



**ECONOMIC DEVELOPMENT
ADVISORY COMMITTEE
MEETING AGENDA**

THURSDAY, MAY 12, 2016

7 P.M.

**HOLLAND ROOM
AURORA TOWN HALL**

PUBLIC RELEASE
May 5, 2016



TOWN OF AURORA ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING AGENDA

DATE: Thursday, May 12, 2016

TIME AND LOCATION: 7 p.m., Holland Room, Aurora Town Hall

1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

2. APPROVAL OF THE AGENDA

RECOMMENDED:

THAT the agenda as circulated by Legal and Legislative Services be approved.

3. RECEIPT OF THE MINUTES

**Economic Development Advisory Committee Meeting Minutes of
March 10, 2016** pg. 1

RECOMMENDED:

THAT the Economic Development Advisory Committee meeting minutes of March 10, 2016, be received for information.

4. DELEGATIONS

(a) **Doug Lindeblom, Economic Strategy Office, Regional
Municipality of York** pg. 5
**Re: Item 4 – Greater Toronto Investment Attraction Agency
– Toronto Global**

5. MATTERS FOR CONSIDERATION

6. INFORMATIONAL ITEMS

- 1. Memorandum from Manager of Long Range & Strategic Planning** pg. 6
Re: Small Cell Technology with Bell Canada

RECOMMENDED:

THAT the memorandum regarding Small Cell Technology with Bell Canada be received for information.

- 2. Memorandum from Manager of Long Range & Strategic Planning** pg. 8
Re: Aurora Employment & Industry Trends

RECOMMENDED:

THAT the memorandum regarding Aurora Employment & Industry Trends be received for information.

- 3. Memorandum from Manager of Long Range & Strategic Planning** pg. 12
Re: Activity Report

RECOMMENDED:

THAT the memorandum regarding Activity Report be received for information.

- 4. Memorandum from Manager of Long Range & Strategic Planning** pg. 14
Re: Greater Toronto Investment Attraction Agency –Toronto Global

RECOMMENDED:

THAT the memorandum regarding Greater Toronto Investment Attraction Agency –Toronto Global be received for information.

- 5. Memorandum from Manager of Long Range & Strategic Planning** pg. 24
Re: Development of an Attraction Strategy for the Hotel Industry

RECOMMENDED:

THAT the memorandum regarding Development of an Attraction Strategy for the Hotel Industry be received for information.

- 6. Extract from Council Meeting of April 12, 2016** pg. 26
Re: Economic Development Advisory Committee Meeting
Minutes of March 10, 2016

RECOMMENDED:

THAT the Extract from Council Meeting of April 12, 2016, regarding the Economic Development Advisory Committee meeting minutes of March 10, 2016, be received for information.

7. NEW BUSINESS

8. ADJOURNMENT



**TOWN OF AURORA
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
MEETING MINUTES**

Date: Thursday, March 10, 2016

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

Committee Members: Councillor Paul Pirri (Chair), Councillor John Abel (Vice Chair), Marilee Harris, Javed Khan, Bruce Walkinshaw, and Mayor Geoffrey Dawe (ex officio) (arrived 7:56 p.m.)

Member(s) Absent: Don Constable, Rosalyn Gonsalves

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

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

1. DECLARATION OF PECUNIARY INTEREST

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

2. APPROVAL OF THE AGENDA

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

THAT the agenda as circulated by Legal and Legislative Services be approved.

CARRIED

3. RECEIPT OF THE MINUTES

Economic Development Advisory Committee Meeting Minutes of January 14, 2016

Moved by Bruce Walkinshaw
Seconded by Councillor Abel

THAT the Economic Development Advisory Committee meeting minutes of January 14, 2016, be received for information.

CARRIED

4. DELEGATIONS

None

5. MATTERS FOR CONSIDERATION

None

6. INFORMATIONAL ITEMS

1. Memorandum from Manager of Long Range & Strategic Planning
Re: 2015-2016 Town of Aurora Business Directory

Staff provided background to the memorandum and noted that the Business Directory is available online at www.businessaurora.ca. Staff advised that a report on the analysis of employment and business trends in Aurora would be forthcoming. The Committee suggested that the Aurora Chamber of Commerce should be more involved in the data collection and dissemination process of the Business Directory.

Moved by Bruce Walkinshaw
Seconded by Marilee Harris

THAT the memorandum regarding 2015-2016 Town of Aurora Business Directory be received for information.

CARRIED

2. Memorandum from Manager of Long Range & Strategic Planning
Re: Bell Canada Small Cell Technology

Staff provided background to the memorandum and noted that the Town is exploring an opportunity to partner with Bell Canada, and participate as a small cell trial location, toward integration of small cell technology and the existing fibre infrastructure and wireless networks.

Moved by Bruce Walkinshaw
Seconded by Councillor Abel

THAT the memorandum regarding Bell Canada Small Cell Technology be received for information.

CARRIED

3. Memorandum from Manager of Long Range & Strategic Planning
Re: Economic Development Action Plan Update

Staff gave a brief overview of the memorandum regarding significant activities which have occurred in respect to the Economic Development Action Plan. The Committee and staff discussed aspects of the Business Ambassadors Program and the potential opportunity for the involvement of the Aurora Chamber of Commerce. Staff noted that marketing of this Program should begin within the next few weeks.

Moved by Marilee Harris
Seconded by Councillor Abel

THAT the memorandum regarding Economic Development Action Plan Update be received for information.

