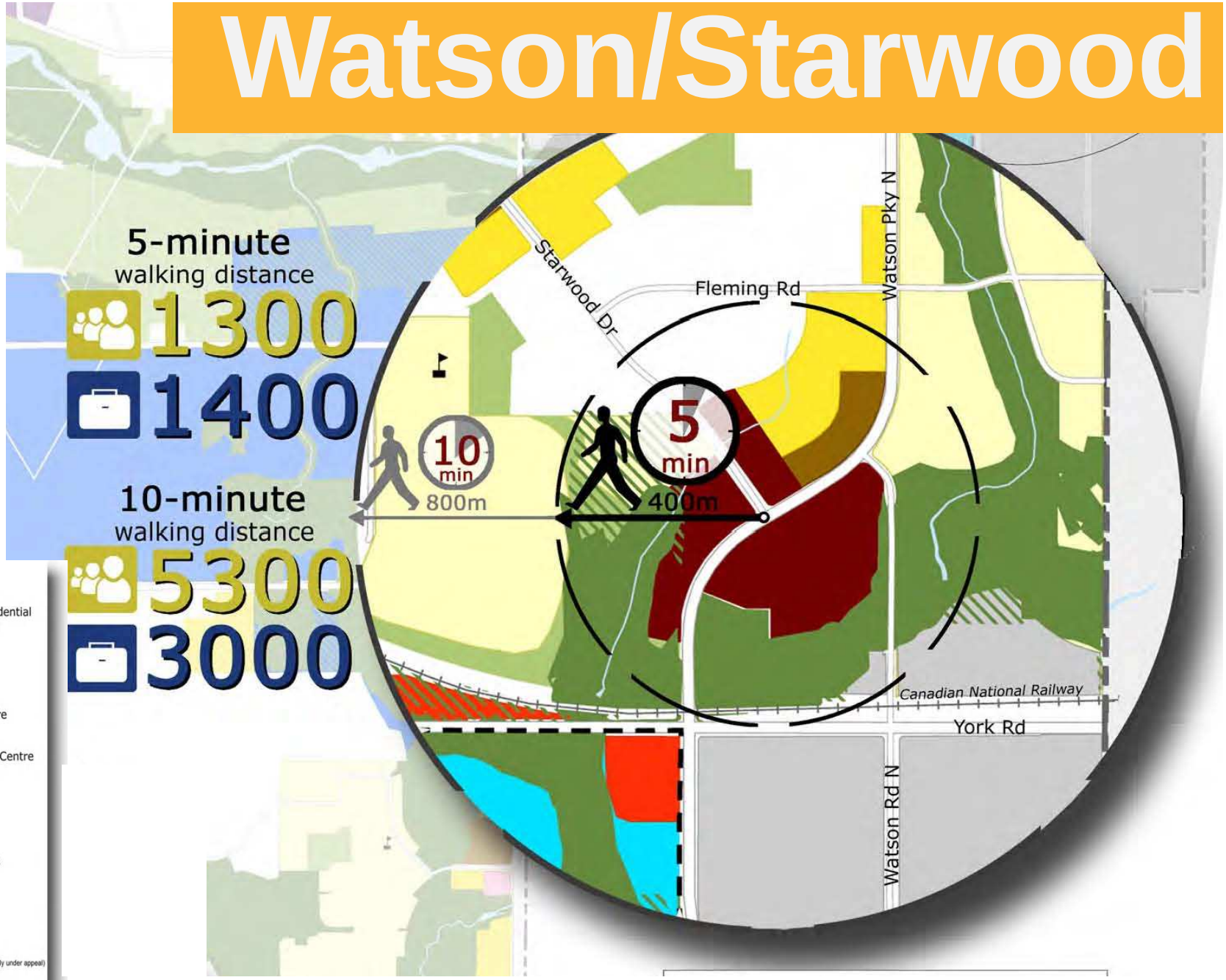
Introduction of policies to require concept plans for major development proposals within the Nodes. **Urban Design Concept Plans** to address:

- linkages between new and existing development;
- locations for public and private streets and laneways;
- general massing and location of buildings to establish transition to surrounding community;
- locations of open space.

Urban Design Concept Plans

1. Urban Design Concept Plan Diagram
2. Principles
3. Illustrations

Watson/Starwood



Watson/Starwood

Today

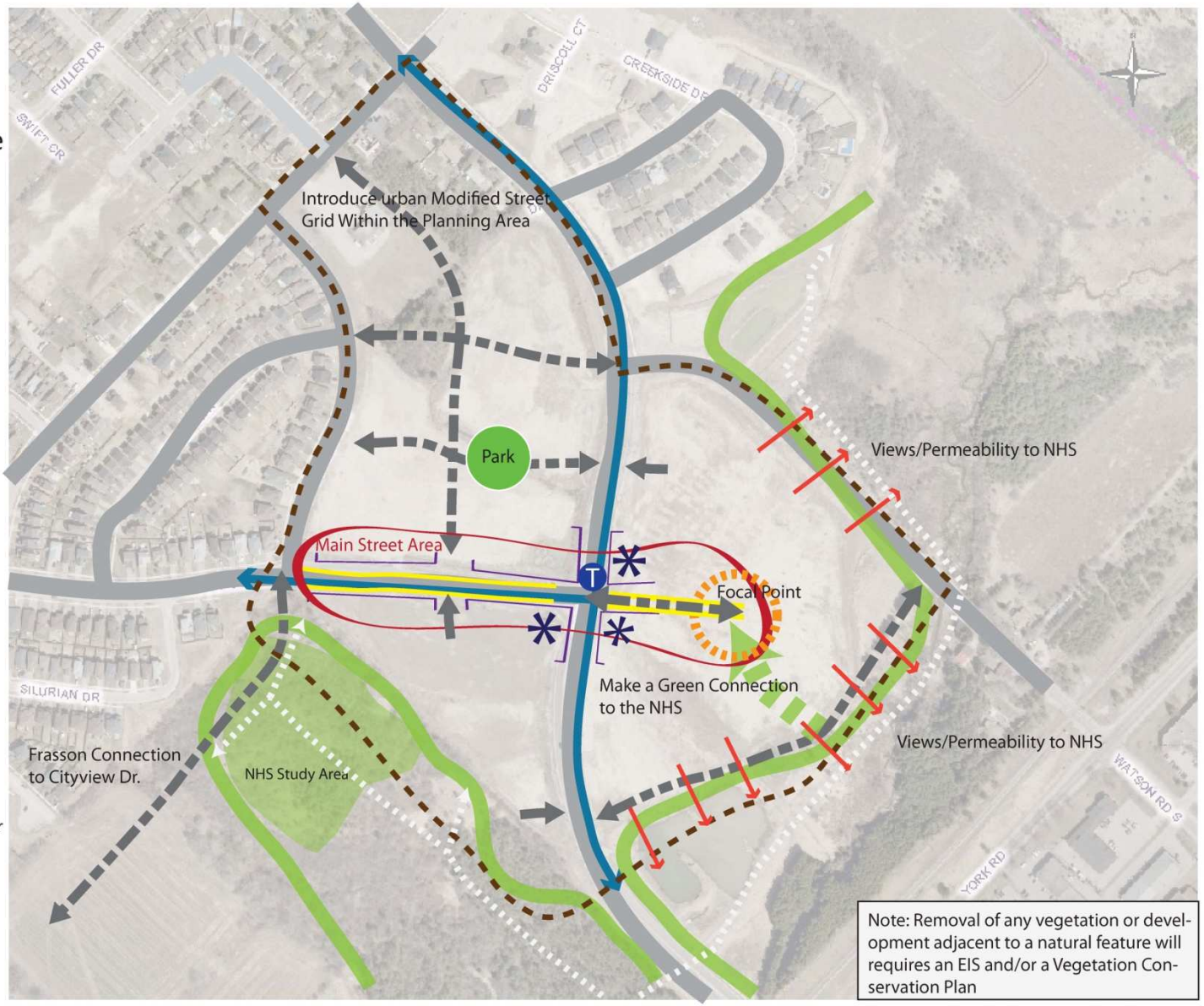
Watson/Starwood

After (Visualization)

Urban Design Concept Plan

Watson Parkway/ Starwood

Community Mixed-use Node
Urban Design Concept Plan



- Transit Node
- On-street cycling facilities
- On-street parking
- Focal Point
- Streetwall with Building Entrances
- Potential Mixed-use building/Taller building
- Potential Road/Ped. Connections
- NHS Boundary (conceptual and currently under appeal)
- Study Area Boundary
- Off-Road Trail

Key Principles Summary

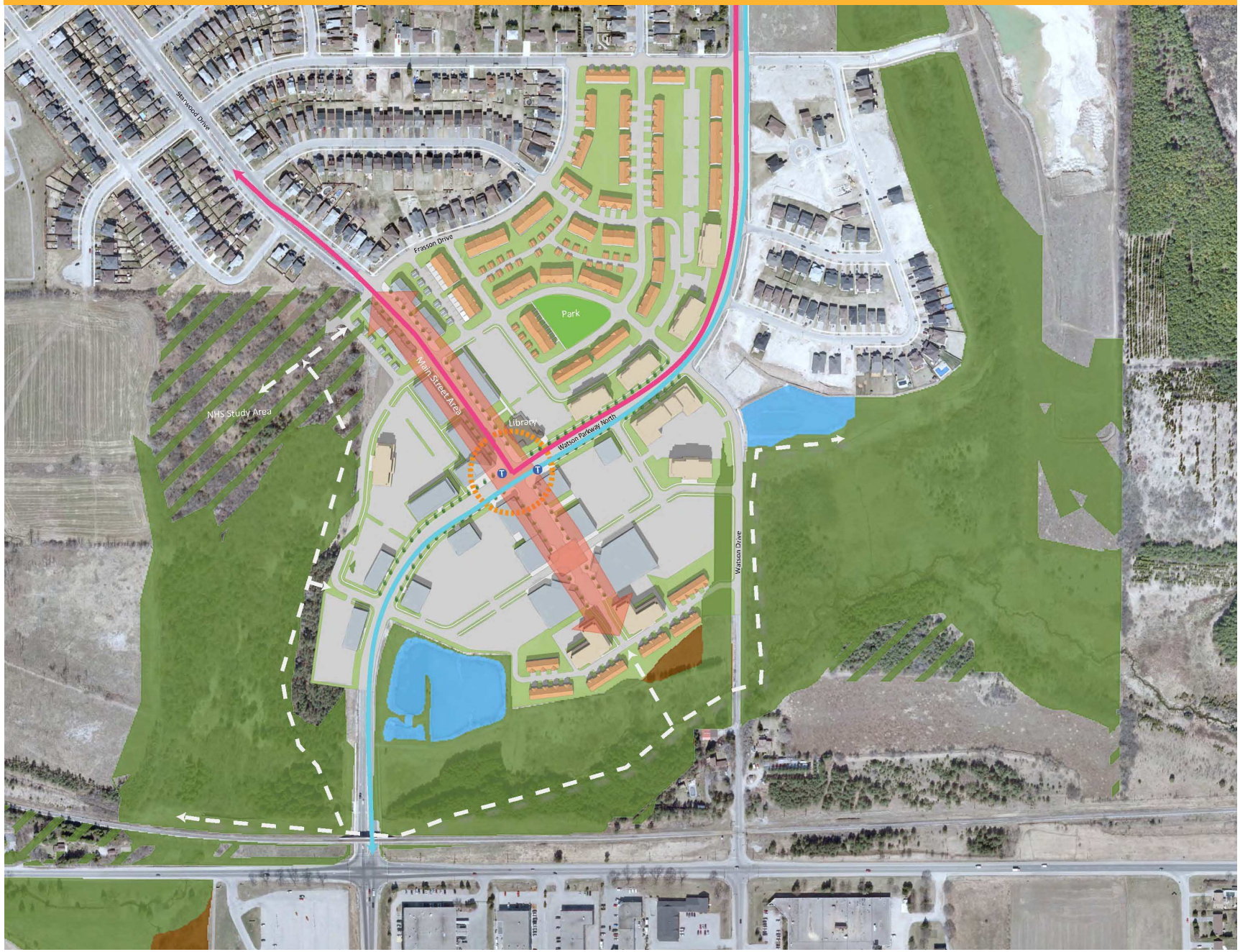
•The extension of Starwood west of Watson Parkway as the Main Street for the urban village (i.e. including on-street parking, street trees and other pedestrian amenities);

•Introduction of a modified grid road pattern that creates adaptable urban blocks and that promotes connectivity and pedestrian/cyclist movement;

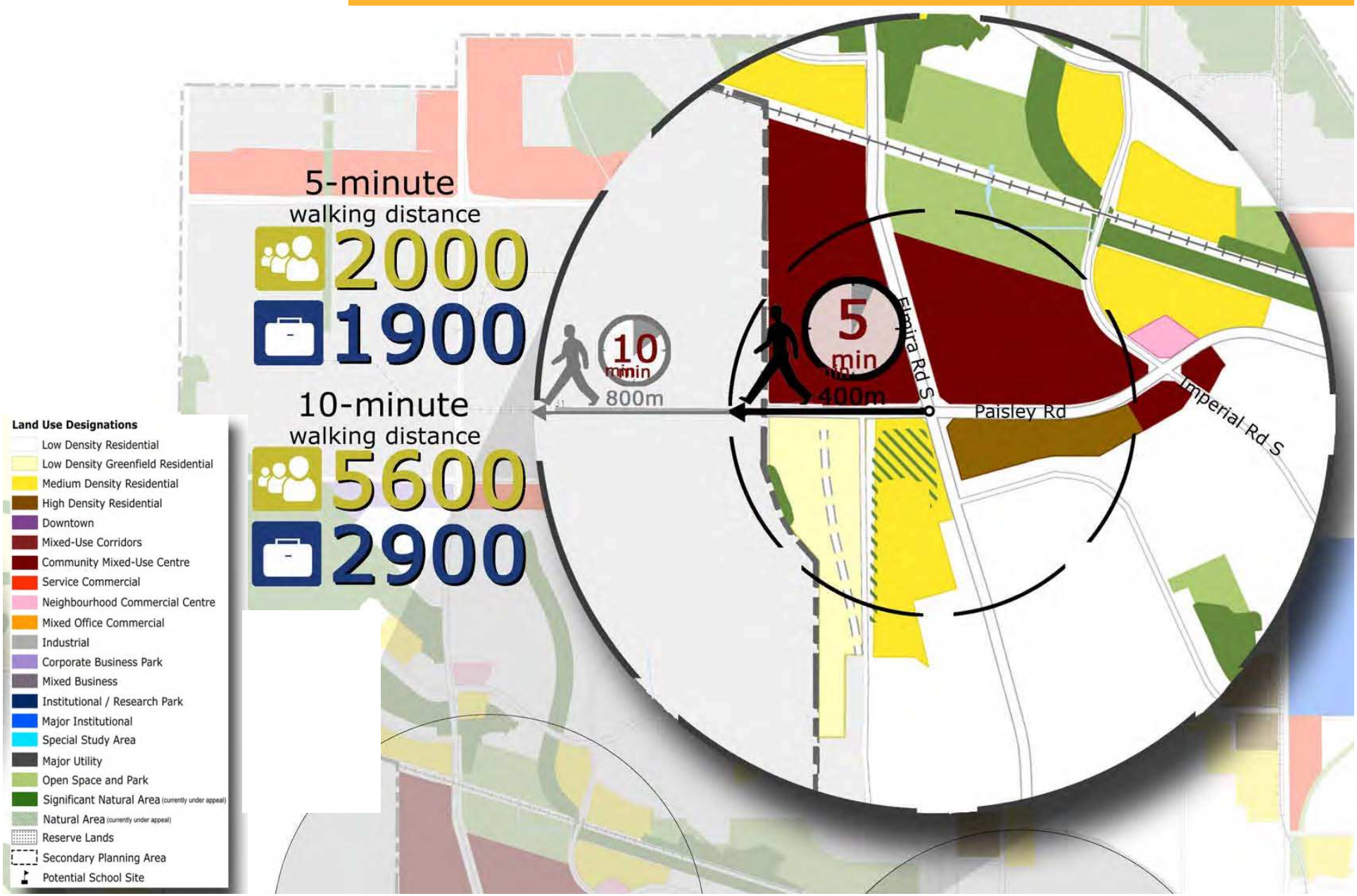
•Taller buildings will generally be located at or near the intersection of Starwood and Watson Parkway; and,

•Development should capitalize on the public views/permeability towards the Natural Heritage System.

Illustrations



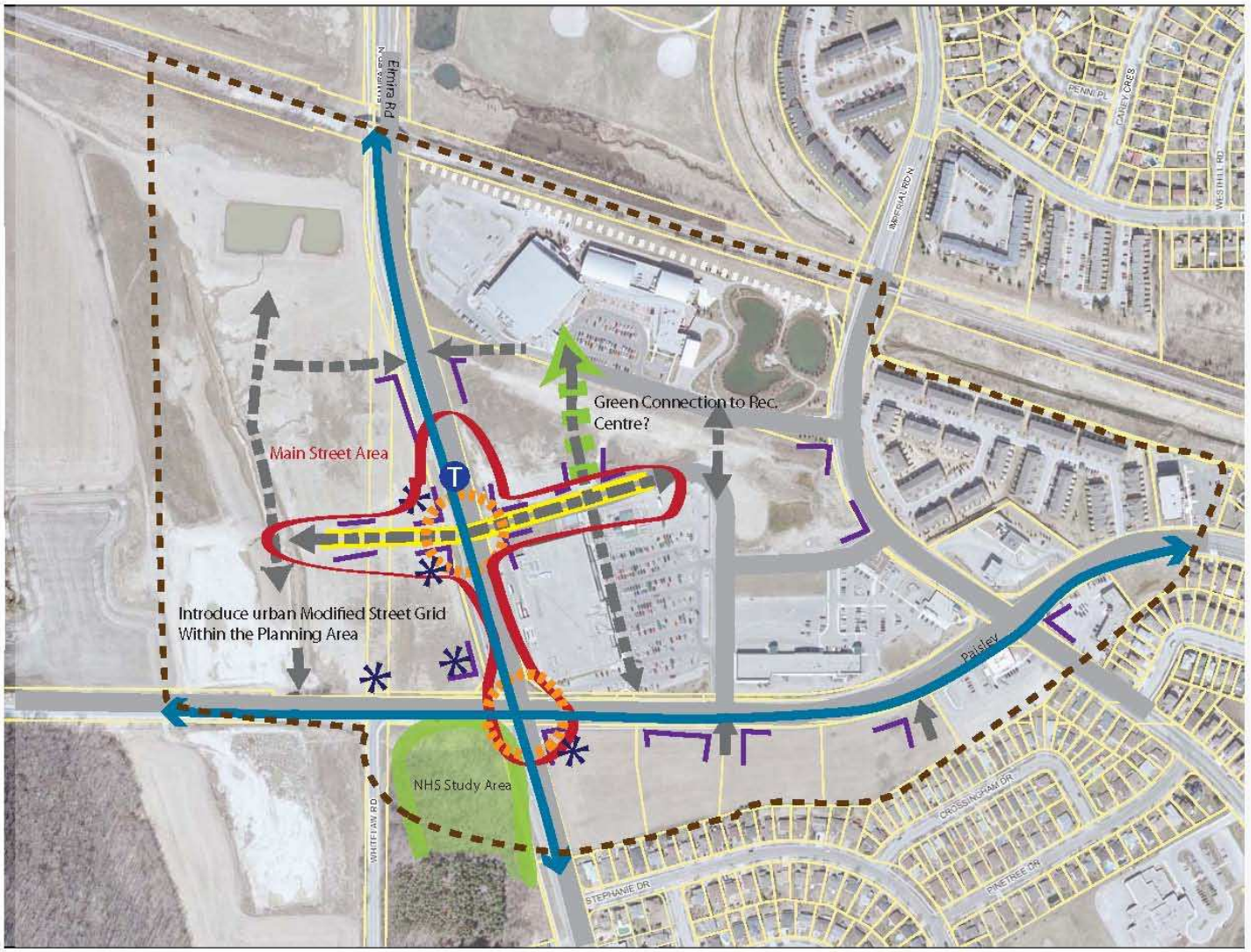
Paisley/Imperial



Urban Design Concept Plan

Paisley/ Imperial

Community Mixed-use Node
Urban Design Concept Plan



- Transit Node
- On-street cycling facilities
- On-street parking
- Focal Point
- Streetwall with Building Entrances
- Potential Mixed-use building/Taller building
- Potential Road/Ped. Connections
- NHS Boundary (conceptual and currently under appeal)
- Study Area Boundary
- Off-Road Trail

Key Principles Summary

•The creation of a new east-west street as the Main Street for the urban village (i.e. including on-street parking, street trees and other pedestrian amenities) north of the existing Zehrs;

•Introduction of a modified grid road pattern that creates adaptable urban blocks and that promotes connectivity and pedestrian/cyclist movement;

•Taller buildings will generally be located at or near the intersection of Elmira/Paisley and Main Street/Elmira; and,

•Improve on the pedestrian connectivity to the West End Recreation Centre—especially to the proposed high density residential blocks south of Paisley Road.

