



Economic Development and Planning Committee

Tuesday, December 6, 2016, 5:15 pm
City Hall, Council Chambers

Committee Members
 Councillor D. LeSueur,
 Chair
 Councillor J. Baker
 Councillor J. Earle
 Councillor M. Kalivas
 Mayor D. Henderson,
 Ex-Officio

Areas of Responsibility
 Economic Development
 Planning
 Chamber of Commerce
 DBIA
 Heritage Brockville

Economic Development
 Advisory Team
 Museum Board
 Library Board
 Arts Centre
 Tourism

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COMMITTEE AGENDA

Disclosure of Interest

Delegations and Presentations

- 5 - 10 1. Immigrant Entrepreneur Attraction Research Project
 Jacqueline Schoemaker Holmes, PhD
 Project Researcher: Immigrant Entrepreneur Attraction

Ms. Schoemaker Holmes will review her presentation for the Committee.

Correspondence

Nil.

Staff Reports

- 11 - 26 1. 2016-151-12
 Proposed Amendment to Zoning By-law 050-2014,
 North West Corner King St. W. at Clarissa Street
 City of Brockville
 Owner: McKercher Bros. (Brockville) Ltd.
 Agent: Michael Brewer

THAT Zoning By-law 050-2014 be amended to rezone lands located at the northwest corner of King St. West and Clarissa St., described as Part of Lots 24 to 27, Block 44, Plan 67, being Parts 1 and 2 on

Economic Development and Planning Committee
December 6, 2016

Reference Plan 28R-14064, from MD – Mixed Use Downtown Zone to T-MD-1 Mixed Use Downtown Special Exception Zone to permit a "Refreshment Vehicle" for a temporary period of three (3) years, in addition to the other uses permitted in the MD – Mixed Use Downtown Zone, with zone provisions associated with the "Refreshment Vehicle" to include specific locational criteria, installation of a bicycle rack, and prohibition on associated outside storage, accessory structures and with provision for landscaping.

- 27 - 31 2. 2016-152-12
Renewal of Pound Contract

THAT the Corporation of the City of Brockville enters into a two year contract with Sally Bell operating as "MeowTown Luxury Resort for Cats" at 840 Stewart Boulevard to continue the relationship as Pound Keeper for the City.

- 32 - 39 3. 2016-153-12
Acceptance of Transfer of Land for
Brock Trail, Cancellation of Fitzsimmons Drive Sidewalk
Construction and Amendment of Subdivision Agreement
Bridlewood Subdivision, Plan 375
Owner 653973 Ontario Limited

1. **THAT** the City accepts the transfer, at no cost to the City, of a 1.0 ha parcel of land east of Bridlewood Drive from 653973 Ontario Limited required by the City for purposes of the Brock Trail extension, in exchange for a release from the obligation in the Bridlewood Subdivision Agreement to construct a sidewalk on the north side of Fitzsimmons Drive from Montrose Street westerly to the west edge of Plan 375.
2. **THAT** the Subdivision Agreement between Dodge and Dodge Corporation Limited and the Corporation of the City of Brockville under By-law 234-81, as amended, be further amended to address deletion of a portion of the sidewalk on the north side of Fitzsimmons Drive from Montrose Street westerly to the west edge of Plan 375 and conveyance of land for the Brock Trail extension.

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- 40 - 44 4. 2016-154-12
Request for Acceptance and Release
Phases 1 to 4, Plan 375
Bridlewood Subdivision, City of Brockville
Owner: 653973 Ontario Limited

THAT Council authorizes the enactment of a by-law for final acceptance of the work and infrastructure within Phases 1 through 4 inclusive of Bridlewood Subdivision and to discharge obligations under the Subdivision Agreement, as amended, between Dodge and Dodge Corporation Limited and the Corporation of the City of Brockville, as it applies to Phases 1 through 4, save and except Clauses 16(a), 16(b) and 16(c).

- 45 - 46 5. 2016-155-12
Renewal of Agreement with the
Commissionnaires Inc., Kingston and Region
Division for Parking Enforcement

THAT Council for the Corporation of the City of Brockville accept the agreement with the Commissionnaires Inc., Kingston and Region Division for the provision of parking enforcement services for the period of February 1, 2017 to January 31, 2018.

- 47 - 112 6. 2016-156-12
Immigration Attraction Report

THAT the Economic Development and Planning committee receive the Immigration Attraction Report and direct the Economic Development Office to provide recommendations for further consideration by EDP/Council on the execution of the actions noted therein; and further,

THAT the subject report include related budget and timing implications to achieve deliverables of the report.

- 113 - 116 7. 2016-157-12
Architectural Services
Railway Tunnel Phase 2

THAT MTBA Associates Inc. be retained to develop concepts for the former railway lands northeast of William and Brock Streets,

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including a public consultation process, for a fee of \$84,764.85 plus HST; and

THAT this expenditure be charged to account 9701101-9037001.

