



**Economic Development
Advisory Committee
Meeting Agenda**

**Thursday, March 9, 2017
7 p.m.**

**Holland Room
Aurora Town Hall**

Public Release
March 3, 2017



**Town of Aurora
Economic Development Advisory Committee
Meeting Agenda**

Date: Thursday, March 9, 2017

Time and Location: 7 p.m., Holland Room, Aurora Town Hall

1. Approval of the Agenda

Recommended:

That the agenda as circulated by Legislative Services be approved.

2. Declaration of Pecuniary Interest and General Nature Thereof

3. Receipt of the Minutes

Economic Development Advisory Committee Meeting Minutes of December 8, 2016

Recommended:

That the Economic Development Advisory Committee meeting minutes of December 8, 2016, be received for information.

4. Delegations

5. Matters for Consideration

1. Extract from Council Meeting of February 14, 2016

Re: General Committee Report No. CAO17-001 – Economic Development Board – Terms of Reference

Recommended:

1. That the Extract from Council Meeting of February 14, 2017, regarding General Committee Report No. CAO17-001 – Economic Development Board – Terms of Reference, and report be received; and
2. That the Economic Development Advisory Committee provide comment.

6. Informational Items

2. Extract from Council Meeting of January 31, 2017

Re: Economic Development Advisory Committee Meeting Minutes of December 8, 2016

Recommended:

1. That the Extract from Council Meeting of January 31, 2017, regarding the Economic Development Advisory Committee meeting minutes of December 8, 2016, be received for information.

7. New Business

8. Adjournment



**Town of Aurora
Economic Development Advisory Committee
Meeting Minutes**

Date: Thursday, December 8, 2016

Time and Location: 7 p.m., Leksand Room, Aurora Town Hall

Committee Members: Councillor Paul Pirri (Chair), Councillor John Abel (Vice Chair) (departed 7:21 p.m.), Richard Farmer (Aurora Chamber of Commerce representative), Rosalyn Gonsalves, Marilee Harris, and Bruce Walkinshaw

Member(s) Absent: Don Constable

Other Attendees: Councillor Wendy Gaertner, Councillor Tom Mrakas, Councillor Michael Thompson, Doug Nadorozny, Chief Administrative Officer, Anthony Ierullo, Manager of Long Range and Strategic Planning, Michael Logue, Program Manager, Economic Planning, and Linda Bottos, Council/Committee Secretary

The Chair called the meeting to order at 7 p.m.

1. Declarations of Pecuniary Interest

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act*.

2. Approval of the Agenda

**Moved by Rosalyn Gonsalves
Seconded by Bruce Walkinshaw**

That the agenda as circulated by Legislative Services be approved.

Carried

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3. Receipt of the Minutes

Economic Development Advisory Committee Meeting Minutes of October 13, 2016

Moved by Marilee Harris

Seconded by Bruce Walkinshaw

That the Economic Development Advisory Committee meeting minutes of October 13, 2016, be received for information.

Carried

4. Delegations

The Committee consented on a two-thirds vote to waive the requirements of section 3.8(c) of the Procedural By-law to permit the delegation to speak for more than five minutes.

**(a) Brent Kopperson, Executive Director, Windfall Ecology Centre
Re: ClimateWise Business Network – Windfall Presentation**

Mr. Kopperson presented background to the Windfall Ecology Centre and presented an overview of the ClimateWise Business Network, a local network of businesses and institutions with a focus on reducing carbon emissions and increasing profitability. He noted that the ClimateWise Business Network can assist organizations with: creation of emissions inventories using their measurement tool; development of a business case for sustainability; advice on risk mitigation and regulatory risk; and green branding.

Moved by Marilee Harris

Seconded by Bruce Walkinshaw

That the comments of the delegation be received for information.

Carried

5. Matters for Consideration

None

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6. Informational Items

1. Memorandum from Manager of Long Range and Strategic Planning Re: Activity Report

Staff gave a brief overview of the memorandum regarding business inquiries, openings, and upcoming events.