Illustrations

Recommendations

“THAT the Planning, Building, Engineering and Environment report 12-93, regarding Mixed-Use Nodes Urban Design Concept Plans dated September 17, 2012, be received;

AND THAT Council endorse the Urban Design Concept Plans, Principles and Illustrative Diagrams for the Watson Parkway/Starwood and Paisley/Imperial mixed use nodes, included as Attachments 1A, 1B, 1C and 2A, 2B, 2C to report 12-93 to report 12-93;

AND THAT staff be directed to use the Urban Design Concept Plans, Principles and Illustrative Diagrams to guide the review of development applications within these nodes.”

COMMITTEE REPORT

TO	**Planning & Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**Mixed-Use Nodes Urban Design Concept Plans: Watson Parkway / Starwood and Paisley / Imperial Community Mixed Use Node**
REPORT NUMBER	12-93

SUMMARY

Purpose of Report:
To provide an overview on the Mixed-Use Nodes Urban Design Concept Plan policies and a recommended approach to implementation with a focus on the Watson Parkway/Starwood and Paisley/Imperial Community Mixed Use Nodes.

Committee Action:
To receive Report 12-93 which outlines the staff approach to implementing the Urban Design Concept Plans and achieve the Council-adopted Official Plan vision in regard to the Community Mixed-Use Nodes.
To direct staff to use the attached Urban Design Concept Plans for the Watson Parkway/Starwood and Paisley/Imperial Community Mixed Use Nodes in the evaluation of future development applications within these nodes.

RECOMMENDATION

"THAT the Planning, Building, Engineering and Environment report 12-93, regarding Mixed-Use Nodes Urban Design Concept Plans dated September 17, 2012, be received;

AND THAT Council endorse the Urban Design Concept Plans, Principles and Illustrative Diagrams for the Watson Parkway/Starwood and Paisley/Imperial mixed use nodes, included as Attachments 1A, 1B, 1C and 2A, 2B, 2C to report 12-93;

AND THAT staff be directed to use the Urban Design Concept Plans, Principles and Illustrative Diagrams to guide the review of future development applications within these nodes."

BACKGROUND

The purpose of this report is to provide background information in regards to the evolution of the City's Mixed-Use Nodes and provide an update as to how the Council-adopted Official Plan policies will be implemented through the development applications.

This report will discuss the Council-adopted Official Plan policies regarding Urban Design Concept Plans and provide examples of these documents for the Imperial/Paisley and Starwood/Watson nodes for Council consideration.

This work builds on the Urban Design Action Plan, OPA 39 and OPA 48 in using urban design to implement "place-making" principles in these nodes through the technical city-building procedures and tools available to the City. The more the City can enable and articulate a shared vision for Guelph, the more our citizens, developers and staff can feel confident in talking about the City as a collective project.

REPORT

Policy Context: Mixed Use Node Policies

Official Plan

The policy context of the Mixed Use Nodes has evolved through subsequent Official Plan updates and Commercial Policy Reviews.

The existing Official Plan contains Mixed Use Node land use policies that:

- Define the role of the nodes as serving both the needs of residents living and working in nearby neighborhoods and employment districts and with the wider City as a whole;
- Permit a variety of commercial uses as well as residential uses and small-scale office uses;
- Direct large format retail uses to this designation while capping the amount of retail development; and,
- Contain a number of detailed urban design policies.

Five Mixed Use Nodes are identified: (see Attachment 3 for general locations)

- Woodlawn/Woolwich Street Node;
- Paisley/Imperial Node;
- Watson Parkway/ Starwood Node;
- Gordon/Clair Node; and,
- Silvercreek Node.

Urban Design Action Plan/OPA 39

Through the Urban Design Action Plan and subsequent Official Plan Amendment 39, the policy context around the nodes has further evolved. Both of these documents identify these nodes as part of the structuring elements of the City containing

multiple land use designations such as high density residential designations in combination with permitting shopping and service uses.

The vision articulated in the Urban Design Action Plan is to transform, over time, the city's five major Community Nodes into distinct "urban villages"—mixed-use, transit and pedestrian oriented places that provide focal points for civic life, higher-density housing, office and retail employment, and live-work opportunities.

OPA 39, which is in full force and effect, began to create a policy framework and vision for evolving these "urban villages".

Official Plan Amendment (OPA) 48

OPA 48 finalized the Five Year Update to the Official Plan and, among other items, updated the land use designations. OPA 48 was adopted by Council on June 5, 2012 as has been forwarded to the Province for their review as the approval authority.

OPA 48 provides additional direction regarding implementing the vision for the Mixed Uses Nodes over the long-term. It makes a distinction between Community Mixed-Use Nodes (a City-wide structuring element) and Community Mixed-Use Centre land use designation. The land use designations on Schedule 2 of the Official Plan provide the range and mix of permitted uses that would achieve the vision of pedestrian-oriented and transit-supportive development with amenities and commercial uses in proximity to residential neighbourhoods (see Attachment 3 which shows jobs and residents in proximity of the nodes).

Medium and high density residential uses are designated within walking distance of the designated commercial centres. While market and economic conditions will ultimately determine the timing for the full build-out of the permitted uses, OPA 48 also introduces the use of Urban Design Concept Plans as a key tool for implementing the policies. Urban Design Concept Plans are further discussed below.

The Nodes Today

The five Community Nodes at the periphery of the City were each intended to contain a range of commercial and residential uses but to date, following market trends, they have been developed as typical single-storey retail plazas served by large parking lots. In addition, some Nodes contain little or no development today while others are almost completely built out.

As stated in the Council-adopted Urban Design Action Plan:

> "Changing the nature of the Community Nodes will require strong urban design and land use policies and a development industry willing to take an alternative approach. It may also require public investments in the form of civic open spaces, institutions or community facilities to complement other uses and attract residential and employment uses."

Furthermore, the UDAP identifies a number of specific challenges to their evolution that will need to be addressed through implementation:

- Bulk of available lands currently used for low-density, single-storey retail uses and surface parking;
- Function and design of primary roads generally not conducive to walking and pedestrian-oriented development—no on-street parking to calm or buffer traffic ;
- Existing development generally not structured to accommodate intensification due to the large land parcels;
- Active public uses (e.g., parks, community and recreation centres, libraries) generally not integral or well-connected to existing development;
- Currently very little or no apparent demand for higher-density housing and offices in existing nodes; and,
- Consumer demand and the nature of the development market in Guelph makes achieving design excellence and getting developments to adopt alternative standards a challenge in new development areas.

Moving Forward: Implementing the Vision

Purpose and Content of Urban Design Concept Plans

One of the key implementation mechanisms identified in OPA 48 (Section 3.11) is the creation of Urban Design Concept Plans to help articulate how these nodes will evolve, address the challenges identified, and plan for the long-term evolution of the nodes in support of the vision for higher density mixed-use areas.

OPA 48 requires Urban Design Concept Plans to be developed for major development proposals within the Community Mixed-use Nodes. The policies allow for the planning work to be led by staff or a development proponent.

Further, the policies (section 3.11.6) provide direction as to what the concept plan should include, namely:

i) linkages between properties, buildings and uses of land both within and adjacent to the node;
ii) identification of an appropriate location for a Main Street area;
iii) locations of new public and/or private streets and laneways;
iv) locations of open space on the site such as urban squares;
v) general massing and location of buildings that establish a transition to the surrounding community;
vi) pedestrian, cycling and transit facilities; and
vii) *heritage attributes* to be retained, conserved and/or rehabilitated.

As proposed below, the Urban Design Concept Plan will generally include the following components:

1. Urban Design Concept Plan showing a high-level illustration of the main principles and structure of the Node.

2. Associated principles underlying the Urban Design Concept Plan
3. A series of Illustrations showing how the concept plan could be implemented.

How Staff will Develop Urban Design Concept Plans for the Nodes

Staff has already started working with applicants to implement the Council-adopted Official Plan policies through the review of active development applications. Planning staff have been co-ordinating with other departments (e.g. Engineering, Parks and Transit) in order to develop the concept plans and associated illustrations attached. Staff has also been reviewing public feedback received through the development application process.

Moving forward, the review and creation of Urban Design Concept Plans will continue to be developed in consultation with internal and external stakeholders as well as through public input received through the development review process.

How Staff will implement Urban Design Concepts for the Nodes

The Urban Design Concept Plans establish the general principles for the development of the node. They will be used to provide guidance for staff to evaluate development applications within the node.

Development proposals within the area will be required to demonstrate how the proposal is generally consistent with and reflect the Urban Design Concept Plans to the satisfaction of staff. Furthermore, the principles established will guide the development of implementation tools (e.g. Zoning By-law Amendments or updates). This being said, the Concept Plans, Principles and Illustrations are by their nature conceptual and issues such as building size/placement may be refined and changes proposed through the development process so long as the development is generally consistent with Urban Design Concept and principles.

Watson Parkway/Starwood Community Mixed Use Node (Attachment 1)

The Watson Parkway/Starwood Community Mixed Use Node currently contains little development, with some existing single-detached dwellings near Flemming Road. The existing major building is the public library located at the intersection of Watson Parkway/Starwood intersection. The following land use designations (as shown in OPA 48) are permitted: Community Mixed-Use Centre, High Density Residential and Medium Density Residential.

Current development applications in the node:

Address	Application#	Summary	Status
115 Watson Rd N	OP0504/ZC0512	Proposed modification of the existing zoning regulations to permit a revised development scheme with a greater floor area for the proposed mixed-use commercial project.	Open House held on June 1, 2009 OPA approved
115 Fleming Road	ZC1102 & 23T-11501	Application for a Zoning By-law Amendment to permit the development of 62 on-street townhouse units.	Decision Meeting: September 4, 2012
11 Starwood	23T-11502 / ZC1113 / OP1103	Applications for a Draft Plan of Subdivision, Official Plan Amendment and Zoning By-law Amendment to permit the development of 63 on-street townhouse units, 138 stacked townhouse units, one commercial block, one park block and one library block.	Public Meeting: April 2, 2012 Appealed to OMB

Overview of Concept

As articulated and shown in Attachments 1A, 1B, and 1C, the following key ideas are proposed as part of the Urban Design Concept Plan:

- The extension of Starwood east of Watson Parkway as the Main Street for the urban village (i.e. including on-street parking, street trees and other pedestrian amenities);
- Introduction of a modified grid road pattern that creates adaptable urban blocks and that promotes connectivity and pedestrian/cyclist movement;
- Taller buildings will generally be located at or near the intersection of Starwood and Watson Parkway; and,
- Development should capitalize on the public views/permeability towards the Natural Heritage System.

Paisley/Imperial Community Mixed Use Node (Attachment 2)

The Paisley/Imperial Community Mixed Use Node currently contains a large-format Zehrs grocery store near the corner of Paisley and Elmira with smaller commercial pads to the east. The City's West End Recreation Centre is located south of the railway tracks between Elmira Road and Imperial. Higher density development is located east of Elmira Road.

The following land use designations (as shown in OPA 48) are permitted: Community Mixed-Use Centre, High Density Residential (south of Paisley) and Medium Density Residential (existing and east of Imperial).

Current development applications in the node:

Address	Application #	Summary	Status
1411 Paisley Road	ZC1117	Proposed Zoning Amendment to change the zoning from the existing UR zone (Guelph Zoning By-law), the SC.1 zone (Guelph Zoning By-law) and the Agricultural zone (Guelph-Eramosa Zoning By-law) to the CC zone (Guelph Zoning By-law)	Public Meeting: June 5, 2012

Overview of Concept

As articulated and shown in Attachments 2A, 2B, and 2C, the following key ideas are proposed as part of the Urban Design Concept Plan:

- The creation of a new east-west street as the Main Street for the urban village (i.e. including on-street parking, street trees and other pedestrian amenities) north of the existing Zehrs;
- Introduction of a modified grid road pattern that creates adaptable urban blocks and that promotes connectivity and pedestrian/cyclist movement;
- Taller buildings will generally be located at or near the intersection of Elmira/Paisley and Main Street/Elmira; and,
- Improve on the pedestrian connectivity to the West End Recreation Centre—especially to the proposed high density residential blocks south of Paisley Road.

STAFF RECOMMENDATION / NEXT STEPS

The Urban Design Concept Plans reflect and build upon the work completed to date including: OPA 48, OPA 39 and the Urban Design Action Plan. Staff recommends that the attached Urban Design Concept Plans, Principles and associated Illustrative Diagrams be used in staff's evaluation of future development applications to ensure that future development applications are generally consistent.

As part of Staff's future workplan, staff is also anticipating coming forward with Urban Design Concept Plans for the Gordon/Clair and Woodlawn/Woolwich Community Mixed Use Nodes. In the future, staff will also begin working on visualization/intensification analysis to explore how these nodes may continue to evolve after their initial buildout over the longer term into more intense urban villages.

CORPORATE STRATEGIC PLAN

City Building – Strategic Direction 3.1: Ensure a well designed, safe, inclusive, appealing and sustainable City.

FINANCIAL IMPLICATIONS

None; the Urban Design Concept Plans are being developed "in-house" by City Staff.

DEPARTMENTAL CONSULTATION

Planning, Building, Engineering and Environment (Engineering)
Community and Social Services (Parks and Recreation)

COMMUNICATIONS

Staff have been meeting with development stakeholders within the nodes to discuss the proposed approach to Urban Design Concept Plans. Staff have also reviewed comments received through the development applications processes.

ATTACHMENTS

Attachment 1A:	Urban Design Concept Plan— Watson Parkway/Starwood Community Mixed Use Node
Attachment 1B:	Urban Design Concept Plan Principles: Watson Parkway/Starwood Community Mixed Use Node
Attachment 1C:	Urban Design Concept Illustrative Diagrams— Watson Parkway/Starwood Community Mixed Use Node
Attachment 2A:	Urban Design Concept Plan—Paisley/Imperial Community Mixed Use Node
Attachment 2B:	Urban Design Concept Plan Principles: Paisley/Imperial Community Mixed Use Node
Attachment 2C:	Urban Design Concept Illustrative Diagrams —Paisley/Imperial Community Mixed Use Node
Attachment 3:	Mixed Use Nodes 2031 Population and Jobs

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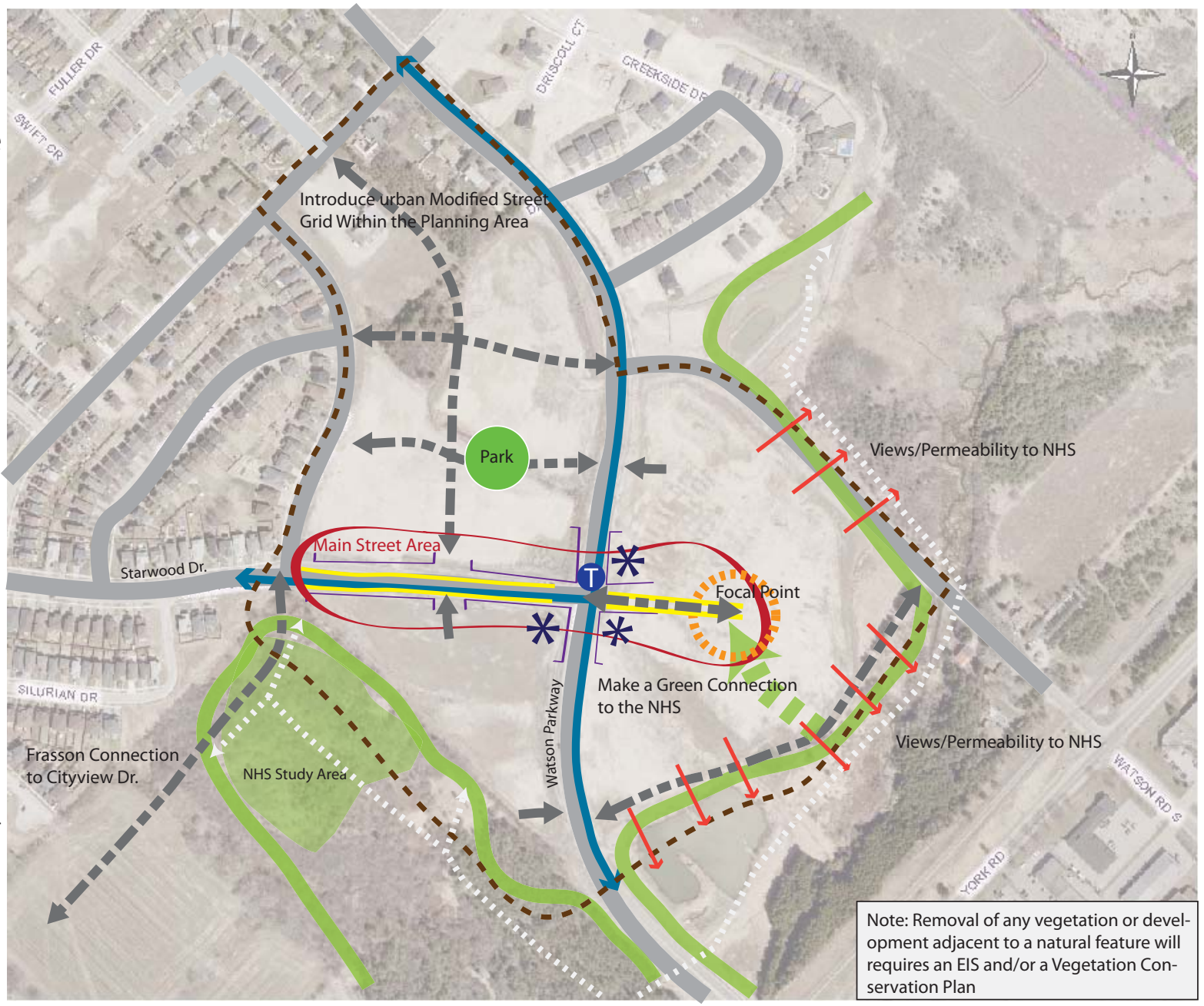
Attachment 1A

Watson Parkway/ Starwood

Community Mixed-use Node Urban Design Concept Plan



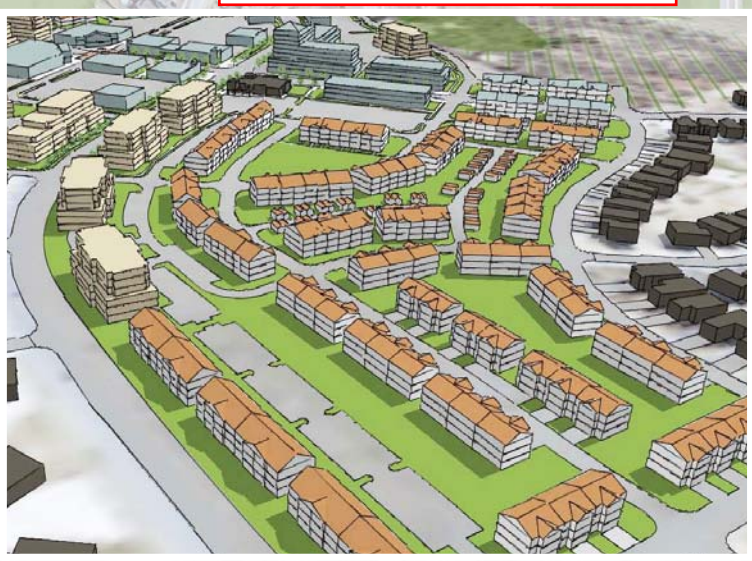
- Transit Node
- On-street cycling facilities
- On-street parking
- Focal Point
- Streetwall with Building Entrances
- Potential Mixed-use building/Taller building
- Potential Road/Ped. Connections
- NHS Boundary (conceptual and currently under appeal)
- Study Area Boundary
- Off-Road Trail

Attachment 1B:
Urban Design Concept Plan Principles:
Watson Parkway/Starwood Community Mixed Use Node

1. The Main Street area (see policy 9.4.2.6 of OPA 48) for the Node will be located along Starwood and extend east of Watson and terminate in an open space feature (e.g. an Urban Square) that will also provide an attractive, and accessible pedestrian connection to the Natural Heritage Trail System.
2. The commercial focus of the Main Street Area will generally be in the vicinity of the Starwood/Watson intersection.
3. An attractive on-street Transit Node will be developed (i.e. generally bus bays) near the intersection of Starwood and Watson Parkway including upgraded amenities for transit users.
4. Taller buildings will generally be located at or near the intersection of Starwood and Watson Parkway.
5. Buildings heights, massing and uses will provide an appropriate transition to the adjacent single-detached dwellings.
6. Introduce a modified grid road pattern that creates adaptable urban blocks and that promotes connectivity and pedestrian/cyclist movement. Road cross-sections will also be designed to ensure comfort for cyclists/pedestrians.
7. Capitalize on the public views/permeability towards the Natural Heritage System.
8. Establish convenient and accessible connections between the Natural Heritage Trail System and the pedestrian circulation system within the node.
9. Introduce a neighbourhood oriented open space/park feature in the vicinity of the residential development near the northwest corner of Starwood/Watson Parkway. This space will contain features such as a children's playground, informal play area and seating area with shade structure.
10. On-street cycling facilities will be established along Starwood and Watson Parkway.