New Business - Reports from Members of Council

Nil.

Consent Agenda

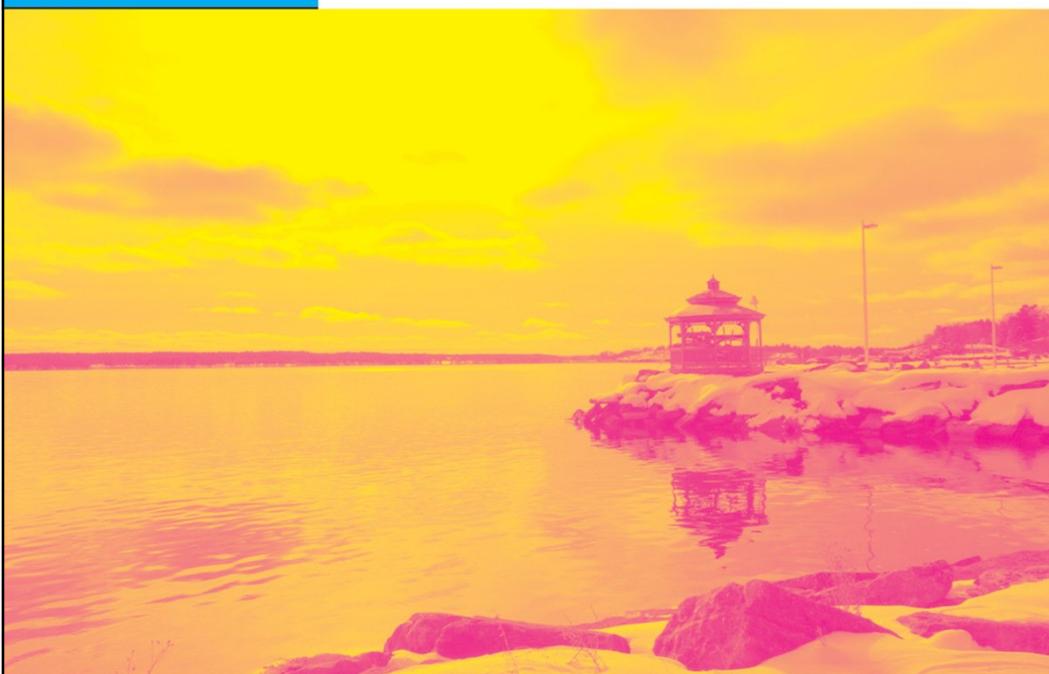
Brainstorming

Adjournment

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for January 3, 2017.

WHERE THE WORLD
CAN RESIDE

A TOOLKIT FOR ATTRACTING IMMIGRANT ENTREPRENEURS
TO SMALL CITY CANADA



WHERE THE WORLD
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A TOOLKIT FOR ATTRACTING IMMIGRANT ENTREPRENEURS
TO SMALL CITY CANADA

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PURPOSE OF THE TOOLKIT

- 1 To provide recommendations
- 2 To build capacity

CITIES OF MIGRATION

It is the “capacity of every city in the world to provide a better welcome and contribute to immigrant success by creating conditions for investment, attachment and belonging”

“as the major political body within the local community, they direct policy, deliver essential services and are uniquely positioned to act nimbly and implement initiatives that lead to quick and meaningful changes”

Municipal governments “have the unique capacity to influence public opinion and bring diverse interests together for the common good”

—Maytree Foundation, *Cities of Migration*, 2012: 45

PROJECT OVERVIEW

Started in February 2016 to investigate innovative ways to attract immigrant entrepreneurs

How can the City of Brockville’s capacity can be further developed to attract and retain immigrant entrepreneurs to the area?



WHERE THE WORLD CAN RESIDE A TOOLKIT FOR ATTRACTING IMMIGRANT ENTREPRENEURS TO SMALL CITY CANADA

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METHODOLOGY

THREE LINES OF INQUIRY:

- » **To undertake a situational analysis** to better understand Brockville's current immigrant entrepreneurs
- » **To collect best practices** of similar-sized communities in the region
- » **To evaluate the potential for bridge-building** with Ottawa-area embassies and ethnic business associations