**Moved by Marilee Harris
Seconded by Rosalyn Gonsalves**

1. That the memorandum regarding Activity Report be received for information.

Carried

2. Extract from Council Meeting of November 22, 2016 Re: General Committee Report No. CAO16-006 – Economic Development Model Review and Comparison

Staff provided an overview of the staff report and advised that Council has endorsed the hybrid model to deliver economic development services in Aurora, which would be provided through an expanded Office of Economic Development. Committee members expressed support of the proposal in principle, as well as concerns regarding the proposed implementation of staffing and funding resources. Staff indicated that the next steps are to develop an implementation plan for Council's consideration in early 2017 and report back to the Committee at a future meeting.

**Moved by Marilee Harris
Seconded by Bruce Walkinshaw**

1. That the Extract from Council Meeting of November 22, 2016, regarding General Committee Report No. CAO16-006 – Economic Development Model Review and Comparison, and report be received for information.

Carried

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**3. Extract from Council Meeting of November 8, 2016
Re: Economic Development Advisory Committee Meeting Minutes of
October 13, 2016**

**Moved by Bruce Walkinshaw
Seconded by Rosalyn Gonsalves**

1. That the Extract from Council Meeting of November 8, 2016, regarding the Economic Development Advisory Committee meeting minutes of October 13, 2016, be received for information.

Carried

7. New Business

Councillor Pirri noted that he recently met with members of the Economic Development Advisory Committees of Newmarket and East Gwillimbury to provide updates on their respective Committees.

Ms. Harris inquired about the status of the hotel attraction strategy in Aurora. Staff advised that the Town would not be proceeding with a survey at this time.

Ms. Harris inquired about how the Town was capitalizing on the decision by Magna International Inc. to maintain its presence in Aurora. Staff indicated that the benefits to Aurora had been discussed privately.

Ms. Harris inquired about the strategy for communicating with users of the former library respecting the future direction of the building. Staff indicated that meetings will be held to engage the user organizations in relocation planning, and it was noted that the decision to demolish the former library was contingent on relocating its users.

Mr. Walkinshaw inquired about the status of the Bell Canada small cell technology pilot project in Aurora. Staff advised that locations are being considered, including Town facilities and gaps on Yonge Street, and that promotion has been done through local media, Bell Canada, Aurora Chamber of Commerce, and communication with local municipalities.

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Mr. Walkinshaw inquired about the status of the Business Ambassadors Program. Staff indicated that the recruitment phase had ended in October 2016 and a report would be brought forward for Council's consideration early in 2017.

Mr. Walkinshaw inquired about the status of the potential Business Improvement Area (BIA) in Aurora, and staff advised that a group of downtown business merchants meet regularly to discuss this initiative.

Mr. Walkinshaw inquired about the status of the broadband strategy, and staff agreed to contact York Region for an update.

Ms. Gonsalves inquired about the former Canadian Tire location on Yonge Street. Staff noted that the lands are still owned by Canadian Tire Corporation and a zoning amendment application has been submitted to the Town proposing more flexible zoning.

Ms. Harris suggested that a public relations blitz is needed to promote the many benefits of living and working in Aurora. It was noted that a new Manager of Corporate Communications was recently hired and the Town's communications and marketing activities would be enhanced.

8. Adjournment

**Moved by Bruce Walkinshaw
Seconded by Rosalyn Gonsalves**

That the meeting be adjourned at 8:57 p.m.

Carried

Committee recommendations are not binding on the Town unless adopted by Council at a later meeting.



Extract from
Council Meeting of
Tuesday, February 14, 2017

6. Consideration of Items Requiring Discussion (Regular Agenda)

R1. CAO17-001 – Economic Development Board – Terms of Reference

Motion to refer

Moved by Councillor Pirri

Seconded by Councillor Thompson

That Report No. CAO17-001 – Economic Development Board – Terms of Reference, be referred to the next meeting of the Economic Development Advisory Committee for comment, and be brought back to Council in the first meeting cycle in March 2017.