Attachment 1C

Urban Design Concept Illustrative Diagrams —Watson Parkway / Starwood Community Mixed Use Node



Conceptual Massing Model--Residential

Examples: Apartments, Townhouses & Stacked Townhouses

Starwood Cross-section

Starwood Drive

Frasson Drive

Park

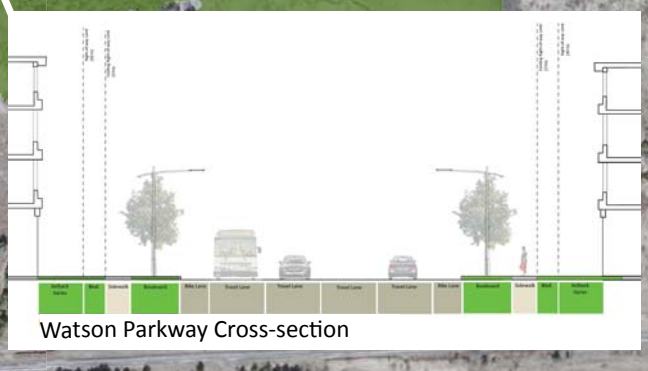
Main Street Area

NHS Study Area

Library

Watson Parkway North

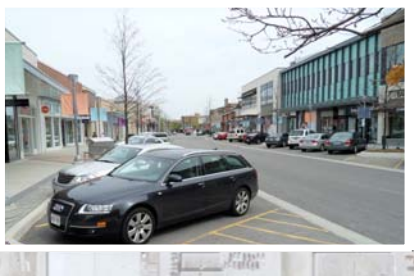
Watson Drive



Watson Parkway Cross-section

Conceptual Massing Model--Main Street Area

Examples: Main Street Area



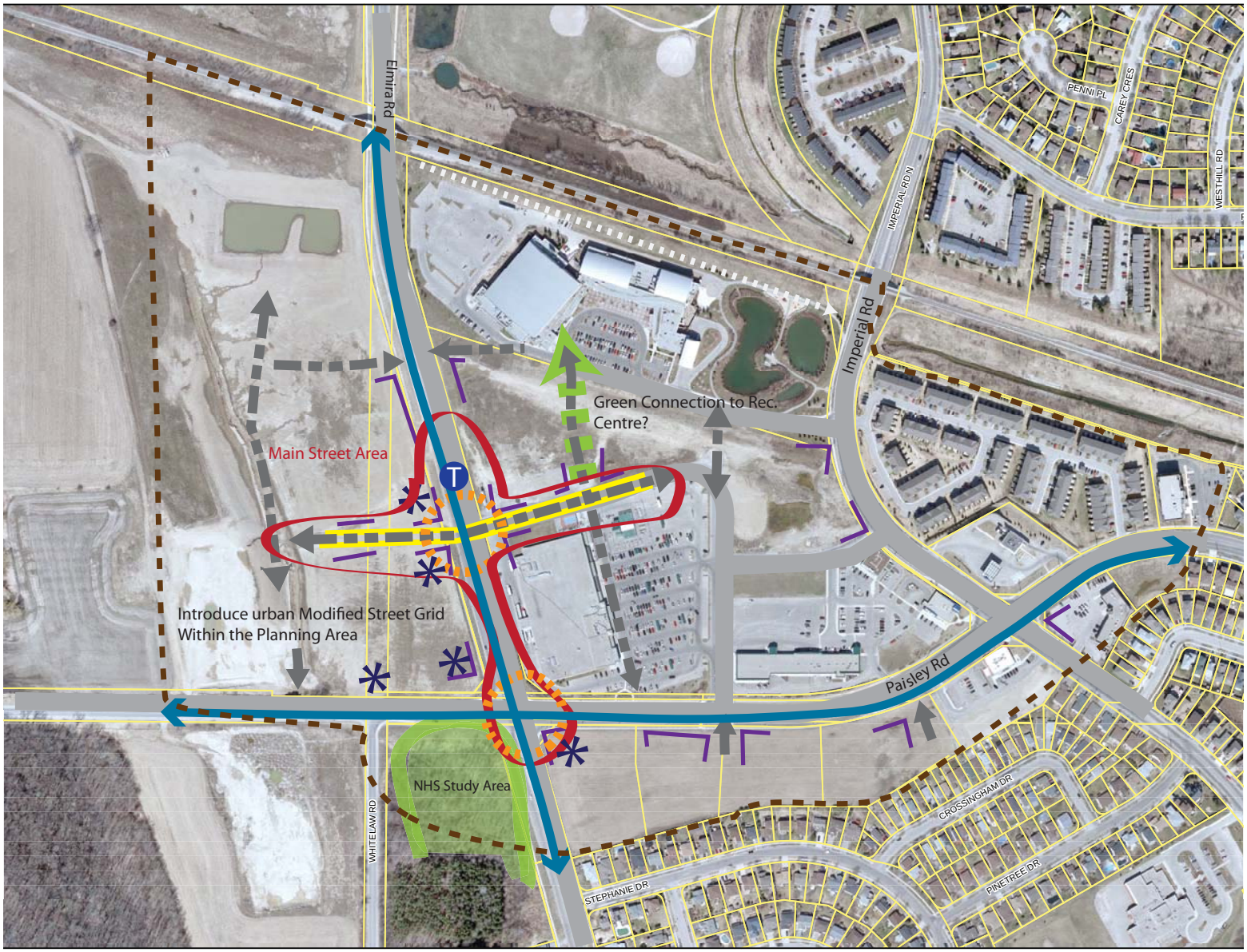
Legend

- Central Transit Stop
- Trail
- Ground floor commercial
- Stormwater Management Pond
- Existing Building
- Natural Heritage System
- Transit Routes
- Focal Point
- Residential Building

Attachment 2A

Paisley/ Imperial

Community Mixed-use Node Urban Design Concept Plan



- Transit Node
- On-street cycling facilities
- On-street parking
- Focal Point
- Streetwall with Building Entrances
- Potential Mixed-use building/Taller building
- Potential Road/Ped. Connections
- NHS Boundary (conceptual and currently under appeal)
- Study Area Boundary
- Off-Road Trail

Attachment 2B:
Urban Design Concept Plan Principles:
Paisley / Imperial Community Mixed Use Node

1. The Main Street area (see policy 9.4.2.6 of OPA 48) for the Node will be located along a new east-west street north of the existing Zehrs store on both sides of Elmira Road. Ensure a clear/comfortable pedestrian link between the Main Street Area and the large format retail uses.
2. The commercial focus of the Main Street Area will generally be in the vicinity of the Main Street/Elmira intersection.
3. An attractive on-street Transit Node will be developed (i.e. generally bus bays) near the intersection of the new Main Street and Elmira Road including upgraded amenities for transit users.
4. Taller buildings will generally be located at or near the intersection of the Main Street/Elmira Road as well as at Elmira Road/Paisley Road.
5. Buildings heights, massing, and uses will provide an appropriate transition to the adjacent single-detached dwellings.
6. Introduce a modified grid road pattern that creates adaptable urban blocks and that promotes connectivity and pedestrian/cyclist movement. Road cross-sections, including any private streets, will also be designed to ensure comfort for cyclists/pedestrians.
7. Improve pedestrian connections to the West End Recreation Centre that connect to the high density residential land use buildings south of Paisley.
8. Establish convenient and comfortable connections between the Trail System and the pedestrian circulation system within the node.
9. Introduce public art component on the west side of Elmira either at the intersection of Elmira/Paisley or Elmira/new Main Street that commemorates the impact of area settlers on Guelph's agricultural heritage.
10. On-street cycling facilities will be established along Elmira and Paisley Road.

Urban Design Concept Illustrative Diagrams —Paisley/Imperial Community Mixed Use Node

Massing Model--Main Street Area

Examples: Main Street Area

Attachment 2C

Elmira Road

West End Recreation Centre

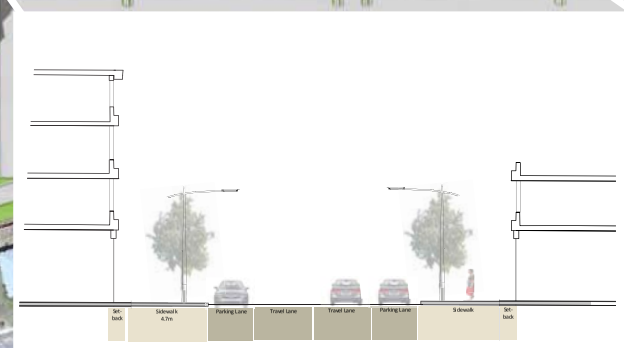
Imperial Road

Main Street Area

Paisley Road

NHS Study Area

Conceptual Massing Model-Elmira/Paisley

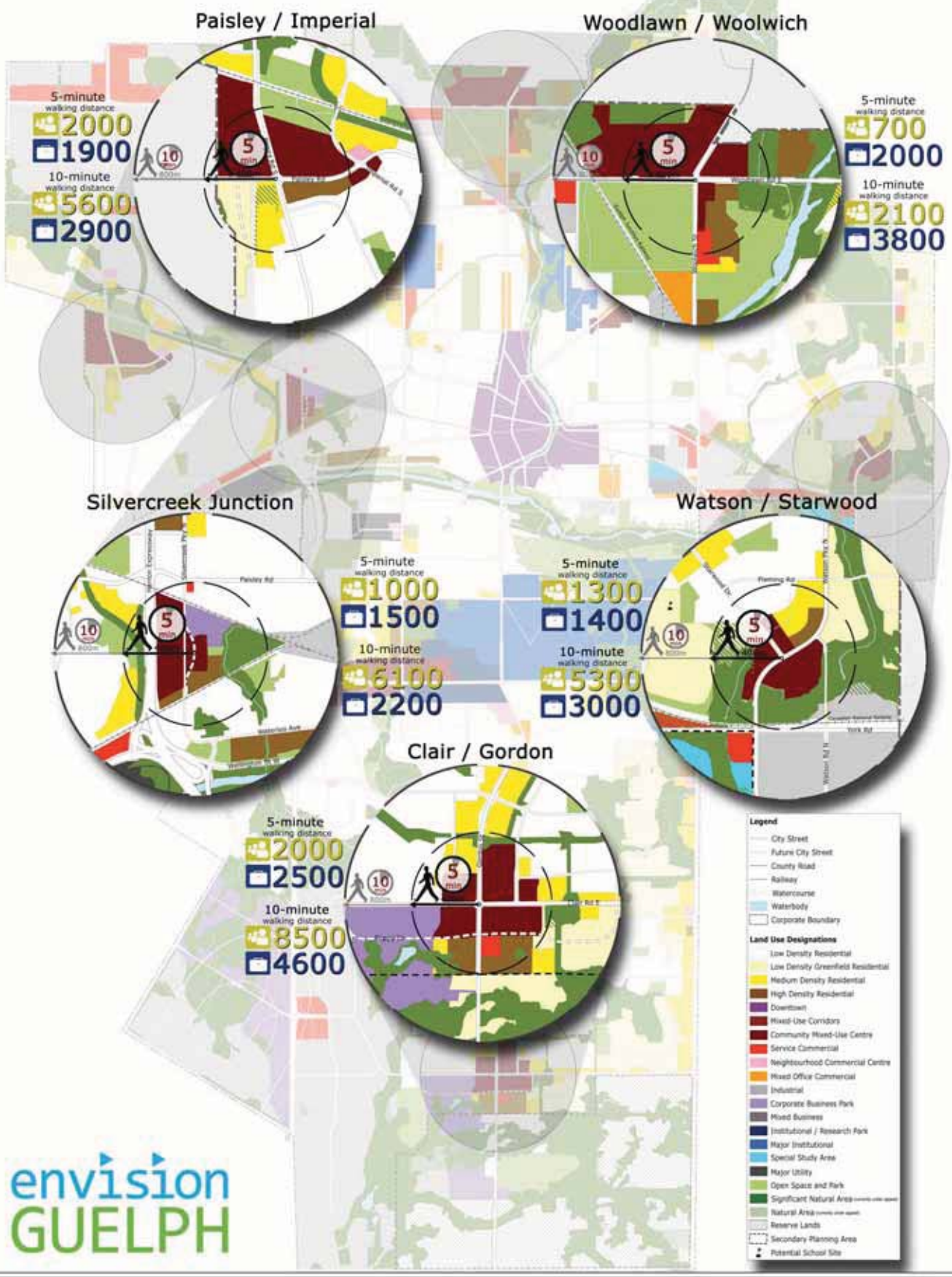

Conceptual Main Street Cross-section

Conceptual Massing Model-Paisely

Legend

- Central Transit Stop
- Trail
- Ground floor commercial
- Stormwater Management Pond
- Existing Building
- Natural Heritage System (currently under appeal)
- Transit Routes
- Focal Point
- Residential Building

Attachment 3



envision GUELPH

Mixed Use Nodes
2031
Population and Jobs

N.T.S.

Produced by the City of Guelph
Planning Services
February 2012

CITY OF Guelph
Making a Difference

Heritage Planning:

Annual Activity Report and Four Year Work Plan Update

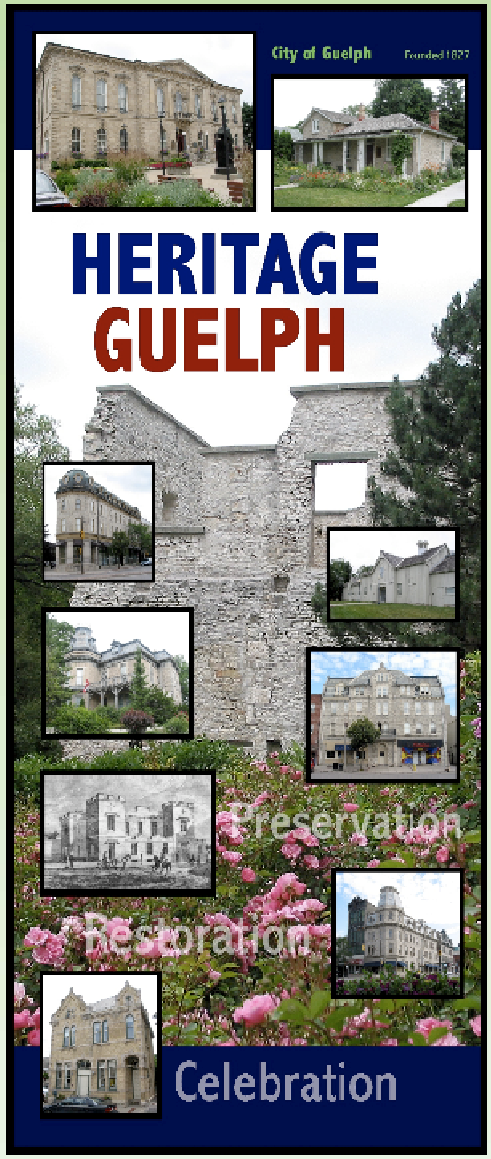
Making a Difference

Heritage Guelph is an advisory committee appointed by Council to advise on local heritage matters including:

designation, alteration or demolition of heritage properties;

assist in carrying out the City's heritage conservation program;

and maintaining a municipal register of cultural heritage resources."



Heritage Guelph's membership in 2011

Joel Bartlett
Tony Berto
Martin Bosch
Christopher Campbell
Doug Haines
Russell Ott
Lorraine Pagnan
Susan Ratcliffe
Paul Ross (Chair)
Nate Valeriote
Daphne Wainman-Wood
Laura Waldie

- Heritage designations completed in 2011

81 Farquhar Street

340 Woolwich Street

342 Woolwich Street

12 Mont Street

348 Woolwich Street

Corner of Woolwich and Mont Streets

Council presentation to
2011 Heritage Designation Plaque Recipients

Resources available to Heritage Guelph

- Staffing – Recording Secretary and Senior Heritage Planner
- Summer Student – Heritage Research Assistant
- Volunteer contribution of Heritage Guelph Committee members

Heritage Guelph - Communications Working Group

- Review of Heritage Guelph website for improved content and presentation

- Heritage Events – Spotlight on Heritage, Doors Open Guelph, Heritage Designation Plaque Ceremony

- Award Nominations – Ontario Heritage Trust

Heritage Guelph - Designation Research and Heritage Review Working Group

- Determine priority of heritage property research and designations
- Initiate and assist in heritage research required for designations
- Liaise with planning staff on the Heritage Conservation District Designation Process
- Co-ordinate with Senior Heritage Planner to make recommendations regarding the maintenance of the Municipal Register of Cultural Heritage Properties

- **Heritage designation research underway for:**

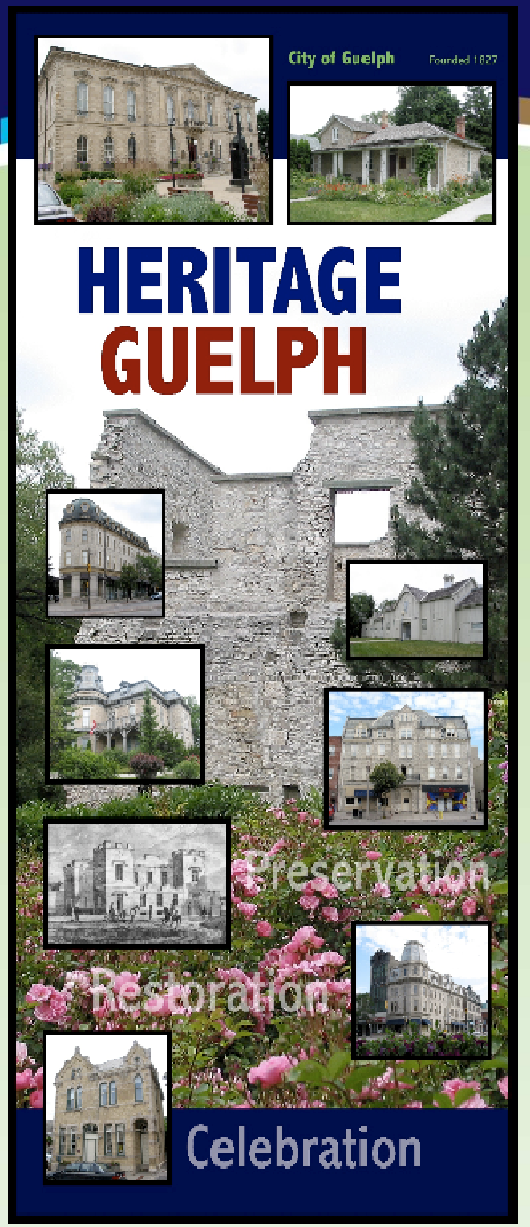
Heritage Guelph's upcoming work activities

- Property research relating to heritage designations
- Comments on development applications & demolition requests
- Recommendations for maintenance of Municipal Register of Cultural Heritage Properties
- Provide advice and assistance to various City initiatives with heritage implications – in particular, the Official Plan Update, Downtown Secondary Plan, Guelph Innovation District Secondary Plan and the Brooklyn and College Hill Heritage Conservation District Designation Process

Heritage Guelph

Making a present of the past . . .