WHERE THE WORLD CAN RESIDE A TOOLKIT FOR ATTRACTING IMMIGRANT ENTREPRENEURS TO SMALL CITY CANADA

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LOGIC MODEL

Inputs	Activities	Outputs	Outcomes
City of Brockville Economic Development Staff	Undertake a Situational Analysis: Brockville's immigrant entrepreneurs	<ul style="list-style-type: none"> • # of newcomer entrepreneur online survey responses • # of newcomer entrepreneur focus groups • # of newcomer entrepreneur interviews • Completion of database 	<ul style="list-style-type: none"> • Enhance the City of Brockville capacity to successfully attract immigrant entrepreneurs. • Develop an increased understanding of immigrant entrepreneur business needs to ensure appropriate support services are available for future immigrant entrepreneurs. • Increased knowledge and tools to cultivate relationships with newcomer entrepreneurs, ethnic business associations and identified embassies to leverage relationships for economic growth.
MCIT Funding Project Staff	Best Practices Research	<ul style="list-style-type: none"> • # of communities consulted • # of follow-up and additional consultations/communication 	
Partner In-Kind/ Financial Contributions	Consultation with Embassies and Ethnic Business Associations	<ul style="list-style-type: none"> • # of embassy interviews conducted • # of ethnic business association interviews conducted • # of visits to the City of Brockville website and Leeds & Grenville Immigration Portal 	
Technology	Development of Best Practices Toolkit	<ul style="list-style-type: none"> • Completion of Best Practices Toolkit 	
Office Space/Supplies	Host debrief sessions with City of Brockville and community partners	<ul style="list-style-type: none"> • # of debrief sessions held with community partners 	
Research Base	Undertake project evaluation	<ul style="list-style-type: none"> • # of returned questionnaires 	
Evaluation Collect data • analyze and interpret • report			
			
Long Term Outcome Successful attraction, retention and integration of immigrants to the City of Brockville.			

OVERARCHING RECOMMENDATIONS

TARGET ONE: INCLUSION & DIVERSITY

Becoming a more inclusive community that celebrates diversity

TARGET TWO: REGIONALIZING

Becoming a community where secondary migrants look to settle

FINDINGS & RECOMMENDATIONS

LOCAL IMMIGRANT ENTREPRENEURS:

- » Need for the City of Brockville to highlight the quality of life and strategic location of Brockville
- » Need for more employment opportunities and the attraction of companies to employ people
- » Supports and services must be in place

FINDINGS & RECOMMENDATIONS

EMBASSIES & BUSINESS ASSOCIATIONS:

- » Identify the kind of entrepreneur/investment the City of Brockville would like to attract and then establish an ideal method of attraction
- » Connect with the Canadian embassies in the countries where the individuals and companies exist
- » Tailor attraction efforts to what the residents of the source country are looking for
- » Brand in such a way that tourism and immigration are connected

IMMEDIATE ACTIONS

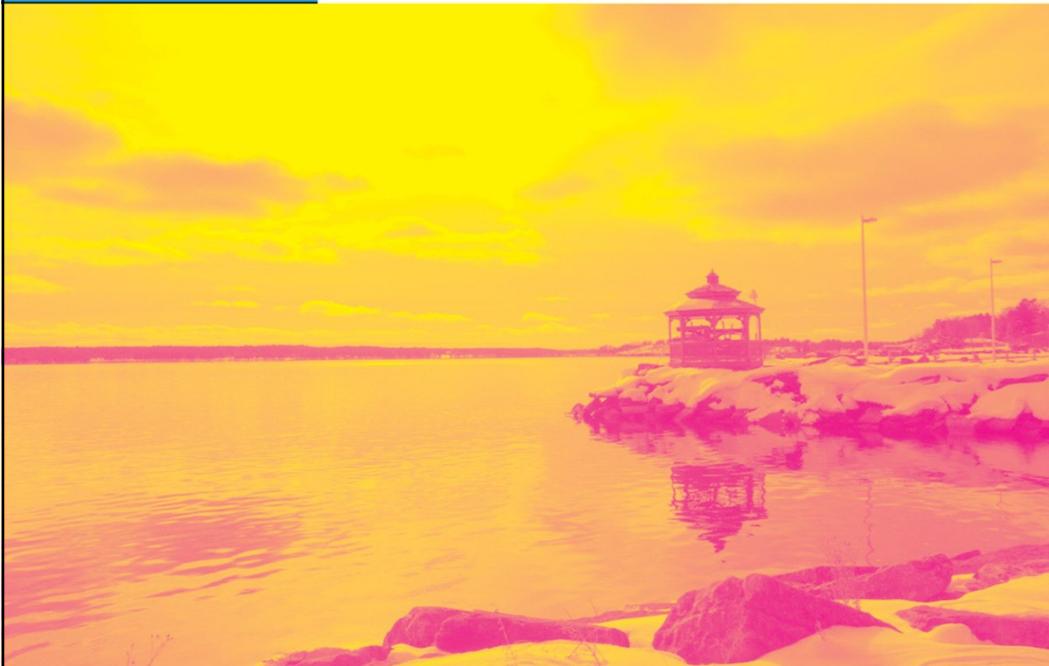
WITH EXISTING FUNDING:

- » Partner with existing organizations to create a 'one-stop-shop'
- » Create a population strategy
- » Highlight quality of life and strategic location to much larger audiences
- » Brockville Cultural Ambassador Program (LIP)
- » Collaborate with other municipalities on regionalized immigration attraction strategy
- » Adopt a targeted secondary migrant attraction strategy
- » Use targeted residential attraction strategies directed at national and international tourists including advertising in ethnic media outlets