Motion to refer
Carried

Attachment 1 - Report No. CAO17-001 - Economic Development Board - Terms of Reference



Town of Aurora

General Committee Report

Attachment 1

No. CAO17-001

Subject: Economic Development Board – Terms of Reference

Prepared by: Anthony Ierullo, Manager, Long Range and Strategic Planning

Department: Office of the Chief Administrative Officer

Date: February 7, 2017

Recommendation

- 1. That Report No. CAO17-001 be received; and**
- 2. That the attached Economic Development Board – Terms of Reference be endorsed and staff be directed to proceed with the creation of the Aurora Economic Development Board.**

Executive Summary

- On September 27, 2016, Council approved a motion directing staff to prepare an evaluation of the prominent economic development models currently in use in Ontario.
- Staff completed an analysis and identified three prominent economic development models in Ontario recommending that the Town implement a Hybrid model to deliver economic development services in Aurora. This model includes the establishment of an Economic Development Board to support economic development.
- Council approved the proposed economic development model and related funding as part of the 2017 Budget.
- Staff have prepared a Terms of Reference for the proposed Economic Development Board and have begun to actively advance operational, structural and pre recruitment activities to ensure that there is adequate resourcing to support the board.
- Staff are seeking Council endorsement of the attached Aurora Economic Development Corporate (“AEDC”) Terms of Reference prior to initiating the establishment of the Board and member recruitment.

Background

On September 27, 2016, Council approved the following Motion directing staff to prepare an evaluation of the prominent economic development models currently in use in Ontario:

Whereas Municipal Economic Development is an activity which can be undertaken under a variety of models; and

Whereas the Town of Aurora has currently adopted a Community Advisory Committee approach; and

Whereas it is important that the Town of Aurora ensures adherence to best practices;

Now Therefore Be It Hereby Resolved That the Chief Administrative Officer investigate and report back to Council with regard to the best model to deliver Economic Development Services for the Town of Aurora moving forward; and

Be It Further Resolved That a survey be sent to Council, the Economic Development Advisory Committee, and relevant staff to gauge the effectiveness and areas of improvement for the current economic development model; and

Be It Further Resolved That this report be brought back in time to be considered for the 2017 budget.

On November 15, 2016, staff prepared a report outlining prominent economic development models and a recommended model for Aurora. On November 22, 2016, Council approved the following recommendation:

That Report No. CAO16-006 be received; and,

That Council endorse the attached Economic Development Proposal for consideration as part of the 2017 Budget.

Council approved the economic development proposal and related funding as part of the 2017 Budget. The following outlines the Terms of Reference for the proposed Economic Development Board as well as the next steps towards the establishment of an Economic Development Board.

Analysis

Staff have prepared a draft Terms of Reference for Council consideration as outlined in Appendix A. Highlights of key aspects of the draft terms are described and discussed below:

Roles, Responsibilities, Goals and Objectives

The proposed terms of reference (Attachment No. 1) would establish the Aurora Economic Development Corporation (AEDC) as Council's advisory board for community economic development. The corporation will provide strategic leadership and coordination of community economic development and work with partners to strengthen and diversify existing business, attract new business and investment, and coordinate strategic economic development initiatives within the community.

The goal of the Board is to strengthen economic development and quality of life within Aurora by:

- supporting the expansion of current businesses;
- advising on Downtown Revitalization Activities;
- advancing cultural activities that offer opportunities for economic development;
- attracting, brokering and facilitating new business development; and,
- encouraging continued economic diversification.

This is accomplished through the following objectives:

- making recommendations that assist in the expansion of current businesses and the development of new businesses;

- making recommendations to Council on funding and grants to advance downtown revitalization objectives, cultural services and other strategic economic development initiatives and projects;
- promoting public/private partnerships opportunities that advance economic development interests;
- recommending programs to Council that actively promote Aurora as a centre for advanced manufacturing, information technology and telecommunications, environmental technology, medical and related technologies, finance, insurance, real estate and leasing; and,
- recommending programs that actively promoting Aurora as York Region's centre for education and training, business services, health services and government services.

Composition, Term and Chairperson

It is proposed that the Board of Directors be composed of up to 8 local residents and/or business owners that serve three-year terms, 3 members of Council (Two Town Councillors and the Mayor of the Town of Aurora) serving a term concurrent with Council and two non-voting staff representatives. It is recommended that Council appoint local residents or business owners as a non-executive Chairperson and Vice-Chairperson. This is generally seen as a best practice for community development corporations and is consistent with the structure for other similar at-arms-length boards related to the Aurora Public Library and the Aurora Cultural Centre.