…for the *future.*



COMMITTEE REPORT

TO	**Planning, Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**Heritage Planning: Annual Activity Report and Four Year Work Plan Update**
REPORT NUMBER	12-58

SUMMARY

Purpose of Report: This is an annual report which provides an overview of major heritage planning activities over the past year. 2011 was a very productive year in that:

- Council approved the individual designation of five properties under the Ontario Heritage Act;
- Heritage Planning and Heritage Guelph coordinated the annual heritage designation plaque ceremony at the February Council meeting;
- Council approved three notices of intention to designate property;
- Guelph's first Heritage Conservation District Study was initiated for the Brooklyn and College Hill area;
- Senior Heritage Planner was directly involved in roughly 200 heritage-related enquiries from staff or the public;
- Over 185 building or planning applications involved cultural heritage resources.

This report also provides an updated Four Year Heritage Work Plan.

Committee Action: To receive the Heritage Planning: Annual Activity Report and Four Year Work Plan Update.

RECOMMENDATION

"THAT the Planning, Building, Engineering and Environment report 12-58, regarding the Heritage Planning: Annual Activity Report and Four Year Work Plan Update, dated September 17, 2012, be received."

BACKGROUND

In Guelph, Heritage Planning functions are carried out by the City's Senior Heritage Planner, in conjunction with the City's heritage advisory committee: Heritage Guelph.

In its role as an advisory committee to Council on matters concerning the conservation of cultural heritage resources in the City, Heritage Guelph works closely with the Senior Heritage Planner to fulfill aspects of the committee's

mandate. This mandate describes Heritage Guelph's important role in conducting preparatory research and advising on designation and conservation of Guelph properties and districts under the Ontario Heritage Act. There are always many designation related projects going on throughout each year and other related heritage activities carried out by staff and/or the heritage committee.

In order for Council, relevant staff members and Heritage Guelph to have a clear understanding of the research work required of Heritage Guelph, the report work load currently carried by the Senior Heritage Planner and the targeted completion dates of heritage designations and related activities, a Four Year Heritage Work Plan was presented in Report 11-25 to the Planning, Building, Engineering and Environment Committee on March 21, 2011. This was the first Four Year Work Plan to be submitted to Council and it is intended that an annual report be submitted to Council advising on the major heritage planning activities over the previous year and providing an updated Heritage Work Plan. This report is the first annual activities report. Data will be collected in coming years to allow for an analysis of trends over time and potentially develop targets and metrics to begin measuring the City's successes in achieving our heritage planning objectives.

REPORT

Heritage Planning at the City of Guelph

Planning Services is the City department primarily responsible for ensuring the conservation and protection of cultural heritage resources in the City. Cultural heritage resources include built heritage resources, cultural heritage landscapes and archaeological resources. Through policy, the development review process, designation under the Ontario Heritage Act, property maintenance, and other initiatives, the City is committed to promoting heritage conservation as part of the foundation for creating a distinctive and diverse city.

Senior Heritage Planner

The Senior Heritage Planner is the first point of contact for all inquiries relating to cultural heritage resources within the City of Guelph including built heritage resources, cultural heritage landscapes and archaeological resources. The role of the Senior Heritage Planner is as a staff resource for matters relating to the Ontario Heritage Act, including individual property designation, establishment and administration of Heritage Conservation Districts, and any other matters related to cultural heritage resource management. The position provides research, policy and technical advice on heritage conservation initiatives as well as architectural and site design recommendations to facilitate the retention of cultural heritage resources in the development application process.

The Senior Heritage Planner serves as the staff liaison to the City's Municipal Heritage Committee (Heritage Guelph) and assists in the administration and implementation of the Committee's Work Plan.

Heritage Guelph Committee
To aid municipal councils with the administration of their heritage programs, the Ontario Heritage Act enables the appointment of a Municipal Heritage Committee. This committee acts as an advisory body with responsibility to recommend to its Council heritage properties deserving of individual designation under Part IV of the Act and Heritage Conservation Districts under Part V of the Act. By designating properties of local significance, municipal councils are able to help ensure the protection of such properties for the benefit of present and future generations.

Heritage Guelph, Guelph's Municipal Heritage Committee, was created by City Council in August 1977 as the Guelph Local Architectural Conservation Advisory Committee (LACAC) in compliance with the Ontario Heritage Act established in 1975. The first meeting of the Committee was held on September 28, 1977 with five citizen volunteer members. Since that time the Committee membership has been expanded to twelve citizen volunteers appointed by City Council for their knowledge and expertise related to heritage, including such areas as architecture, landscape architecture, construction, local history, law, real estate or first-hand experience with heritage conservation.

While the main purpose of a Municipal Heritage Committee is to advise and assist its municipal council on matters relating to the conservation of properties of cultural heritage value, in practice, the work of Heritage Guelph involves a wide range of activities. The following seven general headings form the basis of the Committee's work:

1. To undertake suitable research (with review of the Municipal Register of Cultural Heritage Properties, previously existing inventories and available resource data) preparatory to designation and conservation of worthy and significant Guelph properties and districts under the Ontario Heritage Act.

2. To consult with City of Guelph staff and City Council and to make recommendations to City Council to designate selected properties and districts under the provisions of the Ontario Heritage Act and to consult with and make recommendations to City Council and civic departments regarding the adequate maintenance and conservation of designated properties and districts.

3. To consult with and advise property owners regarding designation or conservation projects as well as consulting with property owners regarding projects which may relate to the architectural, landscape, streetscape and neighbourhood character of the City.

4. To provide public information concerning projects and objectives of the Committee, to support civic interest in heritage conservation, and to encourage community organizations to undertake projects related to the interests and concerns of the Committee.

5. To develop a program for the adequate identification of significant and designated properties and districts, and where possible to co-ordinate similar projects sponsored by community organizations or government agencies.

6. To assist the City of Guelph in the administration of municipal grants when available to owners of designated properties.

7. To contribute to the City of Guelph planning processes through consultation in all planning matters where issues of heritage conservation may arise.

Heritage Planning: 2011 Activity Report

Heritage Guelph

During the year, the full Heritage Guelph committee meets a total of twelve times with an additional 10-12 meetings of its working groups. During 2011, Heritage Guelph had two active working groups, two ad-hoc working groups and provided individual representation on three heritage-related initiatives:

Communications Working Group
Directly involved in tasks and events including: designation plaque wording; Annual Heritage Designation Plaque Ceremony; Doors Open Guelph; Spotlight on Heritage

Designation Research and Heritage Review Working Group
Recommends priorities to Heritage Guelph regarding heritage designations; Assists heritage planning staff in research required for heritage designation reports; makes recommendations to Heritage Guelph regarding Heritage Review Applications and the ongoing maintenance of the Heritage Register.

Policy Review Working Group (ad hoc)
Review relevant policy material and provide Heritage Guelph with commentary in order to assist in its ability to provide commentary back to various city policy initiatives.

Heritage Trees and Landscapes Working Group (ad hoc)
Provide HG with commentary on the definition of "heritage tree" proposed in the Official Plan Review process

Committee Representation
Individuals representing Heritage Guelph at initiatives that include a heritage component

- Downtown Coordinating Committee
- Loretto Convent/Guelph Civic Museum Steering Committee
- Commemorative Naming Policy Committee
- Annual Ontario Heritage Conference

Heritage Guelph's involvement in committee meetings and related events represents a total contribution of over 650 volunteer hours in 2011.

Senior Heritage Planner

The Senior Heritage Planner is the one planning staff member with the responsibility to respond to all public and internal staff enquiries relating to cultural heritage resources within the City of Guelph. On average, a normal work week would have 4 pre-consultation enquiries from the public which would add up to roughly 200 public enquires of this kind annually. Enquires also come from a variety of other City staff and departments usually in the form of requests for comment on applications or situations that involve confirmed or potential cultural heritage resources. These applications or situations have included:

Service Activities	2009	2010	2011	2012	2013	2014
Committee of Adjustment – Consent/Variance	31	19	23			
Demolition Permit Applications	6	9	8			
Building Permits	104	98	108			
Property Standards Inspections	3	4	8			
Site Plan Review and Inspections	7	5	4			
Site Alteration Grading Permit Applications	0	0	1			
Brownfield Inventory	0	0	1			
Tree Protection By-law	0	1	3			
Zoning By-law Amendment Applications	3	3	3			
Heritage Review Applications	3	1	1			
Total	157	139	160			

During 2011, the Senior Heritage Planner was required to respond to a total of 160 building or planning applications initiated through the City's AMANDA application tracking system. Of this number the responses involved:

17 properties designated under the Ontario Heritage Act
77 properties listed on the Heritage Register
60 non-listed properties identified in the Couling Architectural Inventory
6 non-listed properties recognized by Heritage Guelph as having cultural heritage value

Of these 160 responses:

130 were handled by the Senior Heritage Planner as they did not pose a negative impact on a cultural heritage resource
30 were brought to Heritage Guelph by the Senior Heritage Planner for consultation and a recommendation

In addition to the applications above, 25 other heritage-related applications not arising from a building permit or planning application were brought to Heritage Guelph by the Senior Heritage Planner for consultation and a recommendation. In total, the Senior Heritage Planner was directly involved in one or all of the stages of roughly 200 heritage-related enquiries and over 185 applications involving cultural heritage resources in the city.

During 2011, Council approved the individual designation of five properties under the Ontario Heritage Act based on research and recommendations from the Senior Heritage Planner and consultation with Heritage Guelph. The Senior Heritage Planner was assisted by Heritage Guelph in the coordination of the annual heritage designation plaque ceremony at Council. During 2011, three reports recommending Notices of Intention to Designate were approved by Council.

The Senior Heritage Planner was also directly involved in the following major City projects during 2011 as a resource for matters relating to cultural heritage resources offering review, comments and policy advice assistance when necessary:

- Draft Official Plan Update
- Draft Downtown Secondary Plan
- Draft Guelph Innovation District Secondary Plan
- Heritage Redevelopment Reserve
- Downtown Façade Improvement and Feasibility Study Grant Program
- Doors Open Guelph

A current major City project that was initiated in 2011 is the Brooklyn and College Hill Heritage Conservation District Designation Process. This project is the first of its kind for Guelph and involves the Senior Heritage Planner as project manager. In 2011, the HCD process achieved the following key milestones:

- Heritage District Open House (January)
- Staff report to Council (March) direction to initiate the Brooklyn and College Hill Heritage Conservation District Designation Process pursuant to the Ontario Heritage Act
- Staff presentation on the HCD process to Old University Neighborhood Resident's Association
- Creation of Request for Proposals for consulting services
- HCD Public Meeting #1 (November)

Four Year Heritage Work Plan Update

The Heritage Work Plan is intended to have flexibility in the event that research or report deadlines are required to be changed. Heritage Planning staff intend to review the Heritage Work Plan semi-annually with Heritage Guelph to assess completed projects and goals and to determine if changes in scheduling are necessary and to provide Council with an annual update. It should also be noted that certain work plan items and target dates are subject to receiving appropriate future direction from Council (e.g. the Brooklyn and College Hill Heritage Conservation District process). Completion dates after 2012 have been grouped into quarters because Council calendars are not yet available and longer range planning detail is more difficult to pinpoint at this time.

There has been a major change in the work plan regarding the Brooklyn and College Hill Heritage Conservation District Designation Process in that, at its 23 April 2012 meeting, Council decided to approve the proposed public consultation program but extended the timeline to address outstanding HCD boundary issues to 30 Sept 2012. Planning staff were directed to report back to Council with a final recommended HCD boundary at the 17 November 2012 meeting of PBEE

Committee of Council. All subsequent key tasks and milestones will be affected by the outcome of Council's consideration of this report.

An updated Four Year Heritage Work Plan is presented as Attachment 1.

CORPORATE STRATEGIC PLAN

Goal 4 – A vibrant and valued arts, culture and heritage identity
Strategic Objective 4.4 – Intact and well managed heritage resources

FINANCIAL IMPLICATIONS

Funds are included in the City's Annual Operating and Capital Budget to cover heritage planning activities and functions.

DEPARTMENTAL CONSULTATION

At their meeting of May 7, 2012 Heritage Guelph passed a motion endorsing the updated Four Year Heritage Work Plan as presented by Heritage Planning staff.

COMMUNICATIONS

None

ATTACHMENTS

Attachment 1 – Four Year Heritage Work Plan (2011-2014)

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Reviewed By:
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Chair, Heritage Guelph

Original Signed by:

_____

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ATTACHMENT 1 – Four Year Heritage Work Plan Update (2011-2014)

PROJECT/ACTIVITY	KEY TASKS / MILESTONES	HERITAGE GUELPH INVOLVEMENT	COMPLETION DATE
Heritage Planning: Annual Activity Report and Work Plan Update	Activity Report and Work Plan Update to Council (Annual)	√	Q1-2011 Q3-2012 Q2-2013 Q2-2014 Q2-2015
Brooklyn and College Hill Heritage Conservation District Designation Process	Preliminary Open House	√	27-Jan-11
	Council decision made initiating HCD Designation process		28-Mar-11
	HCD Study commenced		July-2011
	HCD Study Public Meeting 1 - Public Consultation on HCD Designation Process	√	15-Nov-11
	HCD Study Public Meeting 2 – presenting HCD Study Assessment Report results and proposed heritage district boundary	√	17-Jan-2012
	PBEE considers staff report and Final HCD Study Assessment Report results and proposed heritage district boundary; Council decision - proceed with Phase 2 of HCD designation process but staff to report back to PBEE (Apr 16) with recommended timeline to address outstanding HCD boundary issues and a proposed public consultation program.		21-Feb-2011 27-Feb-2012
	Council decision to approve the proposed public consultation program but extended the timeline to address outstanding HCD boundary issues to Sept 30		23 Apr 2012
	Planning staff report to Council with final recommended HCD boundary		17 Nov 2012
	HCD Public Meeting 3 – presenting a focus workshop session	√	Q4-2012 * Q1-2013 *
	Consultant to provide preliminary draft HCD Plan and Design Guidelines to staff		Q4-2012 * Q1-2013 *
	Non-Statutory Public Meeting for Council to consider draft HCD Plan and Design Guidelines	√	Q1-2013 *
	Statutory Public Meeting for Council to consider final draft of HCD Plan and Design Guidelines	√	Q2-2013 *
	PBEE considers staff report and Final HCD Plan and Design Guidelines – proceed to Council? Council decision - to consider passing HCD Designation By-law and adoption of HCD Plan and Design Guidelines		Q3-2013 *
	Notice of HCD Designation By-law passage and adoption of HCD Plan and Design Guidelines is given – followed by 30-day appeal period		Q3-2013 *
	(* target completion dates under review)		
Other Potential Heritage Conservation Districts	Bring report to Council regarding prioritization of other potential HCDs (e.g. Ward One St. Patrick HCD; Downtown HCD; Oxford Glasgow HCD; St. George HCD)	√	Q2/Q3-2013

Individual Property Designations under Ontario Heritage Act	**81 Farquhar St** Intention to Designate approved and served with no appeals. By-law passed and designation in effect.	√	26-Sept-11
	12 Mont St Intention to Designate approved and served with no appeals. By-law passed and designation in effect.	√	26-Sept-11
	340 Woolwich St Intention to Designate approved and served with no appeals. By-law passed and designation in effect.	√	26-Sept-11
	344 Woolwich St Intention to Designate approved and served with no appeals. By-law passed and designation in effect.	√	26-Sept-11
	348 Woolwich St Intention to Designate approved and served with no appeals. By-law passed and designation in effect.	√	26-Sept-11
	83 Essex St - BME Church Intention to Designate approved and served 3-July-2009 with no appeals (Litigation over title/ownership concluded that Notice was served on the true owner). Council now free to pass designation by-law	√	Q4-2012
	40 Margaret St – Paisley Memorial United Church Report to Council to recommend serving Intention to Designate	√	Q4-2012
	2162 Gordon St - Marcolongo Farm Intention to Designate approved (27-June-11) but not served pending further staff review of owner's request to change heritage attributes	√	Q4-2012
	18 Kathleen Street – Cowan House Report to Council to recommend serving Intention to Designate	√	Q4-2012
	80 Simmonds Dr - Wilson Farmhouse Intention to Designate approved (28-Feb-11), served and appealed (pending outcome of Conservation Review Board Hearing June 4-5, 2012)	√	Q4-2012
	5 Arthur St S - Woods 1 Report to Council to recommend serving Intention to Designate	√	Q1-2013
	19 Woodycrest Dr - Kingsmill/Howitt House Report to Council to recommend serving Intention to Designate	√	Q1-2013
	331 Clair Rd E Report to Council to recommend serving Intention to Designate	√	Q2-2013
	72-76 Macdonell St - Diplomat Hotel Report to Council to recommend serving Intention to Designate	√	Q2-2013
	211 Silvercreek Pkwy S - Sleeman House Report to Council to recommend serving Intention to Designate	√	Q3-2013
	49 Norfolk St - Albion Hotel Report to Council to recommend serving Intention to Designate	√	Q4-2013
	195 College Ave – (former College Avenue School) Report to Council to recommend serving Intention to Designate	√	Q4-2013
	108 Queen St Report to Council to recommend serving Intention to Designate	√	Q1-2014
	65 Delhi St - Delhi Recreation Centre Report to Council to recommend serving Intention to Designate	√	Q2-2014
	65 Maple St Report to Council to recommend serving Intention to Designate	√	Q3-2014
	49 Metcalfe St – Dario Pagani Residence Report to Council to recommend serving Intention to Designate	√	Q4-2014
	28 Norfolk St - Church of Our Lady and "Catholic Hill" building complex Report to Council to recommend serving Intention to Designate	√	2015
	148 Delhi St - The Homewood building complex Report to Council to recommend serving Intention to Designate	√	2015
	47 Alice St - Valeriote House/Shoe Shop Intention to Designate approved/served but appealed (Conservation Review Board recommendation received 16 Dec 2008) Council now free	√	To be determined

	to pass designation by-law or withdraw Intention to Designate		
	79 Carden St - Guelph Train Station Intention to Designate approved (28-Feb-11) but cannot be served until (Federal) Order in Council approves transfer of ownership to the City	√	To be determined
	72 Farquhar St - Drill Hall Intention to Designate approved (27-June-11) but would only be served if property were to be transferred from Provincial ownership; GO Transit currently creating a reuse and Conservation Plan for the building	√	To be determined
Official Plan Update	Staff and Heritage Guelph to monitor and respond to Provincial Review of OPA 48 and any appeals to Cultural Heritage Policies	√	per OP Review schedule
Downtown Secondary Plan	Staff and Heritage Guelph to participate in heritage-related components of the Downtown Secondary Plan Implementation Strategy including the proposed Heritage Conservation Analysis	√	per Secondary Plan schedule
Guelph Innovation District Secondary Plan	Staff and Heritage Guelph review/comment on Draft	√	per Secondary Plan schedule
Maintenance of the Heritage Register	Staff report to Council on recommended process for any future expansion of the Heritage Register	√	Q1-2013
Capital and Operating Budget Review (Annual)	Staff and Heritage Guelph to discuss anticipated budget needs	√	Q2-2012 Q2-2013 Q2-2014 Q2-2015
Investigation of Financial Incentives for Designated Heritage Property	Report to Council on results of research, review of municipal best practices and discussion of options	√	Q2/Q3-2013
Spotlight on Heritage at Stone Road Mall	Annual event	√	18 Feb 2012 Q1-2013 Q1-2014 Q1-2015
Heritage Plaque Ceremony	Annual event held at Council Meeting	√	Feb 27-2012 Q1-2013 Q1-2014 Q1-2015
Heritage 101 - Workshop Series	The Real Estate Market and the Heritage Register	√	Q4-2012
	Understanding the Heritage Register	√	Q2-2013
	Heritage Topic (to be determined)	√	Q1-2014
	Heritage Topic (to be determined)	√	Q1-2015
Doors Open Guelph	Annual event	√	28-Apr-2012 Q2-2013 Q2-2014 Q2-2015

COMMITTEE REPORT

TO	**Planning, Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17,2012
SUBJECT	**180 Gordon Street Brownfield Tax Increment-Based Grant Upset Limit Increase Request**
REPORT NUMBER	12-75

SUMMARY

On March 28, 2011, Council approved a Tax Increment-Based Grant (TIBG) pursuant to the Brownfield Redevelopment Community Improvement Plan for the property at 180 Gordon Street to an upset limit of $156,000. In August 2011, the Owner received comments from the Ministry of Environment (MOE) on the preliminary risk assessment for the property. In order to address MOE's comments, the owner will need to conduct additional environmental investigation work. As such, the owner of 180 Gordon Street filed an application to increase the upset limit of the approved grant by $138,000 for additional investigative work to address MOE's comments.