IMMEDIATE ACTIONS

REQUIRING ADDITIONAL FUNDING:

- » Hire a Chief Diversity and Inclusion Officer
- » Try to attract tourist groups by bus
- » Brand in such a way that tourism and immigration are connected
- » Promote that children can be educated in both French and English
- » Promote Brockville's business climate and advantages globally (via source country embassies, and via willing chambers and business organizations)
- » Help with the immigration process for individuals including advocating for streamlined and advanced accreditation services



24 November 2016

REPORT TO ECONOMIC DEVELOPMENT PLANNING COMMITTEE -
06 DECEMBER 2016

2016-151-12

PROPOSED AMENDMENT TO ZONING
BY-LAW 050-2014, NORTH WEST CORNER
KING ST. W. AT CLARISSA STREET
CITY OF BROCKVILLE
OWNER: MCKERCHER BROS. (BROCKVILLE) LTD.
AGENT: MICHAEL BREWER
FILE: D14-017₍₀₅₀₋₂₀₁₄₎

M. PASCOE MERKLEY
DIRECTOR OF PLANNING
ANDREW MCGINNIS
PLANNER II

RECOMMENDATION

THAT Zoning By-law 050-2014 be amended to rezone lands located at the northwest corner of King St. West and Clarissa St., described as Part of Lots 24 to 27, Block 44, Plan 67, being Parts 1 and 2 on Reference Plan 28R-14064, from MD – Mixed Use Downtown Zone to T-MD-1 Mixed Use Downtown Special Exception Zone to permit a “Refreshment Vehicle” for a temporary period of three (3) years, in addition to the other uses permitted in the MD – Mixed Use Downtown Zone, with zone provisions associated with the “Refreshment Vehicle” to include specific locational criteria, installation of a bicycle rack, and prohibition on associated outside storage, accessory structures and with provision for landscaping.

PURPOSE

To provide a recommendation regarding an application to amend Zoning By-law 050-2014, respecting vacant lands on the east side of 260 King Street West (Leon's) to be used as a temporary use for a Refreshment Vehicle and all other MD – Mixed Use Downtown Zone uses.

BACKGROUND

The subject property, adjacent to 260 King Street West, is zoned MD – Mixed Use Downtown Zone. Since 2007, under a site-specific zoning, a refreshment vehicle has been permitted as a temporary use on the subject lands. The approval for the temporary use expired on 12 November 2016; therefore, the permission for the chip wagon is no longer in effect and the zoning on the subject property has reverted back to a MD – Mixed Use Downtown Zone.

McKercher Bros. (Brockville) Ltd., owner of the subject lands has authorized Mr. Michael Brewer to submit an application for amendment to City of Brockville Zoning By-law 050-2014 to reinstate a site specific zoning on the subject lands to allow a Refreshment Vehicle as a temporary use for a three (3) year period. Mr. Brewer purchased the Refreshment Vehicle from the previous owners, Ms. Couture and Ms. Ker. It has been operating beside 260 King Street West since the fall of 2007.

Schedule “A” is a key plan showing the location of the subject property. **Schedule “B”** contains photographs of the site.

Proposed Amendment To Zoning By-Law 050-2014
King St. W. at Clarissa St., City of Brockville
Owner: McKercher Bros. (Brockville) Ltd.
Agent: Michael Brewer
File: D14-017 (050-2014)

Zoning and Official Plan Information:

Official Plan Designation: Downtown and Central Waterfront Area

Existing Zoning: MD – Mixed Use Downtown Zone

Proposed Zoning: T-MD-1 – General Commercial Downtown Special Exception Zone, adding a Refreshment Vehicle as a permitted use for a temporary period of three (3) years.

Site Characteristics:

Frontage (King Street West): 30.5 m (100.06 feet)

Depth (average): 61.4 m (201.4 feet)

Site Area: 1,872.6 m² (0.46 acres)

The subject site is extensively paved, and the chip wagon remains in place despite the expiry of the previous temporary zoning.

Surrounding Land Uses:

North: Former Anglican Church zoned MD-2 – Mixed Use Downtown Special Exception Zone.

East: Marianna Residence seniors' apartment building on Clarissa Street, zoned R8-2 Multiple Residential Special Exception Zone.

Single family residential dwelling (11 Clarissa Street), zoned MD - Mixed Use Downtown Zone.

Convenience store and gas bar at the north east corner of Clarissa Street and King Street West, zoned MD - Mixed Use Downtown Zone.

South: Metro Store with associated parking, zoned MD - Mixed Use Downtown Zone.

West: Leon's Furniture Store – MD – Mixed Use Downtown Zone.