Recruitment

It is proposed that local resident and business owner members be primarily influential business leaders that play a significant role in the community. Membership should include representation from large and small businesses, public and private sectors, private/public education, non-profit and accommodation / tourism providers. As outlined in Appendix B, staff have prepared a detailed skills matrix to guide the appointment of Board members. Staff will publicly advertise the opportunity for 4-6 weeks as well as identify and encourage qualified candidates to participate in the requirement. Local resident and business owner members and Council members will be appointed by Mayor and Council.

Program roll out revised to address EDAC comments

Based on the feedback received from the Town's Economic Development Advisory Committee, staff have revised the next steps associated with the roll out of the new

Economic Development Board and office where appropriate. New economic development programs will be developed and approved by Council as part of the preparation of a Board led community Economic Development Strategic Plan. Staff are actively advancing operational, structural and recruitment activities to ensure that there is adequate resourcing to support the board and realign service delivery to drive economic development. Staff have confirmed that Community Improvement Plan (CIP) funding is adequate and have initiated a review of the CIP program to identify opportunities to improve interest in the program. To date, staff conducted a door knocking campaign, hosted information sessions with land owners and realtors to promote participation and have begun to plan a series of focus group to re-evaluate the suite of programs.

Next Steps

The next steps towards the establishment of the Board are:

1. Legally establish the AEDC (February - April 2017)
2. Advertise for and recruit AEDC members (February-April 2017)
3. Schedule first AEDC meeting (May 2017)
4. Work with the Board to initiate preparation of the Economic Development Strategic Plan (June 2017)
5. Complete strategic plan (December 2017)

Advisory Committee Review

The Terms of Reference were reviewed by the Economic Development Advisory Committee meeting on December 8, 2016.

Financial Implications

The funding required to support this initiative has been approved as part of the 2017 Budget.

Communications Considerations

Recruitment for the Board will be advertised in the local media for 4-6 weeks and promoted in association with community partners.

Link to Strategic Plan

The report supports the Strategic Plan goal of *Enabling a Creative, Diverse and Resilient Economy* through its accomplishment in satisfying requirements in the following key objective within this goal statement:

Promoting economic opportunities that facilitate the growth of Aurora as a desirable place to do business.

Alternative(s) to the Recommendation

1. Direct staff to revise the AEDC Terms of Reference.

Conclusions

On September 27, 2016, Council approved a motion directing staff to prepare an evaluation of the prominent economic development models currently in use in Ontario. Staff completed an analysis and identified three prominent economic development models in Ontario recommended that the Town implement a Hybrid model to deliver economic development services in Aurora. This model included the establishment of an Economic Development Board to guide economic development activities.

Council approved the proposed economic development model and related funding as part of the 2017 Budget. As a result, staff have prepared a draft Terms of Reference for the proposed Economic Development Board and have begun to actively advance operational, structural and recruitment activities to ensure that there is adequate resourcing to support the board. Staff are seeking Council endorsement of the attached AEDC Terms of Reference prior to initiating the establishment of the Board and member recruitment.

Attachments

Attachment No. 1 – Aurora Economic Development Corporation – Terms of Reference
Attachment No. 2 – Aurora Economic Development Corporation Board – Skills Matrix

Previous Reports

CAO16-006 dated November 15, 2016

February 7, 2017

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Report No. CAO17-001

Pre-submission Review

Agenda Management Meeting review on January 19, 2017

Departmental Approval/Approved for Agenda



Doug Nadorozny
Chief Administrative Officer

Attachment No. 1

Aurora Economic Development Corporation Terms of Reference

Role

The Aurora Economic Development Corporation (“AEDC”) is a non-share, not-for-profit, corporation, incorporated under the *Business Corporations Act* and *Municipal Act, 2001*. On behalf of the Council of the Town of Aurora, the AEDC provides strategic leadership and coordination of community economic development. The AEDC works with partners (provincial, regional and federal governments, community agencies, educational institutions and local businesses) to strengthen and diversify existing business, attract new business and investment, and coordinate strategic economic development initiatives within the community.