Purpose of Report:
To seek Council's approval of an increase in the upset limit of the grant from $156,000 to $294,000. The report identifies the applicant's reasons for requesting the increased grant request, recommends a total grant upset limit, and addresses the financial implications.

Committee Action:
To consider staff's recommendation to approve the applicant's grant request and to provide for an amendment to the existing grant agreement to implement the decision.

RECOMMENDATION

"THAT Planning, Building, Engineering and Environment Report #12-75 dated September 17, 2012 regarding 180 Gordon Street Brownfield Tax Increment-Based Grant Upset Limit Increase Request, be received;

AND THAT the request by 180 Gordon Street Ltd. for a Tax Increment-Based Grant pursuant to the Brownfield Redevelopment Community Improvement Plan be approved to a new upset limit of $294,000 subject to criteria outlined in the Brownfield Redevelopment CIP, and provided that an agreement to implement the new upset limit is executed within six months of Council approval;

AND THAT staff be directed to finalize an amendment to the Tax Increment-Based Grant agreement between the City and 180 Gordon Street Ltd. dated January 6, 2012, to the satisfaction of the General Manager of Planning Services, the General Manager of Legal and Realty Services/City Solicitor, and the City Treasurer;

AND THAT the Mayor and Clerk be authorized to execute the amendment to the Tax Increment-Based Grant Agreement."

BACKGROUND

Brownfield Redevelopment Community Improvement Plan (CIP)

The City has a Brownfield Redevelopment CIP that includes financial incentive programs to stimulate investment in remediation, reuse and redevelopment of brownfields. The premise of the CIP is that City investment in the remediation and redevelopment of brownfield sites will result in proportionally greater improvements to environmental and neighbourhood conditions while creating additional tax revenues in the long-term. Additional rationale for providing financial incentives to brownfield redevelopment is included in Attachment 1.

Site Background

The subject property is known municipally as 180 Gordon Street (Site). The 0.16 hectare Site is southeast of the Gordon Street bridge over the Speed River (see Attachment 2). The Site has historically been used as an automobile service station (1936–2003) and more recently as a car and truck rental establishment (1995-2003).

The Site is zoned C1-19 (Specialized Convenience Commercial) Zone, which permits a Vehicle Service Station, and FL (Floodway) Zone. On March 5, 2012 Council approved Official Plan and Zoning by-law amendments to permit the development of 11 townhouse units. That decision was appealed to the Ontario Municipal Board. Accordingly, the Specialized Convenience Commercial and Floodway zoning is still in effect. Additional detail regarding this development application can be found in PBEE report #12-27, dated March 5, 2012.

After considering PBEE report #11-22, on March 28, 2011 Council approved a Tax Increment-Based Grant (TIBG) pursuant to the Brownfield redevelopment CIP to an upset limit of $156,000. The grant value was based on the estimate of costs required to remediate the Site included in a remedial work plan that accompanied the application. An agreement between the City and the Owner dated January 6, 2012 was executed to implement the grant.

The Owner has undertaken some site investigation and remediation. In May 2012, the owner contacted staff advising that the contamination is worse than expected and that the approved $156,000 grant would be insufficient to cover costs eligible under the CIP. Staff advised the proponent not to incur more than $156,000 in eligible costs, and encouraged them to submit another application for the TIBG program.

REPORT

On June 13, 2012 180 Gordon Street Ltd. submitted a revised application for a Tax

Increment-Based Grant (TIBG) pursuant to the Brownfield Redevelopment CIP to offset cost of conducting soil and groundwater investigation and remediation, preparing a risk assessment and filing a record of site condition. This includes both costs included as part of the $156,000 2011 grant and $138,000 in additional costs. The 2011 and revised estimated costs are outlined in Table 1.

In support of their application, the applicant's environmental consultant has noted that preliminary work on the risk assessment for the property, in consultation with the Ministry of the Environment, identified the need for additional contaminant characterization, site investigation of both shallow and deep groundwater systems, soil remediation and revisions to the risk assessment document.

Under the TIBG program, the City can provide annual grants that are based on the increase in the municipal tax levy (tax increment), which is defined as the difference between pre and post-development municipal taxes for a site. Once development is complete and the property value is reassessed, taxes are paid by the future property owner(s). Under this program, 80 percent of the municipal tax increment is issued to the applicant (or designate) as an annual grant for a maximum of 10 years or until eligible remediation costs are reimbursed. The remaining 20 per cent of the tax increment is directed to the City's Brownfield Reserve Fund and used to help fund other Brownfield Redevelopment CIP programs.

Table 1 – Tax Increment Based Grant - Eligible Costs

	2011 Estimated Costs	Costs incurred to date	Estimated increase	Revised Estimated Costs
Follow-up Phase 2 Environmental Site Assessment	$25,000	$55,000	$30,000	$55,000
Risk Assessment	$62,000	$31,000	–	$62,000
Finalize Remedial Work Plan and Complete Soil Remediation	$50,000	$50,000	–	$50,000
Filing RSC	$5,000	–	–	$5,000
Project Management	$14,000	$10,500	–	$14,000
Deep Groundwater Investigation	–	–	$30,000	$30,000
Supplemental Baseline Characterization	–	–	$18,000	$18,000
Increased Scope of Risk Assessment	–	–	$25,000	$25,000
Remediation	–	–	$35,000	$35,000
Total	**$156,000**	**$146,500**	**$138,000**	**$294,000**

Maximum potential 10-year TIBG with proposed zoning $294,442

Evaluation
The applicant has submitted a revised estimate of eligible cost required to conduct further investigations, conduct remediation, and prepare a risk assessment that addresses the MOE's comments. The CIP is silent on applicants applying for an increased grant if they plan to incur more eligible costs than established in the original grant's upset limit. Staff have determined that the additional costs are eligible, and that the revised application meets the requirements of the CIP.

Table 1 shows that the applicant has not incurred more than $156,000 in eligible costs to date, therefore there does not appear to have been a violation of the CIP's rule against awarding grants retroactively. However, before issuing any grant, staff will review invoices for eligible costs to ensure this is the case.

Since estimated eligible costs are less than the maximum potential TIBG if the property is redeveloped as proposed, staff recommend that Council approve a new upset limit for the TIBG of $294,000.

Approving an increase in the upset limit does not presume an outcome of the Ontario Municipal Board hearing regarding the Official Plan and Zoning By-law Amendments. If the amendments are not approved, redevelopment is unlikely to occur. Without redevelopment and a real increase in assessed value and taxes collected, there will be no grant issued and the owner would not be able to recover eligible costs from the City.

CORPORATE STRATEGIC PLAN
Strategic Directions
3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
3.2 Be economically viable, resilient, diverse and attractive for business

FINANCIAL IMPLICATIONS
Grant payments are to be funded from the Brownfield Redevelopment Reserve. On April 23, Council approved a 5-year program cap of 16.9 million, and funded this through the tax levy as outlined in CAFES report #12-01.

The table below provides a summary of all approved Brownfield TIBG applications approved by the City and the amount remaining for future applications.

Total Brownfield TIBG envelope	$16,900,000
Less 5 Approved Grants	– $ 5,999,430
	$10,900,570
Current application (incremental)	– $ 138,000
Amount remaining for new applications	$10,762,570

DEPARTMENTAL CONSULTATION
Finance
Legal and Realty Services

COMMUNICATIONS
N/A

ATTACHMENTS
Attachment 1 – The Value of Brownfield Redevelopment
Attachment 2 – Location Map

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Attachment 1 - The Value of Brownfield Redevelopment

Importance of Brownfield Redevelopment

The City's records indicate that there are approximately 420 potential brownfield properties within the City. Historically, there has been little interest in redeveloping brownfield sites due to the uncertainty surrounding the extent of contamination and the potential cost of cleanup. Furthermore, brownfield sites pose a potential threat to the quality of Guelph's groundwater-based drinking water supply and surface waters.

The Brownfield Redevelopment CIP provides financial incentives to undertake the studies and remedial work necessary to redevelop brownfield sites and eliminate the potential negative impacts to the City's water supply and the water quality of the City's rivers, which are important for sustaining fisheries, as well as aesthetic and recreational resources.

There are a number of additional benefits to the redevelopment of brownfield sites. For example, they are often located within existing built up areas of the City where hard and soft infrastructure services are already available, and additional infrastructure expenditure may not be required to service them. The redevelopment of brownfield sites can help reduce the stigma attached to both the subject and nearby properties thereby increasing their property values. Furthermore, redevelopment can bring the long-term benefits of increased tax revenue contributing the fiscal sustainability of the City.

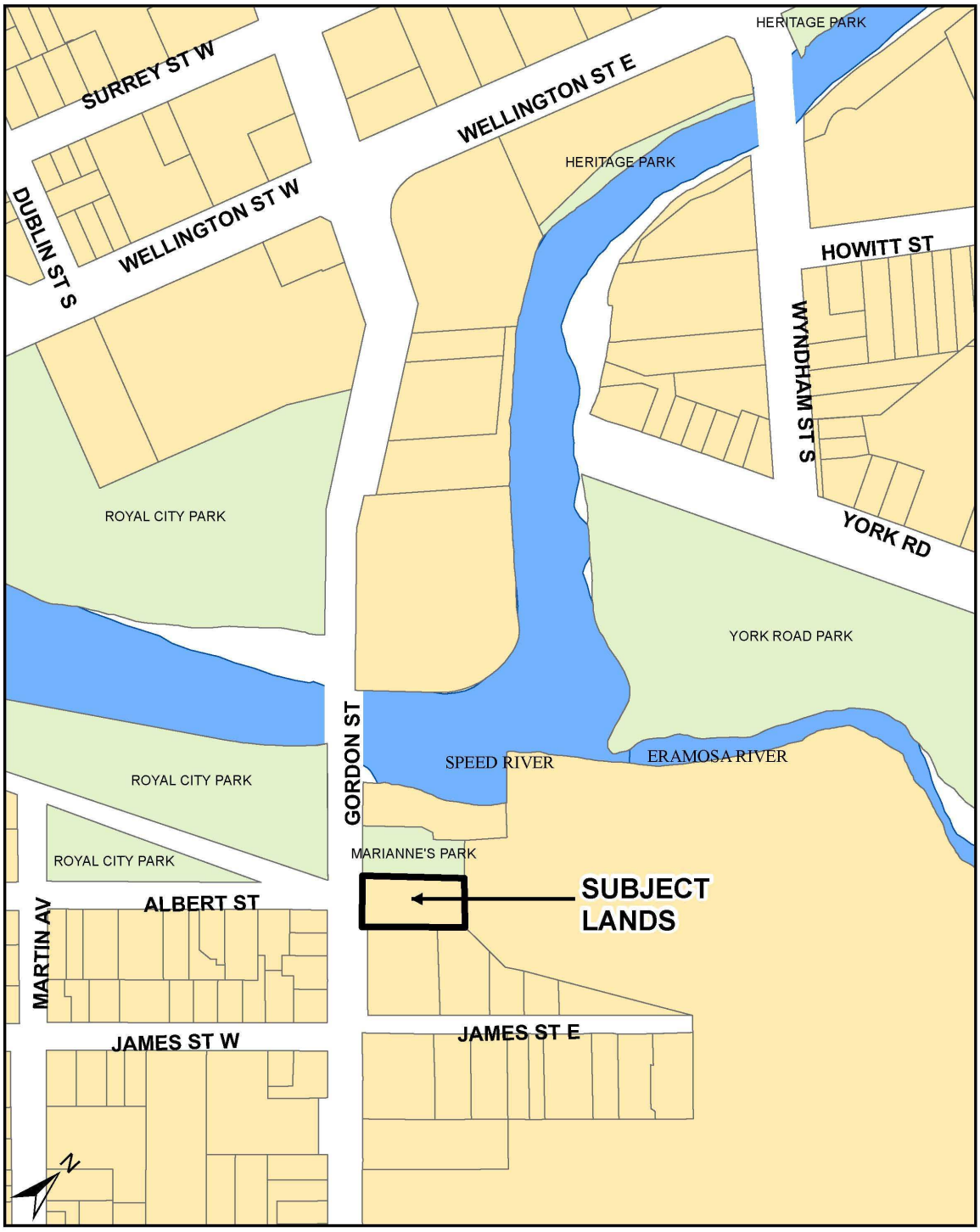
As the City moves forward with the implementation of its Growth Management Strategy, Draft Downtown Secondary Plan, Community Energy Initiative and Source Water Protection planning, the redevelopment of brownfield sites will play an increasingly important role in the achievement of the City's strategic goals and in particular the intensification targets for the built-up areas in general and the Downtown in particular.

The Value of Remediation and Redevelopment of 180 Gordon Street

Remediation and redevelopment of the Site has several strategic benefits in addition to those listed above:

a) the lands are within the City's Built-up Area and its redevelopment will help meet intensification targets;
b) the close proximity of the Site to environmentally sensitive ecosystems within the Speed River valley;
c) in terms of Source Protection Planning, the removal of contamination beneath this Site would address a current threat to surface water and groundwater quality; and
d) provide increased tax assessment on a property that has been vacant for the past 6 years.

Attachment 2 – Location Map



COMMITTEE REPORT

TO	**Planning, Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**Habitat for Humanity Funding Request for 26 & 28 Huron Street and 439 York Road Projects**
REPORT NUMBER	12-76

SUMMARY

Purpose of Report:
This report responds to Habitat for Humanity's (HFH) request for funding to offset City fees incurred in developing three residential units in Guelph in 2011. The request meets most of the City's newly developed Community Investment Strategy (CIS) criteria, contributes to the Official Plan's direction to support affordable housing, and is consistent with the City's history of funding HFH and the results of a municipal best practice review. A grant to offset City Development Charges is recommended. However, in the absence of a contemporary Housing Strategy, it is unclear whether funding HFH is the most effective use of the City's Affordable Housing Reserve. As a next step, the report identifies that staff will be preparing a Housing Strategy, and that this be used to address future HFH funding requests.

Committee Action:
- Approve a grant to offset City Development Charges for the projects;
- direct staff to prepare an agreement to implement the grant while protecting City interests;
- authorize the Mayor and Clerk to sign the agreement.

RECOMMENDATION

"THAT Planning, Building, Engineering and Environment Report #12-76 dated September 17, 2012 regarding a request for Funding by Habitat for Humanity for 26 & 28 Huron Street and 439 York Road projects be received;

AND THAT the request for funding by Habitat for Humanity Wellington County be approved in the form of a grant totaling $69,063;

AND THAT staff be directed to finalize an agreement to implement the grant with Habitat for Humanity Wellington County to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer;

AND THAT the Mayor and Clerk be authorized to sign the agreement."

BACKGROUND

Habitat for Humanity Wellington County (HFH) is responsible for implementing the Habitat Homebuilding Program (described in Attachment 1) in Guelph, Wellington County, and Dufferin County.

In October 2011, HFH requested a grant from the City to offset development charges and other City fees associated with their 2011 affordable housing projects, specifically two semi-detached dwellings at 26 and 28 Huron Street, and a single detached dwelling at 439 York Road. In support of this request, HFH identified $134,242 in City fees, categorized in Table 1.

Table 1 - Habitat for Humanity Funding Requests 2007-2011

	Morris St. (2007)	Harris St & Alma St. (2008)	Johnson St. (2009)	Bagot St. (2010)	Huron St & York Rd (2011)
Development Charges	$10,655	$22,538	$50,248	$45,656	$69,063
Water & Sewer Connection	14328	22672	$26,720	$27,866	$51,878
Road and Boulevard Work	$130	$252	$2,996		
Building Permit Fees	$865	$1,951	$1,572	$3,440	$7,526
Planning Fees	-	-	-	$5,055	
Parkland Dedication & Tree Planting	-	-	-	$2,500	$1,625
Total Grant Request	**$25,978**	**$47,413**	**$81,536**	**$87,111**	**$134,242**
Grant Awarded	$26,000	$47,413	$80,000	$45,656	
Grant Awarded per Unit	$26,000	$23,707	$40,000	$22,828	

NB: Total Grant requested may be greater than the sum of itemized City costs because HFH requested reimbursement of School Board DCs, or Letters of Credit that are not normally cashed

PBEE Information Report #12-06 dated February 6, 2012 provided an initial response to this request and included:

- three possible approaches to evaluating the request for funding;
- an identification of the need for a comprehensive strategy to address City funding of affordable housing projects; and
- an outline of staff's intent to use the third option, namely, using the Community Investment Strategy (CIS) framework then under development to assist in evaluating the current request.

The CIS represents the City's efforts to improve how the City funds, supports and partners with the community benefit sector (community, non-profit and voluntary organizations) to achieve shared community and social goals. Phase 1 of the CIS, the Strategic Policy Framework, was presented in CSS report# CSS-CESS-1211 and approved by Council on April 23, 2012. It identifies strategic directions, guiding principles, mechanisms for investment and identified evaluation criteria based on indicators from the Community Wellbeing initiative.

CSS report# CSS-CESS-1221, dated September 11, 2012, presents Phase 2 of the CIS, which establishes operational details and procedures to implement the Phase 1 work. Although the CIS is scoped only to apply to investments through Community and Social Services, many of its principles are applicable to investments made through other service areas.

REPORT

The CIS recognizes that the City can partner with the community benefit sector in their delivery of programs and services that increase community wellbeing. The community benefit sector can often deliver more efficiently than the City by leveraging other sources of funding, capitalizing on volunteerism and strong community networks.

The CIS identifies five key mechanisms for community investment and establishes criteria for evaluating funding requests. The Community Benefit Agreement is one such mechanism and is characterized by partnerships between the City and partner(s), formalized in multi-year agreements, to provide services that enhance community wellbeing and align with City strategic or master plans. The HFH request best fits within this mechanism. However, the HFH request is not being considered through the process outlined in Phase 2 of the CIS because the project and funding request predates the introduction of the CIS, and because affordable housing projects are outside the CIS scope. However, the funding request can be evaluated using the directions and evaluation criteria identified in Table 2.