Brockville Gymnastics Academy (west side of Gilmour Street) and Rotary Park, zoned Open Space Zone.

Public Participation and Input Received

The application has proceeded through the normal review process. On 1 November 2016 a Public Meeting was held by the Economic Development and Planning

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Committee. Notice of the Public Meeting was advertised in the Brockville Recorder and Times on 6 October 2016 and was circulated to property owners within 120.0 metres of the subject property. Comments from City Departments and affected agencies were also solicited.

A copy of the minutes from the Public Meeting is attached as **Schedule "C"** to this report. Mr. Brewer, the applicant provided his regrets that he was not able to attend the meeting, however his parents, Steven & Susan Brewer were in attendance and provided their support in relation to the proposed rezoning.

The following comments were received from internal departments and agencies:

1. Peter Raabe, Director of Environmental Services: no concerns.
3. Brent Caskenette, Planning Department, Building and By-law Services Division: no concerns.
4. Greg Healy, Chief Fire Prevention Officer: no concern.
5. Kim McCann, Senior Public Health Inspector, Leeds, Grenville & Lanark District Health Unit: no concern.
6. Allison Sadler, Enbridge Gas Distribution: no objections.

The following comments were received from a neighbour:

1. Neighbour - letter dated October 13, 2016 (copy of letter attached as **Schedule "D"** to this report)

No objection to permission for refreshment vehicle to locate on the subject property as a temporary use provided the 6' by 6' sign located near the sidewalk fronting King Street West is removed. Does not object to signage located on or within a few feet of the refreshment vehicle located well back in the parking lot. If this condition cannot be met, then object to the renewal of the temporary special exception zoning.

ANALYSIS/OPTIONS

The following section provides an analysis of the application in reference to the Provincial Policy Statement, Official Plan and Zoning By-law.

Provincial Policy Statement

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

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

The application currently before the Economic Development Planning Committee and Council proposes to amend Zoning By-law 050-2014 to permit a "Refreshment Vehicle" in addition to the uses already permitted within the MD – Mixed Use Downtown Zone.

From a review of the PPS, there are some relevant statements/policies under Part V, Section 1 "Building Strong Communities". The preamble in this section is a general statement which reads as follows:

"Ontario's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. Efficient land use and development patterns support strong, livable and healthy communities, protect the environment and public health and safety, and facilitate economic growth."

This general statement is followed by more specific policies, including the following references which are of relevance to this application for zoning by-law amendment:

"1.1.3.1 Settlement areas shall be the focus of growth and their vitality and regeneration shall be promoted.

"1.1.3.2 Land use patterns within settlement areas shall be based on:

- a. densities and a mix of land uses which:
 - a. efficiently use land and resources;
 - b. are appropriate for, and efficiently use, the *infrastructure and public service facilities* which are planned or available, and avoid the need for their unjustified and/or uneconomical expansion; and
 - c. minimize negative impacts to air quality and climate change, and promote energy efficiency in accordance with policy 1.8; and
- b. a range of uses and opportunities for *intensification and redevelopment* in accordance with the criteria in policy 1.1.3.3."

*"1.1.3.3 Planning authorities shall identify and promote opportunities for *intensification and redevelopment* where this can be accommodated taking into account existing building stock or areas, including *brownfield sites*, and the availability of suitable existing or planned *infrastructure and public service facilities* required to accommodate projected needs.*

Intensification and redevelopment shall be directed in accordance with the policies of Section 2: Wise Use and Management of Resources and Section 3: Protecting Public Health and Safety."

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"1.3.1 Planning authorities shall promote economic development and competitiveness by:...

- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses:..."*

The proposal represents *intensification* and utilization of the existing land stock. The proposed property is located within close proximity to downtown, transit stops as well as offering easy access and service to residents within the area and pedestrians who utilize King Street and the Brock Trail for walking, cycling or other means of transportation.

Given the above policies and considerations, it can be concluded that the proposed Zoning By-law Amendment to permit a "Refreshment Vehicle" within the limits of the subject lands is consistent with the relevant policies contained in the PPS.

Official Plan Considerations

The Official Plan designates the subject property as "Downtown and Central Waterfront Area" within the Mixed Use Node.

The Official Plan's goals are to create a sustainable City in terms of health and vitality, that is economically viable and diverse, has high quality municipal services and amenities, and is well planned.

Section 2.3 outlines strategic planning themes which includes "A Sustainable, Healthy, and Vital City", "An Economically Strong and Diverse City", "A High Quality of City Services and Amenities", and "A Well-Planned Responsive City".

Section 3 addresses building a healthy and sustainable City. More specifically, Section 3.2.2.1 states among others that development within the Mixed Use Nodes and Corridors needs to be transit supportive and accommodate a range of uses. This section continues by envisioning the Downtown and Central Waterfront Area as being the primary focus for the greatest mix of commercial, retail, and service opportunities. More specifically, the Downtown and Central Waterfront Area is the primary mixed-use Node and is intended to accommodate residential, office, commercial, community services, cultural activities, main street shops and boutiques, and related uses and activities that reinforce the existing character of the downtown area.