CARRIED

4. Memorandum from Manager of Long Range & 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 Javed Khan

THAT the memorandum regarding Activity Report be received for information.

CARRIED

5. Memorandum from Manager of Long Range & Strategic Planning
Re: Medical Campus Update

Staff provided background to the memorandum and the Committee discussed options for targeting and promoting the medical sector.

Moved by Councillor Abel
Seconded by Marilee Harris

THAT the memorandum regarding Medical Campus Update be received for information.

CARRIED

6. Extract from Council Meeting of February 9, 2016
Re: Economic Development Advisory Committee Meeting Minutes of
January 14, 2016

Moved by Bruce Walkinshaw
Seconded by Councillor Abel

THAT the Extract from Council Meeting of February 9, 2016, regarding the Economic Development Advisory Committee meeting minutes of January 14, 2016, be received for information.

CARRIED

7. NEW BUSINESS

Mayor Dawe provided an update regarding the matter of hotel development charges and the Development Charges By-law review at the Regional level. The Mayor also gave a brief update regarding potential hotel development in Aurora.

8. ADJOURNMENT

Moved by Bruce Walkinshaw
Seconded by Councillor Abel

THAT the meeting be adjourned at 8:04 p.m.

CARRIED

COMMITTEE RECOMMENDATIONS ARE NOT BINDING ON THE TOWN UNLESS
ADOPTED BY COUNCIL AT A LATER MEETING.



Legal and Legislative Services
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CSecretariat@aurora.ca
Town of Aurora
100 John West Way, Box 1000
Aurora, ON L4G 6J1

DELEGATION REQUEST

This Delegation Request form and any written submissions or background information for consideration by either Council or Committees of Council must be submitted to the Clerk's office by the following deadline:

4:30 P.M. ON THE BUSINESS DAY PRIOR TO THE REQUESTED MEETING DATE

COUNCIL/COMMITTEE/ADVISORY COMMITTEE DATE: Economic Development Advisory Committee, Thursday May 12, 2016

SUBJECT: GTA Investment Attraction Agency (Toronto Global)

NAME OF SPOKESPERSON: Doug Lindeblom

NAME OF GROUP OR PERSON(S) BEING REPRESENTED (if applicable):

Economic Strategy Office, Regional Municipality of York

BRIEF SUMMARY OF ISSUE OR PURPOSE OF DELEGATION:

Speaking to a memo on the agenda regarding new Toronto region marketing agency to replace GTMA foreign investment function

PLEASE COMPLETE THE FOLLOWING:

Have you been in contact with a Town staff or Council member regarding your matter of interest? YES NO

IF YES, WITH WHOM? Michael Logue **DATE:** May 6, 2016

I acknowledge that the Procedural By-law permits five (5) minutes for Delegations.



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Town of Aurora
Planning & Development Services

MEMORANDUM

DATE: May 12, 2016
TO: Economic Development Advisory Committee Members
FROM: Anthony Ierullo, Manager of Long Range and Strategic Planning
RE: **Small Cell Technology with Bell Canada**

RECOMMENDATIONS

THAT the memorandum regarding Small Cell Technology with Bell Canada be received for information.

BACKGROUND

Responding to a call through York Region for pilot project participants, staff reported to EDAC in March 2016 regarding the potential opportunity to improve broadband access in Aurora via a partnership with Bell Canada, utilizing emerging technology known as small cell or micro cell communications.

Bell describes a paradigm shift towards hyper-connectivity, where businesses, individuals, governments and emergency services expect and demand high-speed, high-bandwidth wireless connectivity around-the-clock. The provision of fibre, and small cell technology is being positioned as the network of the future – eliminating or reducing the need for new telecommunications towers.

ANALYSIS

Aurora's economic development, planning and engineering staff met with Bell in early April to discuss a potential pilot, and were encouraged to work towards identifying high priority locations within Aurora, which might accommodate approximately 10-20 small cell installations.

Small cell equipment could be mounted on existing utility poles or street lights, attached to buildings or other infrastructure such as bus shelters.

Strong candidates include major gathering places such as in the historic core & Aurora Promenade, recreation centres & arenas, and other town facilities. Bell and their

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-2- Small Cell Technology with Bell Canada

consultant are currently in the process of preparing detailed mapping and an agreement for Aurora's review.

Opportunities may also exist to connect major employers with in-building small cell systems, as well as providing for wifi hotspots.

There is currently only one other municipality in Ontario with such an agreement in place with Bell for small cell. Staff will continue due diligence in this regard and vet any potential agreement, which would include compensation to the municipality for use of our infrastructure.



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Town of Aurora
Planning & Development Services

MEMORANDUM

DATE: May 12, 2016
TO: Economic Development Advisory Committee
FROM: Anthony Ierullo, Manager of Long Range & Strategic Planning
RE: Aurora Employment & Industry Trends

RECOMMENDATION:

THAT the memorandum regarding Aurora Employment & Industry Trends be received for information.

BACKGROUND

The Town of Aurora's 2015-2016 Business Directory was presented at the March 10, 2016 EDAC meeting. The Business Directory memo indicated a forthcoming memo would be shared with the committee, analyzing the latest employment survey data for Aurora, in terms of business and employment growth.