Table 2 – Evaluation of HFH Request against draft CIS Community Benefit Agreement Criteria

	Criteria	**Analysis**
Eligibility	Mutually beneficial	Yes. Meets City and partner goals.
	Fosters community wellbeing	Yes. Living standards domain in particular.
	Protects public interest in short and long term	n/a
	Aligns with City strategy	Yes. Contributes to 27% affordable home ownership target in Official Plan Amendment 48.
	Not done elsewhere in community (fills a need/gap)	Yes. Affordable Housing Discussion Paper (2009) found very few low income households can afford the ownership housing provided by the market.
	Non-profit generating	Yes
	Multi-year	Not recommended at this time.
Evaluation Criteria	Anticipated community impact	Impact is primarily on one household, but with positive spin-offs to community.
	Evidence of community support	Uncertain
	Supports achievement of City strategic goals/master plans	The construction of new affordable housing is a key Official Plan objective.
	Address unmet community needs	Yes. HFH provides for households becoming home owners who could not afford this otherwise, including those in "deep core need." A group that is very poorly served by the market.

	Criteria	Analysis
	Creates additional community and social services opportunities	Yes. Affordable housing is an important social service.
	Enhances City operations and programming	City does not currently operate or program affordable housing facilities. The City funds affordable housing through payments to the CMSM (County of Wellington) and as a partner on capital projects from time to time.
	New or innovative approach	tried and tested.
	Organization Capacity of Partners	HFH Wellington has successfully built 19 houses in the last 11 years.
	Partner committed to cause and willing to commit resources	Proven track record.
	Resource availability	The affordable housing reserve has sufficient funds to cover the expenditure.
	Leverages additional resources	Each house is constructed using donated money, labor and materials or mortgages payments from earlier HFH builds. City portion is small.
	Sustainability Plan	Affordable housing is maintained by mortgage payments and other provisions of Habitat Homebuilding Program
	Overall Return on investment	Difficult to assess without Housing Strategy.

Through Official Plan Amendment 48 (OPA 48), the City established an annual target of developing 27% of all new residential units as affordable ownership housing. In 2009, units costing less than $237,000 were affordable. Although, the City has not begun to monitor achievement of these targets, anecdotal evidence suggests that the private housing market has not been meeting this target.

In response to previous requests for financial assistance from proponents of affordable housing projects, Council has expressed a desire for the City to develop a comprehensive policy framework to asses such request, including an analysis of the most effective methods of investing limited tax dollars to achieve housing target. As discussed in more detail later on in the report, OPA 48 commits the City to developing a comprehensive Housing Strategy, which will address these objectives.

Prior to the development of the Housing Strategy, and without a business case in support of the HFH's request, staff are not able to assess whether funding of HFH projects represents the most effective investment of limited tax dollars to help achieve affordable housing targets. However, the City has historically funded Habitat for Humanity funding requests to offset City fees, and has not requested business cases in support as required as part of an application for a Community Benefit Agreement under the CIS. Staff note the projects being considered have already been constructed, and that asking HFH for a business case after the fact would be of limited value. Staff considers it reasonable to process the request now,

considering the timing of the request in October 2011, and the contemplated timing of the development of the City's Housing Strategy in 2013-2014.

In response to an earlier HFH request for an ongoing funding relationship with the City, staff surveyed 15 Ontario municipalities regarding their support of Habitat for Humanity. The survey, reported in CDES report #10-95, dated September 20, 2010, found that waiving or granting back of Development Charges was the most common form of municipal assistance to HFH. The survey also identified a variety of non-financial means of assistance including land granting and priority access to purchase surplus City lands.

On June 25, 2012, Council approved directing $100,000 of the 2011 year end operating surplus to the affordable housing reserve.

Recommendations
In light of the above discussion, it is recommended that the City provide a grant of $69,063 to offset the City's development charges. Awarding the grant:

- contributes to achieving the City's Affordable Housing targets;
- is consistent with the directions of the Community Investment Strategy;
- is supported by the Council adopted policy to explore partnerships to increase the supply of affordable housing;
- is similar to the per unit amount financial assistance (approximately $23,000) provided by the City in 2007,2008 and 2010;
- is a form of financial assistance that many other Municipalities provide to Habitat for Humanity;
- spends the majority of the 2011 contribution from surplus to the affordable housing reserve;
- provides an important community benefit, without committing to an ongoing partnership with HFH to ensure that that uncommitted funds will remain in the Affordable Housing reserve to implement the recommendations of the forthcoming Housing Strategy;
- is reasonable in light of the anticipated timing of the development of the City's Housing Strategy.

Next Steps
Agreement
Should Council approve the funding request, staff would prepare an agreement with Habitat for Humanity that would:

- ensure that the dwellings remain in the control of HFH for the purposes of affordable housing;
- establish a mechanism for reporting back on this; and
- ensure that City support of the projects is acknowledged as appropriate.

Initiate the preparation of a Housing Strategy
OPA 48 (which has been adopted by Council, but is not in effect) introduces revised housing policies. It identified the need for a housing strategy:

> *7.2.2 General Policies*
> *1. The City will develop a housing strategy that will set out a plan, including policies for the Official Plan and implementation strategies, to*

meet the needs of all residents, including the need for affordable housing – both home ownership and rental housing. The housing strategy will include the planning and development of a range of housing types and densities to support the achievement of the intensification target and density targets.

Pursuant to the Housing Services Act, Consolidated Municipal Service Managers (CMSM) must prepare Housing and Homelessness plans for their jurisdictions by the end of 2013. Wellington County is the CMSM for Guelph. City Planning staff have met with County of Wellington staff to discuss collaboration and sharing of resources towards the development of the Housing and Homelessness Plan and the City's Housing Strategy. The Housing Strategy will consider all manner of financial and non-financial tools that may be used to increase the supply of affordable housing. This strategy should be used to assess future HFH funding requests. Staff are beginning to develop a project outline and work plan for the preparation of a Housing Strategy and anticipate reporting to Council on this in late 2012 or early 2013.

Development Charges Background Study

The current Development Charges By-law will expire on March 2, 2014, and the City is starting the process to complete the background study necessary for a new development charge by-law to be in place before the current by-law expires. The process will include the review and analysis of Guelph's funding of growth-related capital costs and consideration of all development charge rules and policies, such as the merits of exemptions for affordable housing projects.

CORPORATE STRATEGIC PLAN

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS

The City's Affordable Housing Reserve was established by Council in 2002. The intent of the reserve was to financially assist in the creation of new affordable housing in the community. The Reserve has a sufficient balance to fund the request. There is no annual funding source for the Affordable Housing Reserve fund. This will need to be considered as part of the City's Housing Strategy.

DEPARTMENTAL CONSULTATION

Community Engagement and Social Services
Finance

COMMUNICATIONS

N/A

ATTACHMENTS
Attachment 1 – The Habitat for Humanity Homebuilding Program

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Attachment 1 – The Habitat For Humanity Homebuilding Program
(extracted from http://www.habitat.ca)

Build & Ownership Process

BREAKING THE CYCLE OF POVERTY

Because Every Canadian Has the Right to a Home They Can Afford

At Habitat for Humanity Canada, we believe in making affordable housing accessible to low-income families who could not otherwise afford to own a home.

We make this possible for our partner families by:
- Building homes using volunteer labour and donated materials
- Selling these homes to partner families with a required commitment of 500 volunteer hours
- Offering families an affordable and sustainable no-interest, no down-payment mortgage, with monthly payments set at 25 % of gross income (this includes principal repayment and property tax - at the discretion of the affiliate, homeowner insurance may be collected as well, in which case payments would not exceed 30% of gross household income)

Habitat homes help families avoid making impossible choices between rent and other basic necessities by providing them with a mortgage they can afford. An affordable mortgage allows our partner families to ensure their needs are met – including childcare, transportation, groceries, education, school supplies, medical and dental expenses, clothing, furniture, and more.

Partner families' monthly mortgage payments go into a revolving fund held by the affiliate that built the home. This fund is reinvested into the community, as it is used to build more homes for low-income families in need.

Habitat Homeowner Selection

When selecting potential partner families, affiliates consider an applicant's:
- Level of need
- Willingness to become partners in the program
- Ability to repay the no down-payment, interest-free mortgage that is geared to their income

Future homeowners must also contribute 500 hours of sweat equity, share in the labour of homebuilding, and participate in valuable training and preparation sessions. In return, their lives are transformed by the positive experience of working with their community and by the many benefits that come along with homeownership.

How Habitat for Humanity Keeps Costs Low for Partner Families

Habitat for Humanity manages the cost of new homes through:
- The use of modest designs
- The use of donated materials
- Utilizing volunteer labour
- Ensuring low administration costs

Our Partner Families

Families living below the poverty line who are able to repay an interest-free mortgage can qualify to become a partner family.
Future homeowners must share in the labour of homebuilding, contributing 500 hours of sweat equity, and must participate in valuable training and preparation sessions. In return, their lives are transformed by the positive impact of receiving the hand up of homeownership.

Our Volunteers

More than 50,000 volunteers work with Habitat for Humanity in Canada every year. Thousands more help to build homes in other countries through our Global Village program. We heavily depend on our volunteers, who may be professional trades-people donating a portion of their time and expertise, or first time builders who have never hammered a single nail.

Volunteers have been a vital part of our history and will continue to be in our ongoing success. If you would like to learn more about volunteering with Habitat for Humanity, please visit our volunteer page.

COMMITTEE REPORT

TO	**Planning, Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**SITE PLAN REVIEW COMMITTEE (SPRC) – 2011 YEAR END ANNUAL REPORT**
REPORT NUMBER	12-69

SUMMARY

Purpose of Report:

- To present an Annual Report on the activities of the Site Plan Review Committee.

Council Action:

- To receive the Report for information purposes.

RECOMMENDATION

"THAT the Site Plan Review Committee (SPRC) 2011 Year End Annual Report from Planning, Building, Engineering and Environment, dated September 17, 2012, be received."

BACKGROUND

What is Site Plan Review?

Site Plan review and approval under Section 41 of the Planning Act is an important step in the development review process and one that implements the City's strategic direction 3.1 "Ensure a well designed, safe, inclusive, appealing and sustainable City"

Under the authority of the Planning Act, for all multiple residential, commercial, industrial and institutional projects, site plan review and approval must be granted before building permits are received. Site Plan approval allows staff to review important design elements such as building orientation and site layout, building elevations, landscaping, servicing, grading, drainage, lighting, accessibility and pedestrian movement. Site Plan review also allows staff to ensure that new development conforms with the policies and objectives of the Official Plan, complies

with the Zoning By-law and satisfies other important City by-laws (e.g. Tree By-law, Sign by-law) and initiatives (Community Energy Initiative).

Due to the technical nature of the review, site plan review and approval was delegated to Staff by By-law (1986) – 12024 and further amended by (1995) - 14866. The General Manager of Planning has been authorized by Council to require the submission, review and approval of plans, including the requirement for agreements, for new developments prior to the issuance of building permits. This delegation of approval authority for Site Plan is consistent with the approach taken by other urban municipalities similar to Guelph.

Under the Planning Act, the Site Plan Review process is not a public process and only the applicant can appeal a decision by the Site Plan Review Committee.

What is the Site Plan Review Committee (SPRC)?
In 2005, the Site Plan Review Committee (SPRC) was formed as a customer service improvement initiative, with the goal of enhancing communication with applicants and reducing the timeline to achieve Site Plan approval. The SPRC is a multidisciplinary Committee made up of staff from various disciplines representing, Zoning, Urban Design, Engineering, Building, Traffic, and Landscape and Environmental Planning. The SPRC meet on a bi-weekly basis to review site plan submissions and resolve issues face to face with applicants. Agenda items are typically scheduled every 45 minutes to allow ample opportunity for discussion and resolution of issues. The Site Plan Approval Procedures and Guidelines are provided on the City of Guelph website as a guide in the preparation of site plan applications submitted under Section 41 of the Planning Act (Attachment 1 – Site Plan Flow Chart).

The SPRC currently reviews two types of submissions; a Preliminary Submission which contains only a Site Plan and a Formal Submission which includes all relevant drawings and plans: Site Plan, Elevations, Landscape, Engineering and Traffic.

A Preliminary Site Plan Submission has a two week staff review period, while the first Formal Site Plan Submission has a three week staff review period. If further submissions are required, then the review period can vary between two weeks when a meeting with the SPRC is not required, or three weeks when a meeting is required. It is at the discretion of the Chair to determine if the applicant is required to return to the Committee for discussion. This decision is based upon outstanding Site Plan comments from staff.

The applicant is only required to complete and submit a site plan application once (i.e. Application Form and Site Plan Fee) with their first site plan submission of drawings/reports. That said, applicants may be required to complete more than one site plan resubmission for their particular project based upon comments provided by staff, before site plan approval is granted. Staff continue to work with applicants so as to reduce the number resubmission.

REPORT

It should be noted that the statistics and trends for previous years and the first half of 2010 are based on a full staff compliment including a Site Plan Coordinator. This position was eliminated in the second half of 2010 as a result of budget constraints and reduced workload. However, because of an improving economy, the 2011 Operating Budget added this position again. This position was filled in August 2011 and has aided in the efficiency of the site plan review process. In addition, the Site Plan Approval process is one of the development processes currently under review through the Joint Operational Review for Planning, Building, Engineering and Enterprise Services.

In the 2010 SPRC Annual report there was direction to undertake a cost recovery analysis along with a possible adjustment to the Site Plan Application Fees. Staff time tracking information was gathered for approximately five months. Due to staffing changes the information was not analysed for a detailed cost recovery perspective. However the joint Operational Review has conducted a best practices review of comparator municipalities and determined that the City's current site plan application fees are competitive with comparator municipalities.

For Council's information, see the attached '2011 Year End Annual Report' regarding the activities of the City's Site Plan Review Committee (SPRC) (Attachment 2).

CORPORATE STRATEGIC PLAN

Organizational Excellence Strategic Direction 1.2: Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

City Buiding Strategic Direction 3.1: Ensure a well designed, safe, inclusive, appealing and sustainable City.

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

N/A

COMMUNICATIONS

The 2011 Year End Annual Report will be forwarded to members of the Site Plan Review Committee and the Guelph and Wellington Development Association (GWDA) for information.

ATTACHMENTS

Attachment 1 – Site Plan Flow Chart
Attachment 2 – SPRC 2011 Year End Annual Report

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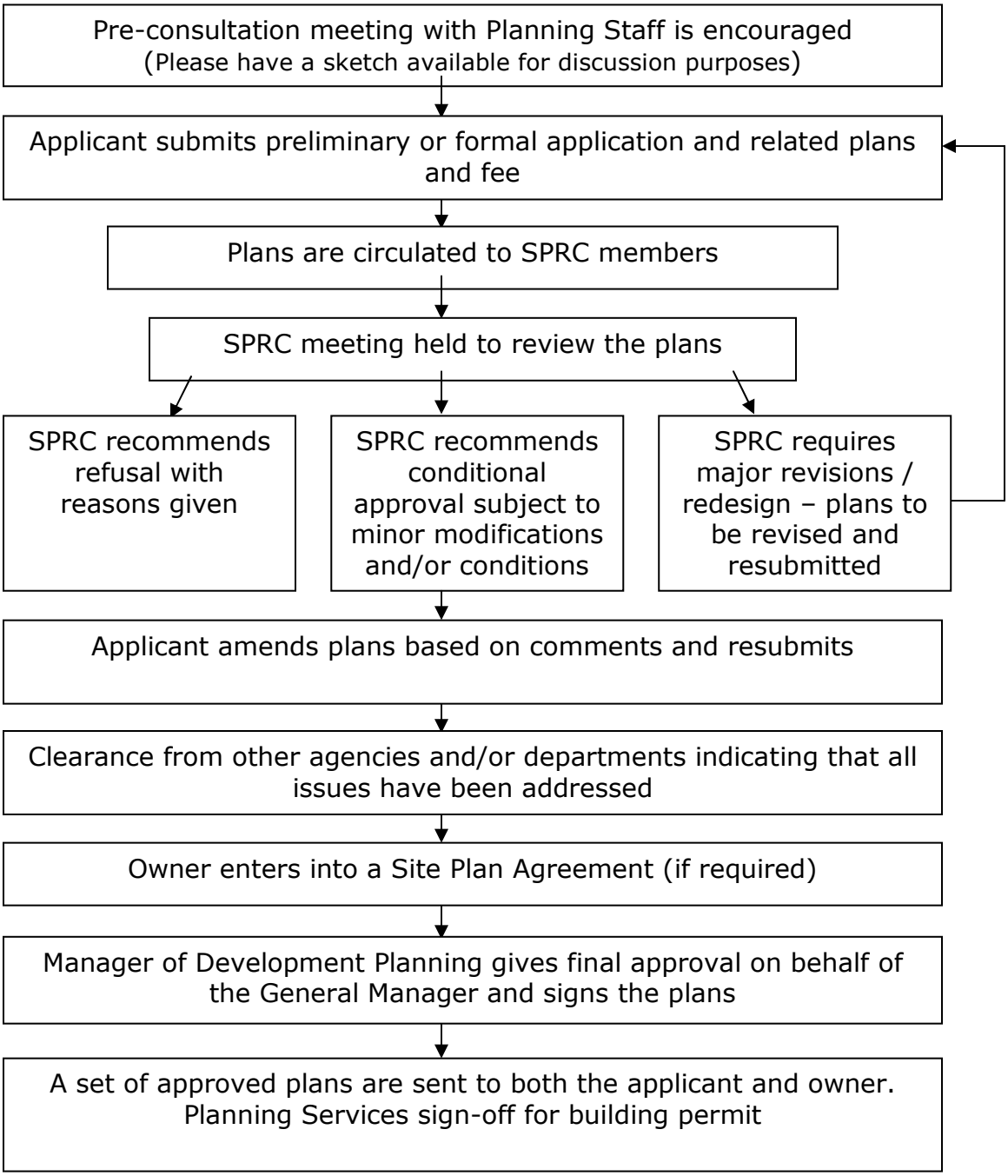
Attachement 1
Site Plan Flow Chart



Attachment 2
SPRC 2011 Year End Annual Report

In 2011, the Site Plan Committee (SPRC) was comprised of:

Chair and Planning Technician III (1) - (J. Owens – until Aug 2011)
Planning Technician I (1) - (M. Haennel – until September 2011)
Development and Urban Designer (1) - (S. Laughlin – January - June 2011, R. Kostyan - June – Dec 2011)
Landscape Planner (1) – (R. Templeton)
Environmental Planner (1) - (J. McEachren)
Engineering Technologist I (3) - (K. Toole, T. Filler, M. Thalen)
Engineering Technologist II (1) - (J. Bodai)
Traffic Technologist II (1) – (D. McMillan)
Senior Heritage Planner (1) – (S. Robinson)

Staff involved in Site Plan Administration in 2011:

Manager of Development Planning – S. Hannah (Jan – April 2011) & R. Walters (July – Dec 2011)
Site Plan Co-ordinator – August 2011 – J. Owens
Planning Clerk - C. Fach
Clerical Assistant II - M. Mercier

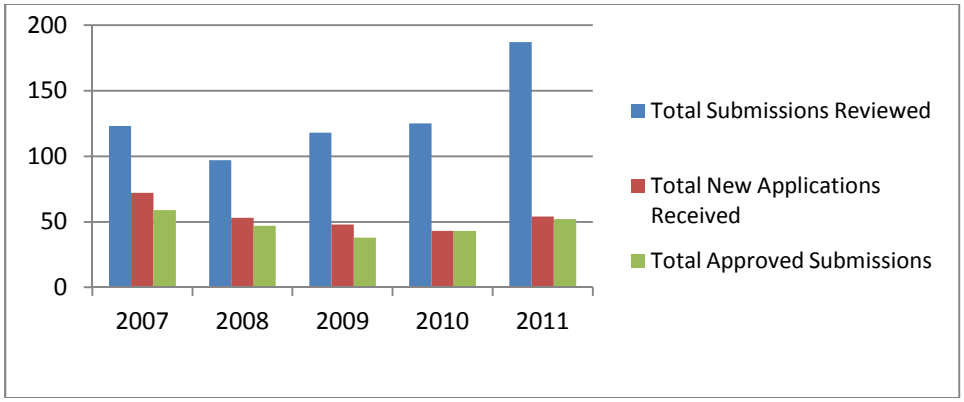
2011 Statistics:

- The SPRC held 25 meetings during 2011 and reviewed 187 submissions (includes all preliminary, formal applications and resubmissions).
- There were 7 submissions on average per SPRC meeting.
- The SPRC approved 52 applications (formal submissions) in 2011
- Of the 52 approved applications that were approved in 2011, 22 were opened and approved during 2011, while 30 were opened prior to 2011.
- At the end of 2011, there were 15 applications still Open/Active, 1 application with Conditional Approval, 1 with an Inactive Status.