Section 3.2.6 outlines policies for the scope of development within the "Downtown and Central Waterfront Area", focusing on intensification and redevelopment, revitalization of the Downtown and Central Waterfront Area and which place an emphasis on the urban design and architecture being consistent with the guidelines contained within the

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Downtown Waterfront Master Plan and Urban Design Strategy.

Section 3.4.1.9 states that the City shall require that infill developments be compatibly scaled and designed to enhance the character of the area.

The general Downtown and Central Waterfront Area policies are further refined under Section 4.2.2 where, in addition to residential dwelling units being permitted, commercial uses such as eating establishments, service and convenience retail and similar types of uses shall also be permitted.

In reviewing the above policy considerations, many speak to compatibility with and character of the downtown area. Historically, downtowns have been the main centre of multiple ranges and varieties of commercial activity. More recently, mobile food vendors such as the Refreshment Vehicle proposed are increasingly appearing in larger centres, especially in downtown settings where pedestrian activity is often greatest.

Other policies emphasize consistency with the urban design guidelines and encouragement for quality development. As a mobile facility which is a chattel, these considerations are not necessarily relevant, as a permanent building is not proposed.

Section 6.4.2.2, Temporary Use By-laws, allows for the City to pass a temporary use by-law to allow the temporary use of land, buildings or structures for a purpose otherwise not permitted by the Zoning By-law for a specific period of time not to exceed three (3) years. This section also states that it shall be the policy of the City that:

- "1. A temporary use by-law shall define the land to which it applies, and shall prescribe the period of time during which it is in effect.
2. The City may authorize a temporary use on a one-time basis or for a short period of time on a periodic basis, where it is considered inappropriate by the City to permit the proposed use on a permanent or continuing basis, and where alternatives such as relocation are not practical.
3. The City may pass subsequent by-laws granting extensions of up to three (3) years.
4. The City may extend this period by passing further by-laws, subject to the specific policies of this Plan.
5. In enacting a temporary use by-law, the City shall consider the following:
 - i. the proposed use shall be of a temporary nature, and shall not entail major construction or investment on the part of the owner so that the owner shall not experience undue hardship in reverting to the original uses upon the termination of temporary use provisions;
 - ii. the proposed use with the surrounding land uses and character of the surrounding area;
 - iii. the proposed use shall be properly serviced and not require the extension or expansion of existing municipal services;
 - iv. the proposed use shall not create any traffic problems within the

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- surrounding area, or adversely affect the volume and/or type of traffic commonly found on the areas roads;
- v. the proposed use shall provide parking facilities entirely onsite;
 - vi. the proposed use shall generally be beneficial to the surrounding community; and
 - vii. the proposed use shall conform to the policies of this Plan.

Where the proposed temporary use may not conform in its entirety with the Official Plan, the City shall consider what is in the best interests of the public."

Based on the policies listed, Council can provide for temporary zoning as the proposed Refreshment Vehicle does not contradict any of the above policies. The proposal does not entail major construction, has not created traffic problems in the past and does not change the character of the Downtown Commercial Area.

The applicant has stated that the Refreshment Vehicle will continue to look and operate as it has over the past nine (9) years.

The continuing operation provides opportunity for a take-out dining experience downtown which will co-ordinate well with the increase in seasonal traffic, special events in the area, and being just a short distance from the Arts Centre. On balance, it is not inconsistent with the Official Plan's goals and objectives for downtown revitalization to provide for a Refreshment Vehicle on an existing paved parking lot located within the downtown.

Downtown & Waterfront Master Plan and Urban Design Strategy

The Downtown and Waterfront Master Plan and Urban Design Strategy (DWMPUDS), provides guidance on how to manage future growth, development, and change within the downtown and waterfront area of the City. The DWMPUDS establishes community planning and urban design principals to maintain the downtown and waterfront as a healthy, livable and sustainable destination in the City. Guidelines speak to reinforcement of the existing scale and character of the downtown area, and provide reference to a high level of architectural treatment for buildings.

There is no reference to consideration of Refreshment Vehicles, food trucks or other mobile uses within this area, as the focus for the strategy was on creating guidelines for more enduring development.

Zoning By-law Considerations:

Due to the expiry of the temporary zoning, the current zoning on the subject property has reverted back to MD – Mixed Use Downtown Zone, and therefore, the addition of a Refreshment Vehicle to the list of uses permitted on the site would require an amendment to Zoning By-law 050-2014. For this to occur, a site-specific zone must be

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created, in this instance, the T-MD-1 Mixed Use Downtown Special Exception Zone. It is proposed that this zone will recognize all standard permitted uses and zone provisions of the MD – Mixed Use Downtown Zone, in addition to a Refreshment Vehicle as a temporary permitted use.