Historically, York Region has reported on the employment survey findings, including growth and sectoral trends, in their annual 'Employment & Industry' reports. 2014-2015 marked the first year that the Region did not include local municipal profiles in the Regional report. The attached Aurora profile was prepared by York Region, and is included with this memo since it was not made publicly available in 'Employment & Industry' report.

COMMENTS

The analysis in the attached Aurora profile excludes home-based businesses, and highlights growth of just over 200 jobs, or a 1% increase, from 2014 to 2015. 23,331 jobs were captured through the survey (see Table 1).

Following a very strong one-year 2013-2014 growth increment, 2014-2015 employment growth in Aurora moderated at a reported 1%, slightly below the average for the Northern Six municipalities of York Region (Aurora, East Gwillimbury, Georgina, King, Newmarket, Whitchurch-Stouffville), and below the York regional average as well.

However, one-year jumps aside, the 10-year job figures 2005-2015 remain very strong in Aurora, at 3.2% average annual growth. This rate outpaces both the Northern York average and the overall Regional average.

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-2- Aurora Employment & Industry Trends

Table 1: 2015 York Region Employment Survey Results

		Aurora	Northern 6	York Region
2015 surveyed employment		23,331	97,038	524,717
2014-2015 employment growth	#	201	1,548	13,173
	%	1.0%	1.6%	2.6%
2005-2015 avg annual emp growth		3.2%	1.8%	2.6%
2015 businesses surveyed		1,337	6,143	32,011
2005-2015 business growth		2.3%	1.6%	3.0%

In terms of number of business establishments in Aurora, the 2015 survey identified 1,337 businesses, excluding home-based enterprises. Growth in the number of business establishments over the 10-year period has also been healthy at 2.3% - although slightly below the job growth average, it still outpaces the Northern York average and is below the Regional average of 3%.

Not included in the attachment, but using York Region's methodology for estimating total employment - factoring in an estimate for non-participating businesses and home-based jobs – Aurora's total 2015 employment as of mid-year is estimated to be approximately 27,000 jobs.

Sectorally, Aurora has seen a steady shift in employment by industry over the ten-year period 2005 to 2015. Although manufacturing is the only significant sector to experience a decline in employment 2005-2015, manufacturing remains the largest single employment sector in Aurora – with a share of jobs greater than that of the larger Region.

Maintaining its position as the second largest employment sector in 2015, as in 2005, growth in Retail Trade is driven primarily by growth in local population.

The third, fourth, and fifth largest sectors in Aurora – also among the fastest-growing 2005 to 2015, are Finance & Insurance, Educational Services, and Health Care & Social Assistance. These industries represent shifts towards a more service-based and knowledge-based economy, and provide well-paying jobs.

Another notable growth industry, Public Administration, is driven primarily by the relocation of the York Regional Police Headquarters during the 10-year period.

In conclusion, Aurora maintains a strong local concentration in manufacturing despite the sector experiencing declines locally and in the larger economy. Meanwhile, knowledge-based industries continue to grow and diversify the Aurora economy. Although the economy still experienced job growth 2014 to 2015, the one-year rate (1%) was lower than the healthier 10-year average of 3.2%. In terms of job and business growth in the recent term, Aurora has performed well compared to York Region neighbours and the larger economy.