Responsibilities

The AEDC provides a critical advisory role in promoting economic growth and diversification in the Town of Aurora. Economic development goals should seek to build on local strengths, mitigate existing weaknesses, convey the desired outcomes of the strategic planning process and speak directly to the aspirations of the community.

The AEDC is responsible for working with community stakeholders to develop and maintain an Economic Development Strategy for the Town of Aurora to guide economic development activities and investment over the short, medium and long term. This Strategy will be updated and approved by Council every 5 years.

In addition to the preparation of an Economic Development Strategy, the AEDC Board of Directors will also be responsible for reviewing the Economic Development Operational Plan that will be presented to the Board and approved by Council on an annual basis.

Goals and Objectives

The goal of the Board of Directors is to strengthen economic development and quality of life within Aurora by:

- supporting the expansion of current businesses;
- advising on Downtown Revitalization Activities;

- supporting cultural activities that offer opportunities for economic development;
- attracting, brokering and facilitating new business development; and,
- encouraging continued economic diversification.

This is accomplished through the following objectives:

- making recommendations that assist in the expansion of current businesses and the development of new businesses;
- making recommendations to Council on funding and grants to advance downtown revitalization objectives, cultural services and other strategic economic development initiatives and projects;
- promoting public/private partnerships opportunities that advance economic development interests;
- recommending programs to Council that actively promote Aurora as a centre for advanced manufacturing, information technology and telecommunications, environmental technology, medical and related technologies, finance, insurance, real estate and leasing; and,
- recommending programs that actively promoting Aurora as York Region's centre for education and training, business services, health services and government services.

Economic Development staff at the Town of Aurora serve as support to the Board of Directors at the Aurora Community Development Corporation.

Composition

The Board of Directors is composed of:

- Up to 8 local residents or business owners that serve three-year terms and represent the various economic and geographic sectors of our community. Preference will be given to

Aurora Chamber of Commerce members that meet both the skills and eligibility requirements.

- 3 members of Council (Two Town Councillors and the Mayor of the Town of Aurora).
- CAO, Town of Aurora (ex-officio)
- Manager, Long Range and Strategic Planning (non-voting)

Eligibility

Members of the Board of Directors must be a Town of Aurora resident or employed with a business within the Town of Aurora.

Term

The Board shall be appointed for a three year term, with the option of a further three year term. For the initial Board, members will be appointed on staggered terms to ensure Board continuity. Council members will be appointed for terms concurrent with their term of Council.

Remuneration

None.

Chairperson of Meeting

The Board will appoint a local resident or business owner member as non-executive Chairperson and Vice-Chairperson. In the event that the Chairperson is absent, the Vice-Chairperson will assume the responsibilities of the Chair.

General Operating Procedures The Board will be subject to the requirements of the Town's Procedural By-law (By-law # 5920-16).

Recruitment

Private members should be primarily influential business leaders that play a significant role in the community. The Chamber of Commerce will be encouraged to nominate board members to promote a

strong connection to the Chamber. Membership should include representation from large and small businesses, public and private sectors, private/public education, non-profit and accommodation / tourism providers. Previous membership on a governance board is an asset. A more detailed skills matrix is outlined in Attachment No. 2.

Council members will be appointed by Council.

Confidentiality

AEDC will protect the confidentiality of its clients and business activities. AEDC respects the confidentiality of proprietary information and intellectual property and will not disclose information, directly or indirectly, except as required by law. AEDC Board members are obligated to maintain strident client & corporate confidentiality, protect client & corporate proprietary information and respect client & corporate intellectual property.



Extract from
Council Meeting of
Tuesday, January 31, 2017

5. Consent Agenda

Moved by Councillor Thompson
Seconded by Councillor Gaertner

That the following Consent Agenda Items, C1 to C6 inclusive, be approved:

C1. General Committee Meeting Report of January 24, 2017

1. That the General Committee meeting report of January 24, 2017, be received and the recommendations carried by the Committee approved, **with the exception of sub-items C1, R3, and R5, which were pulled for discussion under Section 6, Consideration of Items Requiring Discussion (Regular Agenda).**

(C3) Economic Development Advisory Committee Meeting Minutes of December 8, 2016

1. That the Economic Development Advisory Committee meeting minutes of December 8, 2016, be received for information.

Carried