The continuation of a Refreshment Vehicle occupying a small portion of an underutilized parking area would be a logical fit for the site on a temporary basis. In addition, the site has ample parking to accommodate the patrons of the Refreshment Vehicle. Over the past several years the Refreshment Vehicle has served a large market of downtown employees, occupants of residential dwellings within close proximity, travelers along King Street, and recreational enthusiasts utilizing the Brock Trail.

Staff is of the opinion that the three (3) year temporary zoning should be continued. The temporary zoning granted in 2007, 2010 and then again in 2013 has only seen two (2) concerns being filed with City Hall. The first concern was in relation to the parking of a U-Haul truck which was removed in 2013, and the utilization of a temporary sign for advertisement. Planning Staff have spoken with the applicant and advised him of his advertising/signage options.

Although no concerns were raised specifically relating to the “Refreshment Vehicle” at the public meeting, it is recommended that consistent treatment for mobile food vendors should apply city wide. Accordingly, this use has occurred for multiple years on the site and is under a new operator and a temporary zone is being recommended. This is to ensure that the property and the proposed “Refreshment Vehicle” remain esthetically pleasing in this very prominent location in the city. This property is also a prime redevelopment site, and therefore a temporary allowance for a “Refreshment Vehicle” may help advance the notion of the site’s value for an alternate, permanent use as permitted in the MD Zone.

The recommendation includes prohibition on outside storage and accessory structures associated with the “Refreshment Vehicle”, locational criteria to establish a maximum setback from the rear property line and exterior side yard in order to keep the “Refreshment Vehicle” setback from street lines as well as prohibitions when non-operational and if remaining on this site, the Refreshment Vehicle will be required to be stored in accordance with the existing provisions under Zoning By-law 050-2014.

The recommendation also includes the provision to supply a bicycle rack. This is consistent with the requirement of Section 3.9 Bicycle Parking in the new Zoning By-law since there is a change of use of the property proposed. Also, as with the previous temporary zoning for a Refreshment Vehicle, it is recommended that there be landscaping upgrades provided in the form of two (2) planter boxes.

Should the recommendation above be accepted by Council, the zone would read similar to the following:

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"T-MD-1"

In addition to the uses permitted in the MD – Mixed Use Downtown Zone, a Refreshment Vehicle shall be permitted in the T-MD-1 Zone, for a three (3) year period ending 13 December 2019.

The Refreshment Vehicle shall be located a maximum of 20.0 metres from the rear property line and a minimum of 4.5 metres from the exterior side property line (Clarissa Street).

No outside storage or accessory structures are permitted in association with the Refreshment Vehicle.

One (1) bicycle rack shall be provided adjacent to the Refreshment Vehicle.

All large garbage/refuse bins shall be concealed from view from the street and stored in accordance with the applicable general provisions of this by-law.

Landscaping in the form of a minimum of two (2) planter boxes shall be provided adjacent to the south and east faces of the Refreshment Vehicle.

When closed for the season, items associated with said Refreshment Vehicle shall be concealed from view from the street."

Council should be aware that temporary zoning can be imposed in accordance with Section 39 of the Planning Act, R.S.O. 1990. Prior to the end of the three (3) year temporary zoning, the applicant may wish to apply for an extension of the temporary use or alternatively, for permanent zoning. There currently is a reduced fee for an extension of a temporary use.

POLICY IMPLICATIONS

As noted in the Analysis/Options section of this report, the proposed amendment to Zoning By-law 050-2014 for the site located east of 260 King St. W. is consistent with the PPS and with the relevant policies of the City's Official Plan.

FINANCIAL CONSIDERATIONS

All costs associated with the use of the property to include a Refreshment Vehicle are the responsibility of the owner/applicants. The City of Brockville does not currently charge a licensing fee for Refreshment Vehicle.

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File: D14-017 (050-2014)

The Refreshment Vehicle is considered a chattel, thus the subject property is assessed by MPAC as vacant land, with property taxes payable accordingly.

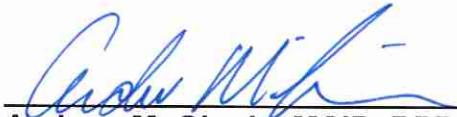
CONCLUSION

Following review of the PPS, the Official Plan, Zoning By-law 050-2014, as well as submissions received respecting the request for Zoning By-law Amendment, it is reasonable to impose a site specific zone for a temporary period on the subject property to provide a mix of culinary options along King Street and within the Downtown Core.

Accordingly, an amendment to City of Brockville Zoning By-law 050-2014 is recommended whereby the subject land would be rezoned from MD – Mixed Use Downtown Zone to T-MD-1 Mixed Use Downtown Special Exception Zone. This is reflected in the recommendation at the beginning of this report.