	2010	**2011**
Meetings/year	25	25
Submissions reviewed	125	187
Submissions/meeting	5	7.5
Approved	43	52
Files open at year end	13	15
Average days to approval	147	108

APPLICATIONS/SUBMISSSIONS:

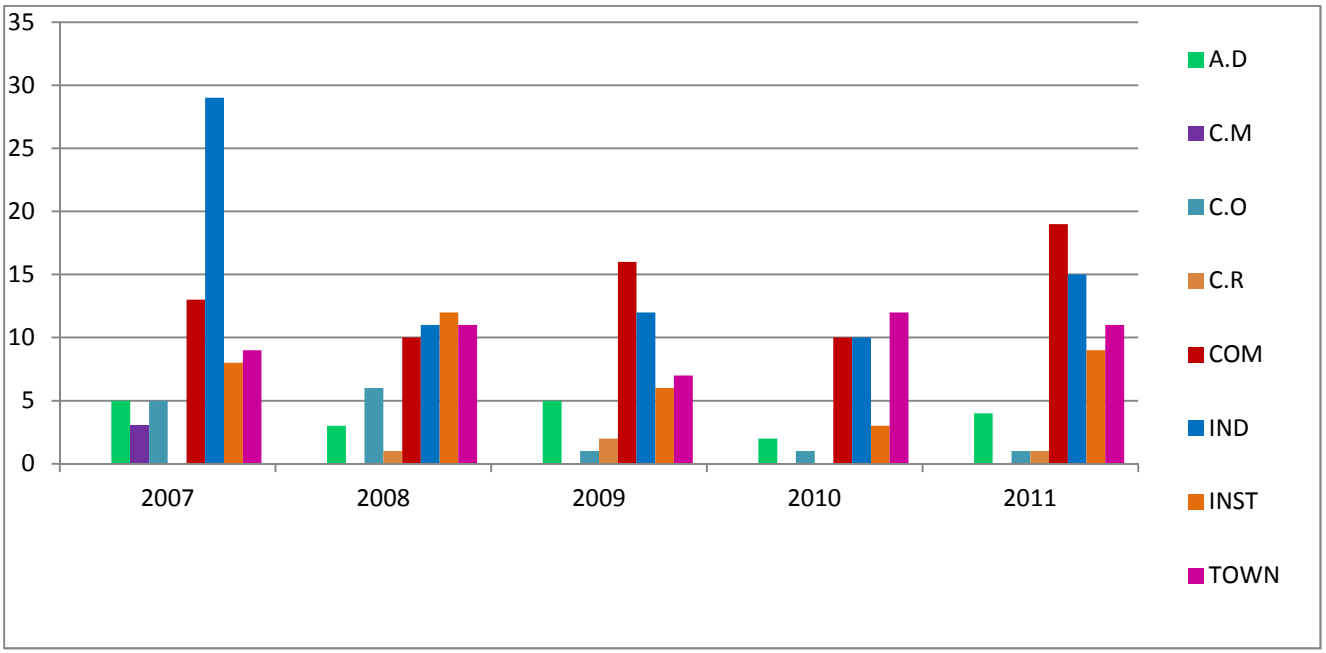
(*Open Application is one that already exists in the City's Site Plan Review System)



Trends from 2007 to 2011:

- There is an increase in the number of submissions reviewed by the SPRC.
- There is an increase in the number of new applications received and approved by the SPRC in the last 2 years.
- The number of new applications has increased since 2010.

TYPES OF APPLICATIONS:

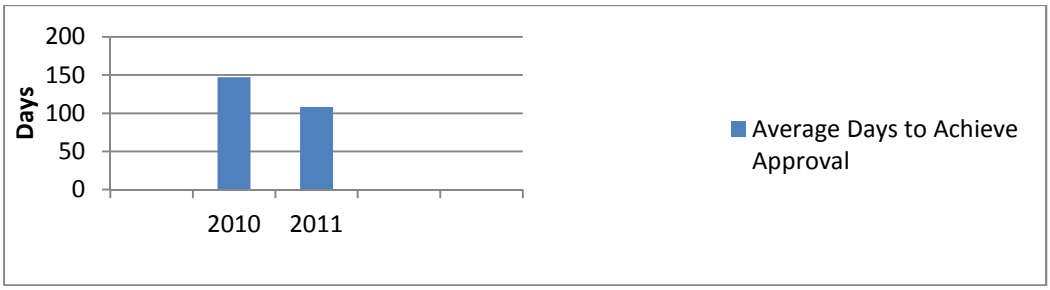


LEGEND: A.D-Apartment Dwelling**, C.M**–Commercial Mall**, C.O**–Commercial Office**, C.R**–Commercial Residential**, COM** – Commercial**, IND** – Industrial**, INST** – Institutional**, TOWN** – Townhouse**,**

Trends from 2007 to 2011:

- The SPRC continues to review a wide variety of applications.
- The highest numbers are commercial and industrial, followed by townhouse applications.

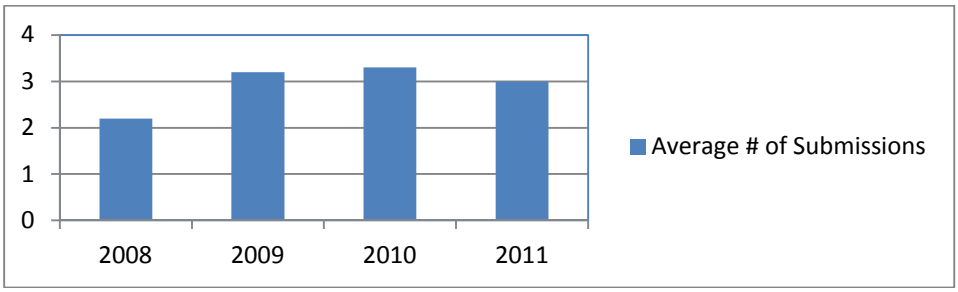
AVERAGE TIME (DAYS) TO ACHIEVE APPROVAL:



Trends of 2010 - 2011:

- The average time to achieve approval in 2011 was 108 calendar days (i.e. includes holidays and weekends), this is a reduction of 39 days from 2010.
- Of the 108 calendar days;
    - 52 days were with the applicant
    - 56 days with City staff.

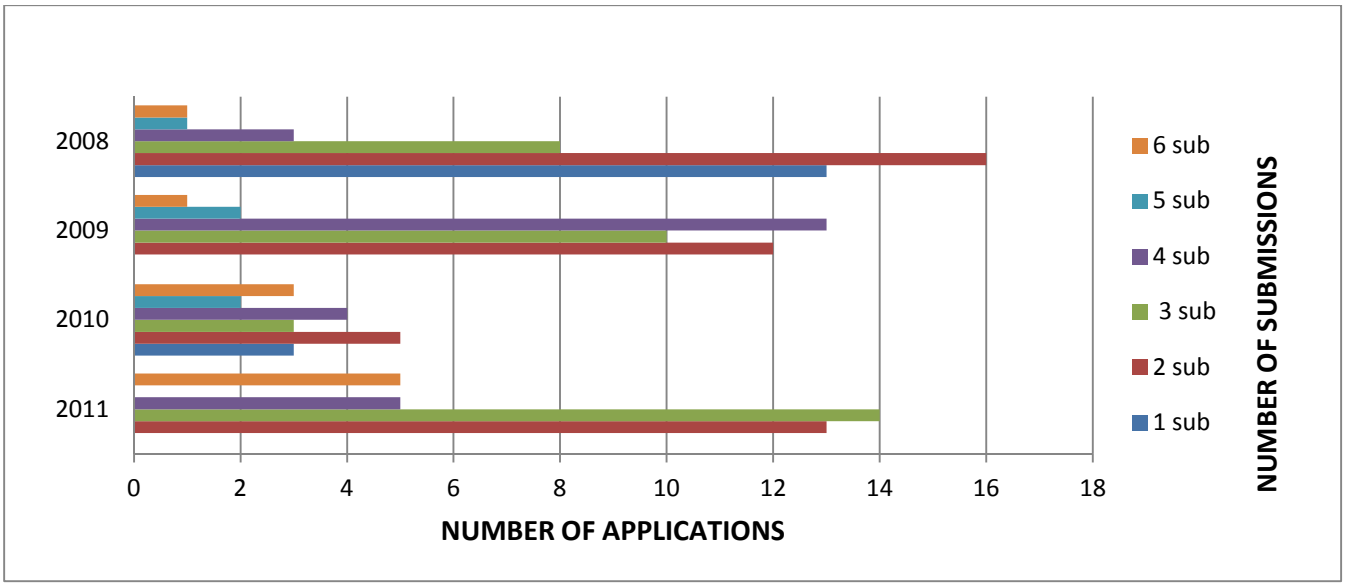
AVERAGE # OF SUBMISSIONS TO ACHIEVE APPROVAL:



Trends from 2008 to 2011:

- The average # of submissions in 2011 was 3.0 per application, (one Preliminary Submission; one formal application and one resubmission) This is less than the number of submissions per application in 2009 and 2010e.
- 3.0 submissions equates to 56 calendar days when under review by staff.

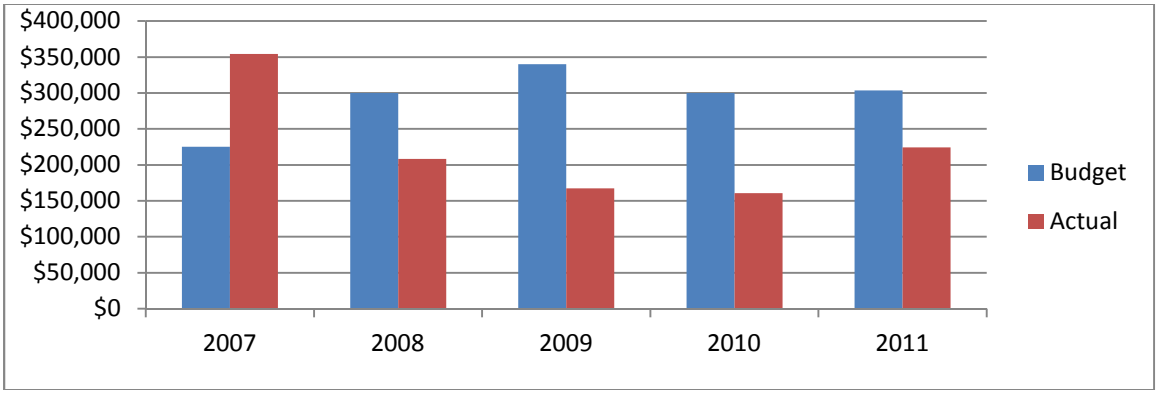
NUMBER OF SUBMISSIONS FOR EVERY APPROVED APPLICATION PER YEAR:



Trends from 2008 to 2011:

- No approved application has taken more than 6 (5%) submissions to achieve Site Plan Approval. The majority of applications were approved in 2 (38%) or 3 (41%) submissions. The number of submissions is dependent upon the complexity of the application and the quality of the applicants submission.
- The number of applications reviewed by staff in any given year does not significantly affect the number of submissions required before granting Site Plan Approval.

SITE PLAN REVENUES:



Trends from 2008 to 2011:

- Actual Revenues exceeded the projected Budget from 2002 to 2007. Revenues have declined and have been difficult to forecast during the economic recession of 2008-2010.
- 2011 Budget revenue forecast and Actual revenue gap is smaller than in the previous 5 years

COMMITTEE REPORT

TO	**Planning, Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**SIGN BY-LAW VARIANCE FOR 101 Clair Road East (Good Life Fitness)**
REPORT NUMBER	

SUMMARY

Purpose of Report: To advise Council of a Sign By-law variance requesting building signage on the second storey building face of 101 Clair Road East.

Council Action: To approve the request for a variance from the Sign By-law for 101 Clair Road East

RECOMMENDATION

"THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance for 101 Clair Road East be received;

AND THAT the request for a variance from the Sign By-law for 101 Clair Road East to permit building signage for Good Life Fitness on the second floor elevation be approved."

BACKGROUND

Lovett Signs has submitted a sign variance application on behalf of Good Life Fitness, located at 101 Clair Road East to allow for three building signs to be located on the 2nd storey elevations (see Schedule A- Location Map). The property is zoned Community Commercial CC-20 in the Zoning By-law No. (1995)-14864. The Sign By-law No. (1996)-15245 in Table 1, Row 1 restricts building sign placement to the first storey on a building face.

REPORT

Lovett Signs has applied for a sign variance for Good Life Fitness (see Schedule B- Signage For Variance). Staff identified that the proposed signage would not comply with the Sign By-law in that building signs are restricted to the first storey elevation in commercial zones.

The following reasons have been supplied by the applicant in support of this application:

- Good Life Fitness is the only occupant on the second storey;
- Second floor signage will distinguish Good Life Fitness as being on the second floor as all other commercial tenants (Dollarama, JYSK) are on the first floor;
- The building's location is set far back from the street and second floor signage will optimize visibility;

- The proposed signage on the second floor is proportionate to the building;
- Good Life's corporate image it to have signage on the highest point of the building and as large as permitted.

The requested variance is as follows**:**

Building Sign (Commercial zone)	**By-law Requirements**	**Request**
Permitted Location on a Building	1st storey on a building face facing a public road allowance or facing another property	**2nd storey on a building face facing a public road allowance or facing another property**

The requested variance from the Sign By-law for three building signs on the second storey elevation is recommended for approval because:

- This is a unique situation with a second floor tenant occupying the whole of a second floor in a commercial mall;
- The existing window placement makes it difficult to comply to by-law regulations while providing the business adequate signage;
- The building is setback over 100 metres from the street, which lessens the impact of the signage.

CORPORATE STRATEGIC PLAN:

Urban Design and Sustainable Growth:
Goal #1: An attractive, well functioning and sustainable city

FINANCIAL IMPLICATIONS: N/A

DEPARTMENTAL CONSULTATION: N/A

COMMUNICATIONS: N/A

ATTACHMENTS

Schedule A -Location Map
Schedule B- Existing and Proposed Signage

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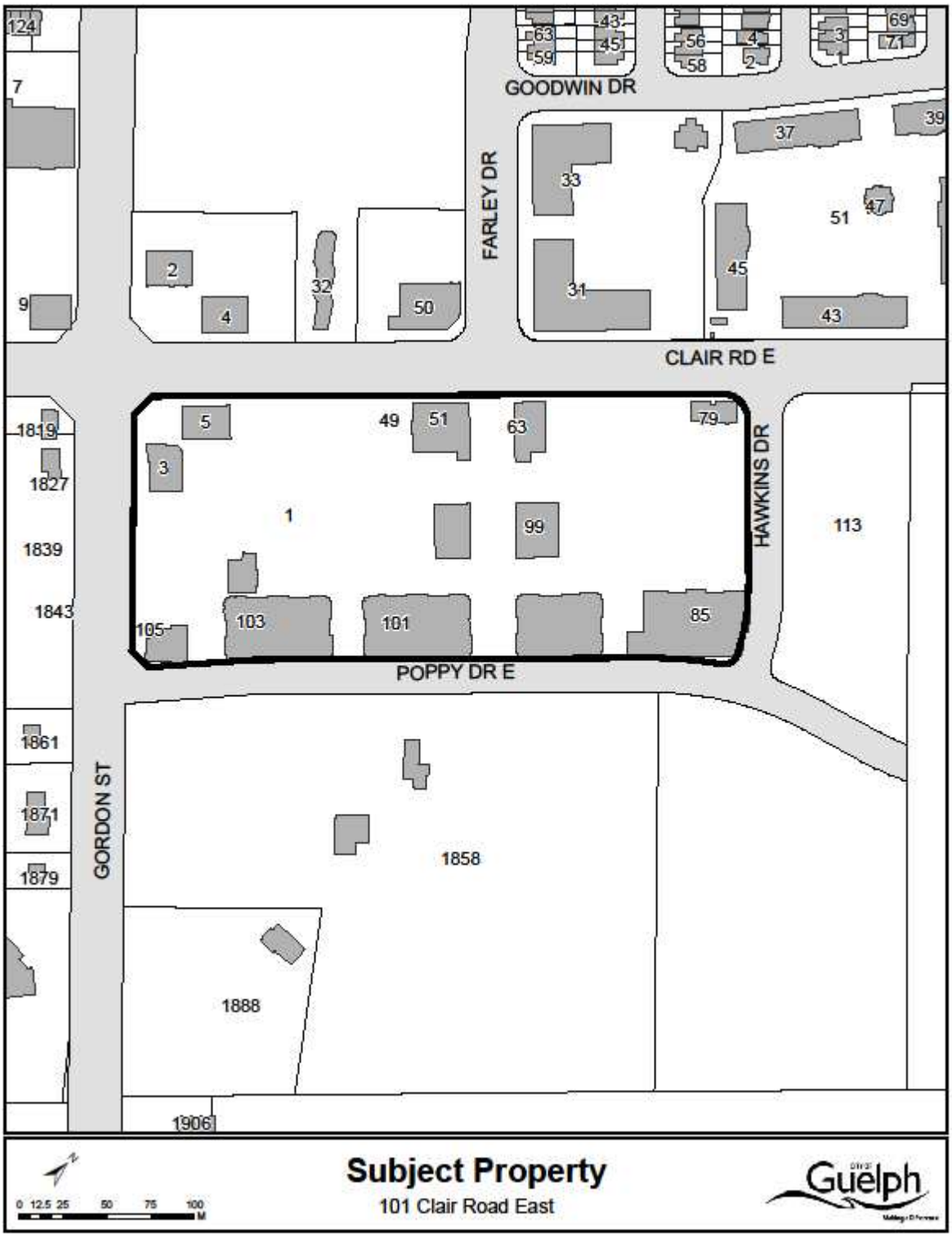
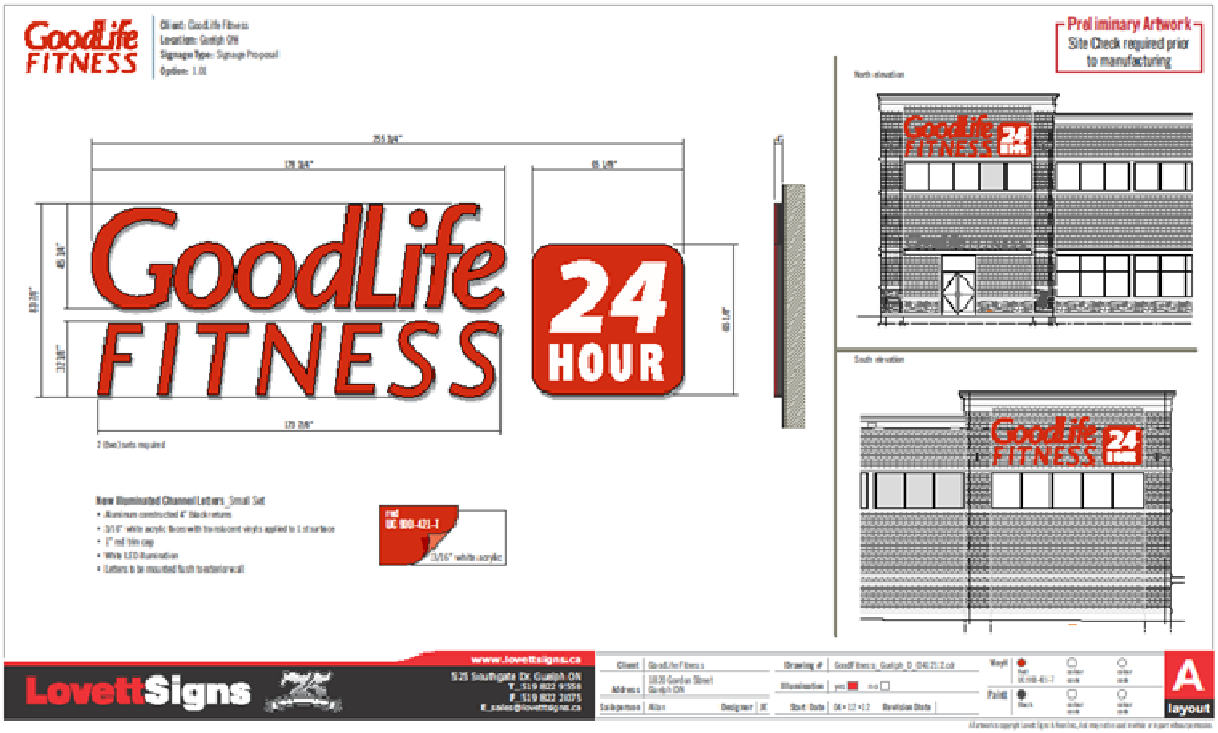
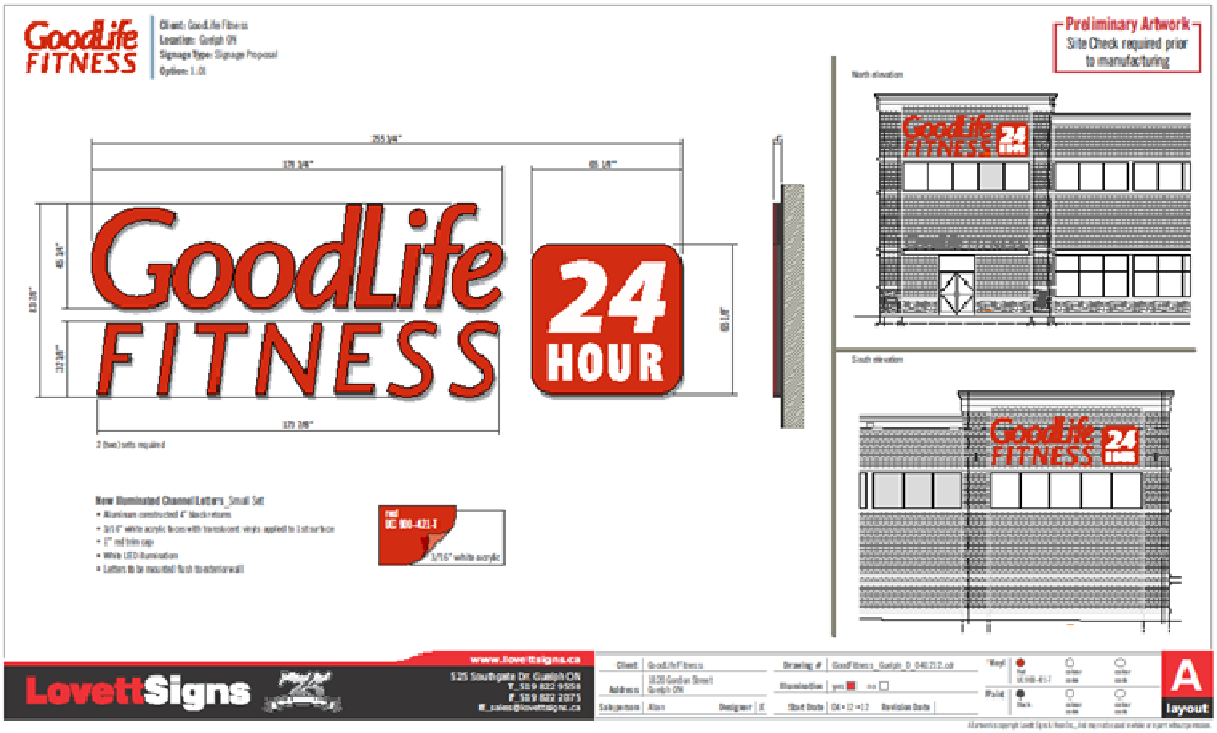
SCHEDULE A- LOCATION MAP