ATTACHMENTS

Attachment 1 – Aurora 2015 employment survey results

AURORA

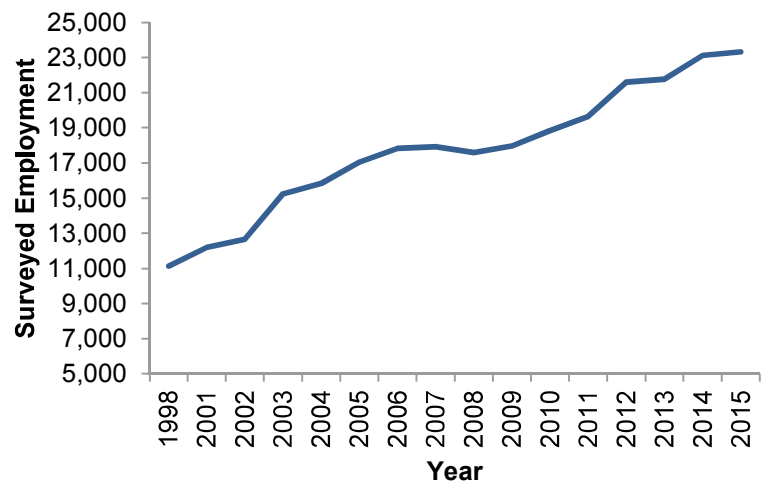
2015 employment survey results

Highlights

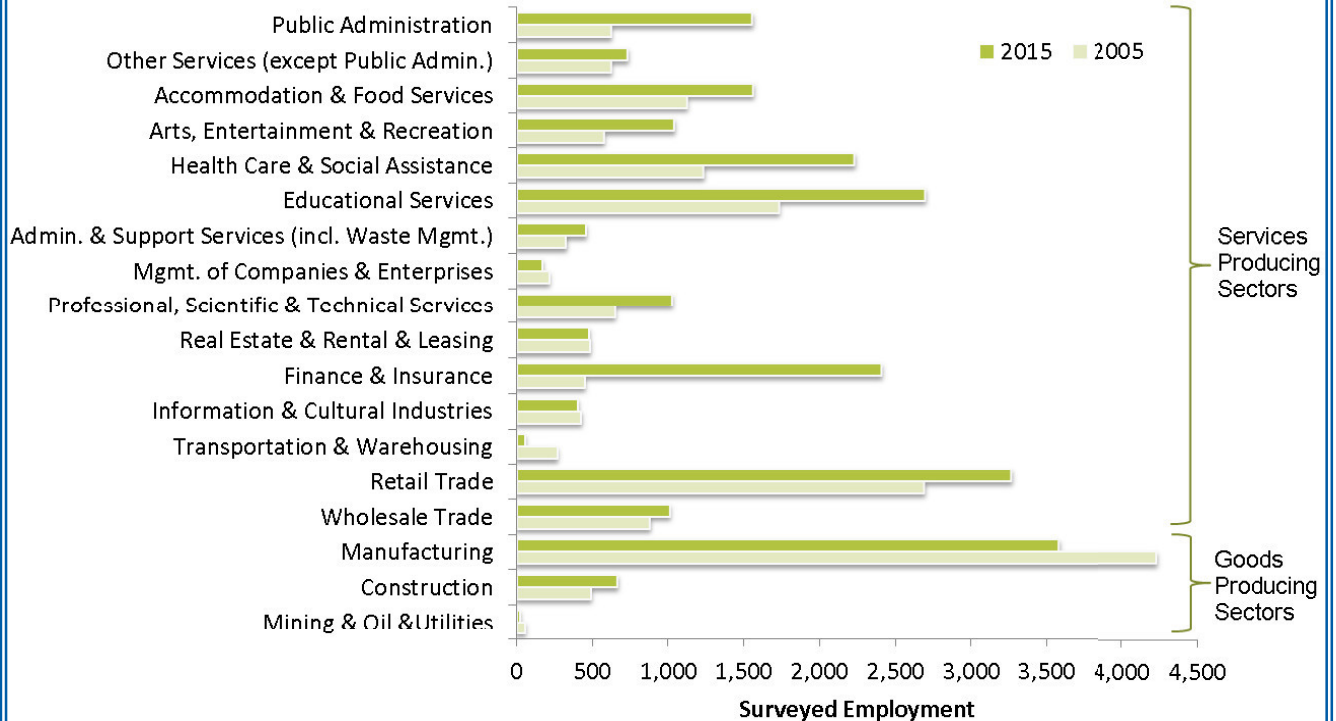
2015 surveyed employment	23,331 jobs	2014-2015 employment growth	201 jobs or 1%	2005-2015 average annual employment growth	3.2%	2015 businesses surveyed	1,337	2005-2015 business growth	2.3%
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- Since 1998, the Town of Aurora has added 12,190 jobs to its employment base
- Finance and insurance was the top growth sector between 2005-2015 growing by 1,962 jobs
- The top growth sector between 2014-2015 was health care and social assistance (185 jobs)
- Service-oriented jobs represent an 82% share of employment for the Town
- Manufacturing, retail trade and educational services sectors accounted for the three largest shares of employment

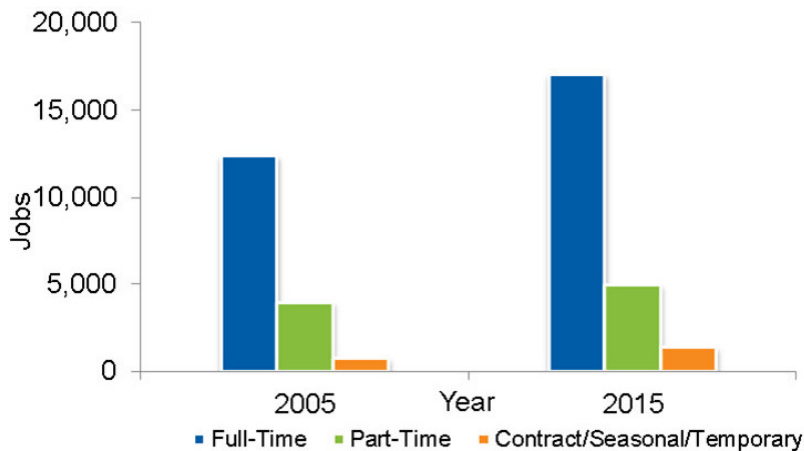
Historical Surveyed Employment, 1998-2015



Distribution of employment by sector, 2005 and 2015



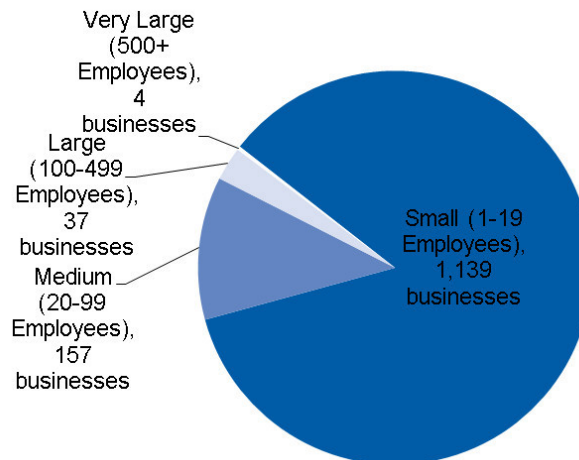
Employment by type of worker, 2005 and 2015



- Since 2005, full-time employment grew by over 4,600 jobs, a 38% increase and accounted for 73% of the Town's employment in 2015
- The share of part time employment slightly decreased from 23% in 2005 to 21% in 2015 while the share of contract/seasonal/temporary employment increased from 4% to 6%

- In 2015, a total of 1,313 businesses were surveyed in the Town of Aurora
- Small firms comprise the largest share of businesses in Aurora, accounting for 85% of total businesses surveyed
- Since 2010, the number of large and very large businesses have also increased, representing 3.1% of the Town's businesses

Surveyed businesses by Size, 2015



Development Activity Overview, 2015

Projects Under Construction		
Business Name/Developer	Land Use	Building Size (sq. ft.)
212-218 Earl Stewart Drive	Industrial	33, 500
229-239 Earl Stewart Drive	Commercial	10,300
Michael-Angelo's Supermarket & Panera Bread, Bayview Ave	Commercial	18,200
15955-15975 Bayview Avenue	Commercial	3,900
95 Wellington Street East	Commercial/Office	8,200

Recently Opened Businesses/Completed Projects		
Business Name/Developer	Land Use	Building Size (sq. ft.)
Reno-Depot & LCBO, Smart Centre	Retail	120,000
288 Don Hillock Drive	Industrial	57,000
LA Fitness & Symposium Café, Bayview Avenue	Commercial	50,000
McDonalds, 229 Earl Stewart Drive	Food Service	5,113
Ka.ba.ba & Fluffy Puppies, 15236 Yonge Street	Commercial	3,700

For more information on the York Region employment survey please contact:
 Planning and Economic Development Branch
 The Regional Municipality of York
www.york.ca/businessdirectory
 905-830-4444 ext. 71508





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Town of Aurora
Planning & Development Services

MEMORANDUM

DATE: May 12, 2016
TO: Economic Development Advisory Committee Members
FROM: Anthony Ierullo, Manager of Long Range & Strategic Planning
RE: **Activity Report**

RECOMMENDATIONS

THAT the memorandum regarding Activity Report be received for information.

BACKGROUND

Inquiries

The Economic Development Office received six investor inquiries between March 1, 2015 and April 25, 2016. The nature of these inquiries were related to:

- Four proposed industrial uses
- Two proposed hotel uses
- One proposed commercial use
- Three proposed institutional uses
- Three proposed office uses

Business Openings

The Town of Aurora's Economic Development Office was advised of seven new business openings between February 15, 2016 and April 1, 2016. Please join me in welcoming the following businesses to Aurora:

- AURORA HALAL MEAT
14810 Yonge Street, Unit 3
(905) 503-6328
- TABAN MINI MART
2 Allaire Blvd., Unit 8
(905) 503-5111

May 12, 2016

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Activity Report

- McDONALD'S RESTAURANT
233 Earl Stewart Drive
(905) 841-4363
www.mcdonalds.ca

- PANERA BREAD
15610 Bayview Ave
(905) 713-0965
www.panerabread.com

- BULLDOG NUTRITION
15620 Bayview Ave
www.bulldognutrition.com

- BODY MINDFULNESS SPA
53 Wellington Street East
(905) 503-5354
<http://bodymindfulness-spa.ca>

- 33 1/3 RECORD STORE
150 Hollidge Blvd, Unit C5

Upcoming Events

- YSBEC: Fire Up Your Presence & Activity on LinkedIn, Aurora Library, May 10
- Educational Seminar: Standout Subject Lines, Newmarket Library, May 12
- HR Workshop: Retaining Your Best & Brightest, Aurora Chamber, May 17
- 1st Annual Regional Chair's Luncheon, The Manor, Kettleby, May 30
- YSBEC: Services & Programs for Small Businesses, Stouffville, May 31
- YSBEC Seminar: Looking Great in the Inbox, East Gwillimbury, June 2
- Aurora Chamber Street Festival, Yonge Street, June 5



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Town of Aurora
Planning & Development Services

MEMORANDUM

DATE: May 12, 2016

TO: Economic Development Advisory Committee Members

FROM: Anthony Ierullo, Manager of Long Range and Strategic Planning

RE: **Greater Toronto Investment Attraction Agency – Toronto Global**

RECOMMENDATIONS

THAT the memorandum and attachment regarding Greater Toronto Investment Attraction Agency – Toronto Global be received for information.

BACKGROUND

Since 1998, York Region had been a funding partner of the Greater Toronto Marketing Alliance (GTMA), to undertake joint international promotion activities.

A new model for collaborative foreign direct investment attraction is now being proposed in the Greater Toronto Area.

ANALYSIS

As outlined in the attached Regional report of March 24, 2016, York Region intends to fund \$329,389 to Toronto Global, representing 4.4% of the proposed \$7.5 million budget, subject to funding commitments from federal and provincial levels.

Local municipalities in York Region (e.g. Aurora) were not direct funders of the GTMA, and the agreement with Toronto Global does not contemplate adding new municipal funders at this time.

ATTACHMENTS

Attachment 1 - Regional Municipality of York, Council Report: GTA Region Investment Attraction Agency (Toronto Global), March 24, 2016.



Attachment 1

Clause 4 in Report No. 5 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on March 24, 2016.