SCHEDULE B- SIGNAGE FOR VARIANCE





1291 GORDON STREET
SIGN VARIANCE

September 17th, 2012

SERENE

Introductions

- Hugh Handy, Associate Planner, GSP Group Inc.
- Scott Higgins, Vice-President, 227437 Ontario Inc. (HIP Developments)

SERENE

Site & Project

- 1291 Gordon Street, between Arkell Road & Edinburgh Road
- 20.7 acre site (4 acres developable) with over 1,300 feet of frontage on Gordon Street
- 161 unit condominium proposed
- Development includes extensive landscaped/open space areas, trails and deer corridor
- Occupancy anticipated for 2014

SERENE

Economic Contribution

- $60 million investment in Guelph
- $2.5 million in Development Charges
- Approx. $750,000 in parkland dedication, frontage fees and permit fees
- Upgraded City SWM facility
- 100-200 jobs through construction
- No City Grants or Incentives
- Estimated $500,000 per annum in property tax revenue

SERENE

Requested Variances

- To permit 4 real estate signs on the property, whereas the By-law permits 1 real estate sign per property
- To permit a sign height of 6.4 metres, whereas the By-law permits a maximum sign height of 3.0 metres
- To permit a 18 square metre maximum sign face area per face, whereas the By-law permits a maximum of 6 square metres

SERENE

Construction Sign Locations

SERENE

Signs

- $20,000 total cost
- High end and very attractive
- Scale fits the location
- Significant spacing in between signs
- Temporary

SERENE

Benefits of Signage

- **Currently there are 610 interested purchasers that have registered for the project. When asked "how did you hear about us", they responded as follows:**
  - On-site Signage – 366 (60%)
  - Guelph Newspaper – 134 (22%)
  - Other – 48 (8%)
  - Real Estate Magazine – 17 (3%)
  - Agent – 16 (3%)
  - Website/Search Engine – 13 (2%)
  - Referral – 12 (2%)
  - GTA Newspaper - 2
  - Taste of Guelph - 2
  - University of Guelph Faculty Breakfast - 0
  - Radio – 0

THE ON-SITE SIGNS ARE CRITICAL TO THE SUCCESS OF THIS PROJECT

SERENE

In Summary

- Temporary signage
- Attractive signs
- Appropriate scale for site
- Support marketing of this major investment
- The on-site signs are critical to the success of this project
- Respectfully request approval of sign variance

SERENE

COMMITTEE REPORT

TO	**Planning & Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**SIGN BY-LAW VARIANCES FOR 1291 Gordon Street**
REPORT NUMBER	

SUMMARY

Purpose of Report: To advise Council of a Sign By-law variance application requesting a freestanding construction sign with variances for four signs in lieu of the permitted one; with a height of 7.8 metres in lieu of the permitted 5 metres, and an area face of 18 m² in lieu of the permitted 6 m².

Council Action: To refuse the request for variances from the Sign By-law for 1291 Gordon Street for four signs with a height of 7.8 metres and an area face of 18 m² per sign.

RECOMMENDATION

"THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance for 1291 Gordon Street be received;

AND THAT the request for variances from the Sign By-law for 1291 Gordon Street to permit four signs with a height of 7.8 metres and an area face of 18 m² per sign be refused."

BACKGROUND

GSP Group Inc., on behalf of the owner; has submitted a sign variance application to allow for four freestanding construction signs with a height of 7.8 metres (25.59') in lieu of the permitted 5 metres (16.4'), and an area face of 18 m² (193.8 ft.²) in lieu of the permitted 6 m² (64.5 ft.²) at 1291 Gordon Street (see Schedule A- Location Map). The property is zoned R.4A-37(H) (High Density Apartment) in the Zoning By-law No. (1995)-14864, as amended, and is proposed to be a residential development. The signs do not require a permit under the Sign By-law and the infraction was directed to staff by way of a complaint.

REPORT

Freestanding construction site signs are regulated by Table 2, Row 11 of Schedule B of the Sign By-law No. (1996)-15245, as amended. This property is presently under review in the Site Plan Approval process. Four freestanding construction site signs have been erected on the property (see Schedule B- Existing Signs). The four signs do not comply with the Sign By-law regulations for number of signs, height of signs and

area of the signs. The intent of the Sign By-law is to allow one freestanding construction site sign for advertising purposes. This sign does not require a permit and has a set standard for size and height. The Sign By-law and Urban Design Guidelines implement a strategy of ground oriented signage. The signs that have been installed are a concern as there are four in total that are three times the permitted size and the height that is being used is not permitted for any type of freestanding signage.

The requested variances are as follows**:**

Freestanding Sign	By-law Requirements	Request
Construction Site	Maximum Number -1 Maximum Sign Face- 6 m² Maximum Height- 5 m	**Maximum Number -4** **Maximum Sign Face- 18 m²** **Maximum Height- 7.8 m**

The requested variances from the Sign By-law for additional number, size and height are recommended for refusal because:

- The number of signs is four times as permitted;
- The size and height do not meet the intent of the Sign By-law;
- A freestanding construction sign could be installed that complies with the by-law;
- Other construction companies could potentially request the same signage variance.

CORPORATE STRATEGIC PLAN:

Urban Design and Sustainable Growth:
Goal #1: An attractive, well functioning and sustainable city

FINANCIAL IMPLICATIONS: N/A

DEPARTMENTAL CONSULTATION: N/A

COMMUNICATIONS: N/A

ATTACHMENTS

Schedule A - Location Map
Schedule B- Existing Signs

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Recommended By:
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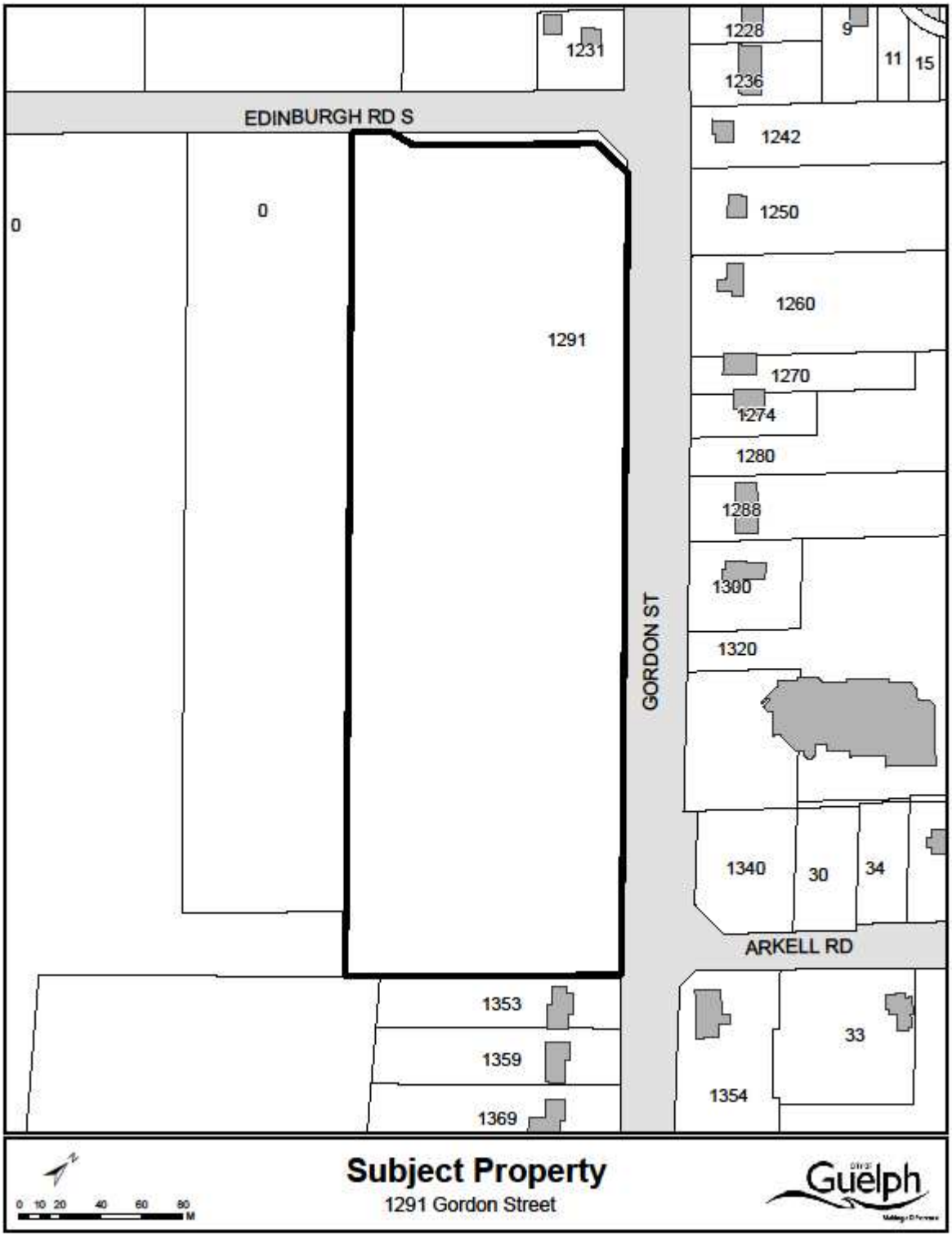
SCHEDULE A- LOCATION MAP



SCHEDULE B- EXISTING SIGNS

COMMITTEE REPORT

TO	**Planning & Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	September 17, 2012
SUBJECT	**SIGN BY-LAW VARIANCE FOR 226 Speedvale Avenue West (Guelph Aromatherapy Studio)**
REPORT NUMBER	

SUMMARY

Purpose of Report: To advise Council of a Sign By-law variance application requesting permission to allow six mobile sign permits per year in lieu of the permitted four per year at 226 Speedvale Avenue West.

Council Action: To refuse the request for a variance from the Sign By-law for 226 Speedvale Avenue West to allow 6 mobile sign permits per year in lieu of the permitted four per year.

RECOMMENDATION

"THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance application for 226 Speedvale Avenue West be received;

AND THAT the request for a variance from the Sign By-law for 226 Speedvale Avenue West to allow six mobile sign permits per year in lieu of the permitted four per year for Guelph Aromatherapy Studio be refused."

BACKGROUND

The owner of Guelph Aromatherapy Studio has submitted a sign variance application to allow for six mobile sign permits per year at 226 Speedvale Avenue West (see Schedule A- Location Map). The property is zoned SC. 1-5 (Service Commercial) in the Zoning By-law No. (1995)-14864. The Sign By-law No.(1996)-15245 in Table 4, Row 1 permits every property with the applicable zoning to have four, thirty day mobile sign permits per calendar year.

REPORT

Guelph Aromatherapy Studio has requested to permit a mobile sign for six separate thirty day periods to advertise the business. Every commercial or industrial property with the proper zoning is permitted to have a total of four, thirty day permits per calendar year. The owner has requested the extra two permits because of the necessity of the business to have more exposure and this would provide more advertising opportunity at the street level.

The requested variance is as follows**:**

Mobile Sign	By-law Requirements	Request
	Maximum Duration of Use Per Place- 4 separate 30 consecutive day periods in each calendar year	**Six thirty day mobile sign permits**

The requested variance from the Sign By-law for six thirty day mobile sign permits is recommended for refusal because:

- The Sign By-law allows all applicable properties the same number of mobile sign permits per year which treats every property with the same regulation;
- Staff has repeatedly advised interested parties that only four mobile signs are permitted per year per business. Since this is a mall, other users may wish the same number and lead to over exposure of mobile signage.

CORPORATE STRATEGIC PLAN:
An attractive, well functioning and sustainable city

FINANCIAL IMPLICATIONS: N/A

DEPARTMENTAL CONSULTATION: N/A

COMMUNICATIONS: N/A

ATTACHMENTS
Schedule A - Location Map

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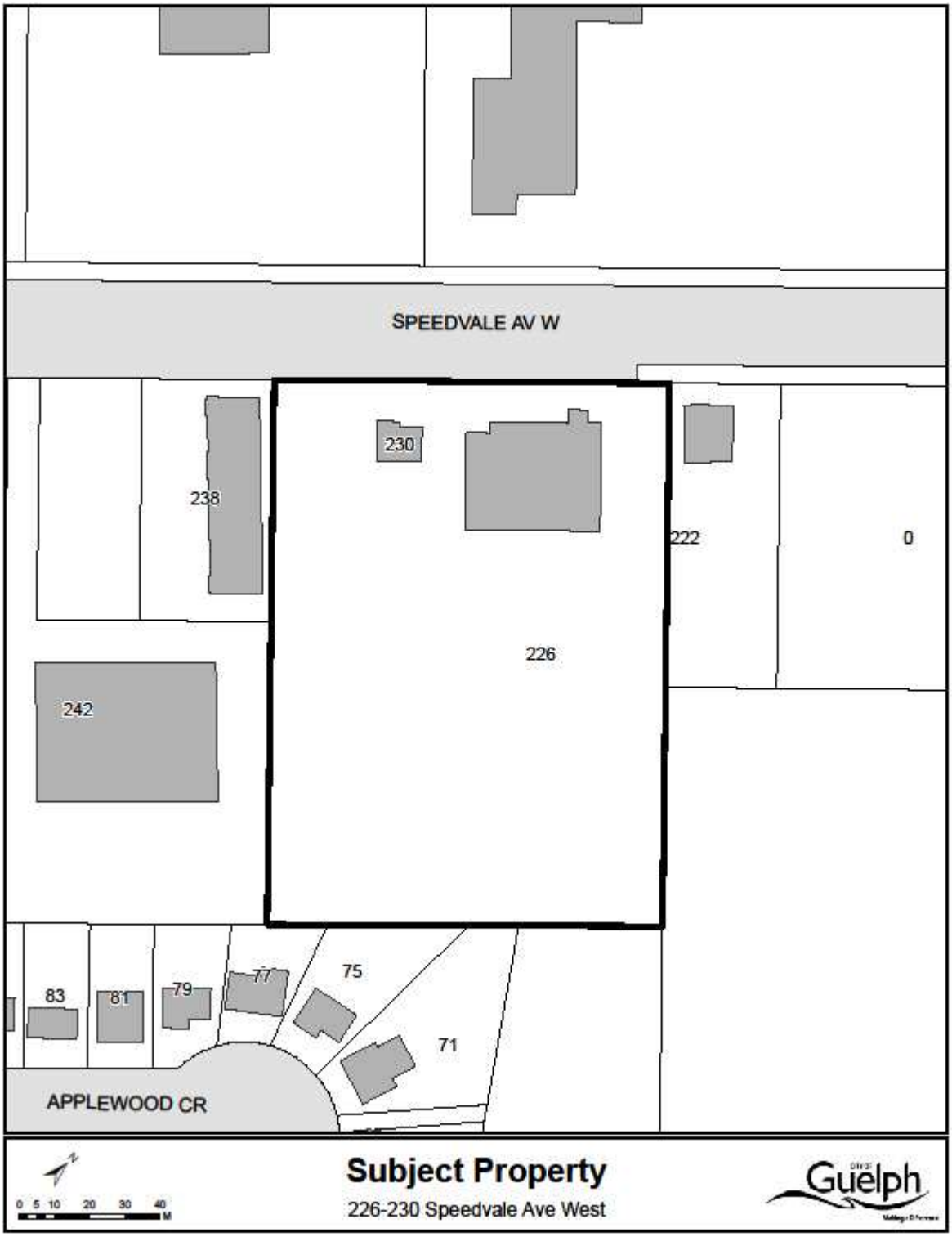
SCHEDULE A- LOCATION MAP