4

GTA Region Investment Attraction Agency (Toronto Global)

Committee of the Whole recommends adoption of the following recommendations, as amended, in the report dated February 26, 2016 from the Commissioner of Corporate Services and the Chief Planner:

1. The CAO and Clerk be authorized to enter into an agreement with the recently incorporated corporation known as the "GTA Region Investment Attraction" (Toronto Global) to undertake global investment attraction on behalf of municipalities in the Greater Toronto Area for a term of three years in the amount of up to \$330,000 per year.
2. The agreement be executed once confirmation of funding commitments from the federal and provincial governments are received.
3. Newco (Toronto Global) attend Regional Council on an annual basis to outline its strategy and business plan.
4. Staff report back in two and a half years on progress and benefits of the Agency to York Region.

Report dated February 26, 2016 from the Commissioner of Corporate Services and the Chief Planner now follows:

1. Recommendations

It is recommended that:

1. The CAO and Clerk be authorized to enter into an agreement with the recently incorporated corporation known as the "GTA Region Investment Attraction" (Toronto Global) to undertake global investment attraction on behalf of municipalities in the Greater Toronto Area for a term of three years in the amount of up to \$330,000 per year.

GTA Region Investment Attraction Agency (Toronto Global)

2. The agreement be executed once confirmation of funding commitments from the federal and provincial governments are received.

2. Purpose

This report provides an update on the status of the formation of a new Greater Toronto Area foreign investment attraction agency, referred to in previous reports as “Newco”. This report also recommends entering into the necessary agreements with the organization now transitioning to be known as “Toronto Global” subject to conditions.

3. Background

A new model for collaborative foreign direct investment attraction is under development in the Greater Toronto Area

Foreign investment attraction to any part of the Toronto region is an important component of developing and maintaining a strong regional economy. York Region has been working with municipalities across the GTA since the early 1990's and more formally with public and private partners through the Greater Toronto Marketing Alliance (GTMA) since 1998, to undertake joint international promotion activities. The focus of these efforts is to attract global businesses to set up operations or expand here, which results in job growth.

As reported to Committee of the Whole in a report entitled New Greater Toronto Region Global Investment Attraction (“Newco”), dated November 5, 2015, a review is underway to change the way foreign investment attraction is undertaken jointly in the Greater Toronto Area. The concept of “regionalism” and the creation of Toronto Global as an arms-length regional agency will serve to promote the attraction of foreign direct investment to the entire Toronto region.

Regional Council endorsed in principle the Region's participation in Toronto Global in November, 2015 subject to several conditions

In November of 2015, Council endorsed in principle the Region's participation in the recently incorporated corporation known as the GTA Region Investment Attraction Agency to further the Region's foreign investment attraction efforts. The Region's participation was made conditional on:

GTA Region Investment Attraction Agency (Toronto Global)

- Details being provided regarding governance and operating structure including the Region's role and participation
- The funding commitments from provincial, federal and municipal partners over the next three years being confirmed

Progress has been made on the governance structure and on branding the new organization. Municipalities are being asked to prepare for launch early in Q2 of 2016. Preparations include entering into an agreement with Toronto Global prior to April 1, 2016.

4. Analysis and Options

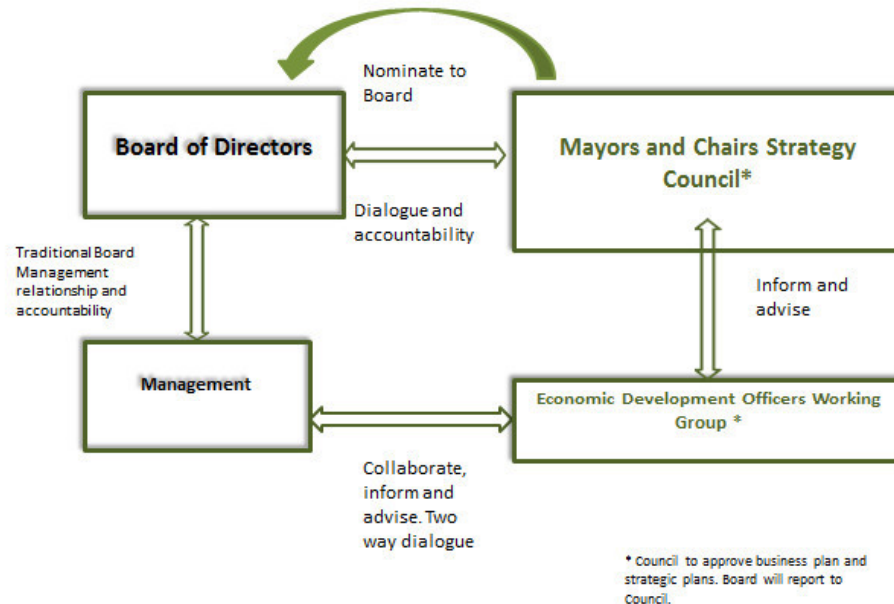
An organizational structure for Toronto Global that addresses political representation from funding municipalities including York Region has been developed

As reported previously, an interim Board of Directors has been appointed to guide the creation of Toronto Global. Members of the interim Board include Mayor Tory of Toronto, Mayor Ryan of Pickering and Mayor Crombie of Mississauga, Chair Emmerson of the York Region, Janet Ecker (President and CEO of the Toronto Financial Services Alliance), and Pat Horgan (Vice President, IBM Canada). Toby Lennox, the interim CEO, is also a Board member and chair of the Board.

The interim Toronto Global Board has approved an organizational structure as illustrated in Figure 1. The structure includes municipal participation at both the strategic and operational levels. The organizational structure is outlined in the corporations' general by-law and the relationships are defined in a Unanimous Member Agreement.

GTA Region Investment Attraction Agency (Toronto Global)

**Figure 1
Toronto Global Organizational Structure**



The Mayors and Chairs Strategy Group will be comprised of funding municipalities while the organization will be managed by a private sector Board of Directors

The Mayors and Chairs Strategy Group is to be comprised of the heads of the Councils of the seven funding municipalities including York Region, Halton Region, Durham Region, the City of Toronto, the City of Mississauga, the City of Brampton and the Town of Caledon. The seven funding municipalities also constitute the “members” of the organization.

The operation of Toronto Global will be managed by a private sector Board of Directors made up of representatives of businesses and organizations from across the Greater Toronto Area. The Board of Directors will be responsible for the hiring and oversight of Toronto Global staff and on-going operations and will, along with Toronto Global’s management, make recommendations to the Mayors and Chairs Strategy Group on a strategic plan and annual business plan/budget.

GTA Region Investment Attraction Agency (Toronto Global)

Members of the Board of Directors are to be selected by a nominating committee made up of the Mayors and Chairs Strategy Group

The articles of the Corporation allow for a minimum/maximum of 10/20 directors, and twelve members are expected to be set initially. The only restriction on representation on the Board is that two of the twelve directors must reside in the City of Toronto, a concession that recognizes the significant financial contribution Toronto is making relative to the other municipal funders. The remaining 8 to 18 directors can reside anywhere in the GTA including the City of Toronto.

The organization structure authorizes the Mayors and Chairs Strategy Group to approve the strategic plan, approve of the annual budget, and recommend appointments to the Board of Directors through a nominating committee. York Region will have one vote at the Mayors and Chairs Strategy Group, along with the other municipal funders and have a direct say in these matters. This level of municipal approval will help ensure the strategic directional needs of municipalities are addressed through the oversight of the organization.

The organizational structure recognizes the role of municipal economic development staff in guiding and supporting Toronto Global operations

An Economic Development Officers Management Council is included in the new structure. This group will be comprised of senior economic development staff from the seven funding municipalities. This group will meet regularly with Toronto Global staff and discuss business plan development and address issues and opportunities that arise through Toronto Global's operations. This group will help ensure that Toronto Global staff is informed about and has access to assets within the GTA that are of importance to international clients looking to invest. Members of the Economic Development Officers Management Council will also be responsible for assisting Toronto Global with keeping non-funding constituent local municipal partners informed and engaged.

The relationship between Toronto Global and the municipal funders is defined in a Unanimous Member Agreement

It is proposed that all seven municipal funders sign one agreement with Toronto Global. A preliminary draft Unanimous Member Agreement has been prepared by Toronto Global for consideration by municipalities. While the specific provisions of the agreement will be negotiated and ratified through ongoing discussions, it is anticipated that some of its terms will include:

GTA Region Investment Attraction Agency (Toronto Global)

- The seven funding municipalities are identified as members of the new organization
- The term is three years; there is no provision for exiting the agreement by any of the parties during the first three years
- Funding from municipalities in the amount of \$2,000,000 per year, with funding shares allocated on a per capita basis; York Region's share is \$330,000 per year and details regarding the funding are provided later in the Financial Implications section of this report

It is expected that anticipated federal and provincial funding and participation in the organization will be articulated in separate agreements directly with Toronto Global.

The new organization has been branded Toronto Global

Following an extensive exercise conducted by a recognized brand consultant with various stakeholders including York Region staff, the interim Board has approved a branding program for the new organization. Under the operating name Toronto Global the new organization will be in a strong position to promote the internationally recognized "Toronto" brand while selling the assets that are attractive to investors from across the Greater Toronto Area. Regionalism will be embedded in the hiring, training and evaluation of Toronto Global staff as well as through the various marketing channels developed for the international investor audience to ensure the broader regional message is delivered.

Discussions regarding senior government funding continue

The interim President and CEO of Toronto Global has advised that positive discussions continue with both the federal and provincial governments regarding their funding commitments. The federal contribution of \$2,500,000 per year for three years is the subject of an application recently submitted by Toronto Global to FedDev, the federal agency established to provide financial support to economic development initiatives. While a decision on that funding is expected in the near term, it is not clear when the Region can expect to hear confirmation of federal funding.

The provincial contribution of \$2,500,000 per year for three years is expected to be formally confirmed prior to the end of March 2016.

The creation of a proper international investment attraction agency with global reach requires contributions from both levels of senior government, in addition to the additional contributions proposed from the municipal funders. Staff is recommending that finalization of any agreement with Toronto Global occur when the federal and provincial government contributions are confirmed to Toronto Global in writing.

GTA Region Investment Attraction Agency (Toronto Global)

The performance of Toronto Global will be monitored and evaluated

With the assistance of municipalities, Toronto Global is establishing a set of performance metrics based on activities, investment results and economic impact. Toronto Global will undertake reporting of its activities and results to municipal staff on a regular basis and annually to Regional Council. Toronto Global’s performance will be monitored to evaluate the Regions participation beyond the three year term of the agreement.

Link to key Council-approved plans

Initiatives around investment attraction and job creation directly support the objectives in the strategic priority of Strengthening the Regional Economy in the 2015 - 2019 Strategic Plan. Global investment attraction is also a key component of developing a diverse and resilient economy which is an important element of both the York Region Official Plan, 2010 and Vision 2051.

5. Financial Implications

The funding shares of the seven municipal funders, senior levels of government and the private sector to support Toronto Global annually are summarized in Table 1.

Table 1
Toronto Global Proposed Funding Shares by Stakeholder

GTA Regional Investment Attraction	BUDGET Annual Core Funding Request	Funding Request Breakdown
Government of Canada	\$2,500,000	33%
Government of Ontario	\$2,500,000	33%
Invest Toronto	\$890,412	27%
Regional Municipality of York	\$329,389	
The Corporation of the City of Mississauga	\$227,598	
The Regional Municipality of Durham	\$206,397	
The Corporation of the City of Brampton	\$167,135	

GTA Region Investment Attraction Agency (Toronto Global)

GTA Regional Investment Attraction	BUDGET Annual Core Funding Request	Funding Request Breakdown
The Regional Municipality of Halton	\$160,039	
The Corporation of the Town of Caledon	\$19,030	
Private sector corporations and academia	\$500,000	7%
TOTAL	\$7,500,000	100%

York Region currently budgets \$100,000 annually to support the Greater Toronto Marketing Alliance, and this amount is reflected in the approved Planning and Economic Development Branch budget. The agreement with Toronto Global increases that amount to just under \$330,000 annually, creating an additional obligation of approximately \$230,000 each year through 2018.

As part of the development of the 2016 budget, a provision for expected costs associated with the initiative was budgeted corporately pending the development of additional details included in this report. Staff is recommending that upon approval of this report, and when conditions regarding senior government funding are met, the Commissioner of Finance be authorized to utilize the corporate provision of up to \$230,000 per year for 2016 – 2018.

6. Local Municipal Impact

The local municipalities in York Region were not direct funders of the Greater Toronto Marketing Alliance, and the agreement with Toronto Global does not contemplate adding new municipal funders at this time. The agreement does not preclude future additional members being added, subject to the approval of current funding municipal members.

A number of the local municipalities in York Region have their own international business development programs, some aspects of which have a foreign investment attraction component. These activities and the international relationships that have been developed can serve as valuable assets in the overall effort to attract investment to the GTA and the Region. Local municipalities that are not directly funding Toronto Global are not expected to discontinue their international business development efforts. It is anticipated that over time, once Toronto Global is fully operational local municipalities will see the benefit of delivering their programs through or in partnership with Toronto Global.

GTA Region Investment Attraction Agency (Toronto Global)

7. Conclusion

There is value in undertaking coordinated global investment attraction efforts under the internationally recognized “Toronto” brand. A new, larger foreign direct investment attraction agency is being created that will replace current formal dedicated foreign investment attraction agencies in the GTA to the benefit the entire region.

An organizational structure has been established for Toronto Global that provides municipal funders with strategic planning direction, budgeting, and appointments to the Board of Directors. The structure also recognizes the necessary role that economic development staff must play in helping to support the Toronto Global business plan development and operations.

For more information on this report, please contact Doug Lindeblom, Director, Economic Strategy at ext. 71503.

The Senior Management Group has reviewed this report.

February 26, 2015

#6602761

Accessible formats or communication supports are available upon request



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Town of Aurora
Planning & Development Services

MEMORANDUM

DATE: May 12, 2016

TO: Economic Development Advisory Committee Members

FROM: Anthony Ierullo, Manager of Long Range and Strategic Planning

RE: **Development of an Attraction Strategy for the Hotel Industry**

RECOMMENDATIONS

THAT the memorandum regarding Development of an Attraction Strategy for the Hotel Industry be received for information.

BACKGROUND

On April 26, 2016, Council approved the attached motion directing the Economic Development Advisory Committee (EDAC) and staff to proceed with the development of an attraction strategy for the hotel industry. Staff would like to initiate the discussion at this time and follow up at the next EDAC meeting with a workplan for the project that incorporates any comments.



**EXTRACT FROM
COUNCIL MEETING OF
TUESDAY, APRIL 26, 2016**

10. NOTICES OF MOTION/MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN

(ii) Motions for Which Notice Has Been Given

(a) Councillor Thompson

Re: Development of an Attraction Strategy for the Hotel Industry

**Moved by Councillor Thompson
Seconded by Councillor Mrakas**

WHEREAS Aurora's Strategic Plan identifies the establishment of a hotel and/or convention centre that meets the growing needs of our businesses and residents as a key objective; and

WHEREAS Aurora's Cultural Master Plan, Economic Development Action Plan, and Sport Plan all reference the need for a hotel; and

WHEREAS the Mayor and Members of Council have expressed the importance of attracting a hotel to Aurora and identified it as a key priority this Term;

NOW THEREFORE BE IT HEREBY RESOLVED THAT the Economic Development Advisory Committee and staff be directed to develop a strategy and comprehensive action plan to enhance the Town's ability to attract and secure a hotel; and

BE IT FURTHER RESOLVED THAT staff report back to Council prior to the approval of the 2017 Budget.

CARRIED



**EXTRACT FROM
COUNCIL MEETING OF
TUESDAY, APRIL 12, 2016**

9. CONSIDERATION OF ITEMS REQUIRING SEPARATE DISCUSSION

- 1. General Committee Meeting Report of April 5, 2016**
- (9) Economic Development Advisory Committee Meeting Minutes of March 10, 2016**

**Moved by Councillor Thompson
Seconded by Councillor Thom**

THAT the Economic Development Advisory Committee meeting minutes of March 10, 2016, be received for information.

CARRIED