M. Pascoe Merkley, MCIP, RPP
Director of Planning



Andrew McGinnis, MCIP, RPP, Dipl.M.M
Planner II



B. Casselman
City Manager

SCHEDULE "A" TO REPORT 2016-151-12

SCHEDULE "B" TO REPORT 2016-151-12





SCHEDULE "C" TO REPORT 2016-151-12



COMMITTEE MINUTES

Public Meeting Economic Development & Planning Committee

Tuesday, November 01, 2016, 6:00 pm
City Hall, Council Chambers

Committee Members:

Councillor P. Deery, Chair
Councillor M. Kalivas
Councillor D. LeSueur
Mayor D. Henderson, Ex-Officio

Regrets:

Councillor L. Bursey

Staff:

Mr. B. Casselman, City Manager
Ms. S. MacDonald, City Clerk (Recording Secretary)
Mr. A. McGinnis, Planner II
Ms. M. Pascoe Merkley, Director of Planning

The Chair called the meeting to order at 6:00 p.m.

ITEM

1. 2016-140-11

Proposed Amendment to Zoning By-law 050-2014
North West Corner King St. W. and Clarissa St., City of Brockville,
Owner: McKercher Holdings Limited
Agent: Michael Brewer

Moved by: Councillor Kalivas

THAT Report 2016-140-11 be received as information and that a report on this matter be prepared by staff for consideration of the Economic Development Planning Committee at a future meeting.

CARRIED

Councillor Deery, Chair, introduced the public meeting and read from the prepared required comments.

Economic Development and Planning Committee Public Meeting Minutes
Tuesday, November 01, 2016

Mr. McGinnis announced that notice of the Public Meeting was advertised in the Brockville Recorder and Times Newspaper on October 6, 2016 and was circulated to property owners within 120.0 metres (400.0 feet) of the subject property. In addition, signs were posted on the subject property advising that the lands are the subject of an Application for Amendment to the City of Brockville Zoning By-law 050-2014.

Councillor Deery, Chair, asked that any person wanting further notice of the passage of the proposed amendment should give their full name, address and postal code to the Secretary prior to leaving the meeting.

Councillor Deery reviewed the procedures for the Public Meeting.

Mr. McGinnis provided an overview of the proposed zoning amendment.

Mr. Steve Brewer representing the Applicant was in attendance and requested that the approval of the requested temporary zone. There was discussion regarding signage, landscaping with planters, and screening of waste receptacles. This staff report will address these issues.

No persons requested notice.

The meeting adjourned at 6:11 pm.

SCHEDULE "D" TO REPORT 2016-151-12

Lorraine Bagnell

From: [REDACTED]
Sent: October 13, 2016 9:46 AM
To: Lorraine Bagnell
Subject: File No.: D14-017 - King Street West.

Greetings,

I have no objection to the special exception zoning to permit a refreshment vehicle as a temporary use on the subject lands provided that the refreshment vehicle owner remove the extremely unattractive approximately 6' x 6' sign located near the sidewalk fronting King Street West (close to the Leon's sign).

This refreshment vehicle has a new name and, I assume, a new owner since the last special exception zoning was requested. The previous owner did not have such a large, unattractive sign close to the sidewalk on King Street. I do not object to signage located on or within a few feet of the actual refreshment vehicle itself—which is located well back in the parking lot, close to the corner of George Street and Clarissa Street. If this condition cannot be met, then I object to the renewal of the special exception zoning.

Sincerely,

[REDACTED]

25 November 2016

**REPORT TO THE ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE -
06 DECEMBER 2016**

2016-152-12

RENEWAL OF POUND CONTRACT

**M. PASCOE MERKLEY
DIRECTOR OF PLANNING**

RECOMMENDATION:

THAT the Corporation of the City of Brockville enters into a two year contract with Sally Bell operating as "MeowTown Luxury Resort for Cats" at 840 Stewart Boulevard to continue the relationship as Pound Keeper for the City.

PURPOSE:

To provide a recommendation to Council on continuance of a contractual arrangement with Sally Bell for operation of a Pound on behalf of the City of Brockville.

ORIGIN AND BACKGROUND:

By-law 7-82, as amended, is a By-law respecting Animal Control within the Corporation of the City of Brockville. Said by-law identifies the need for the City to have a designated Pound where animals running at large can be impounded, and establishes regulations related thereto.

Sally Bell has operated "Sally's Bed and Biscuit" and "MeowTown Luxury Resort for Cats" at 840 Stewart Blvd. for a number of years, and has acted as Pound Keeper to the City of Brockville since 2006.

In December of 2014, the City entered into a two year renewal of the contract with "Sally's Bed and Biscuit". This contract will expire on 16 December 2016, and thus, it is appropriate to consider a contract extension for this service.

ANALYSIS:

By agreement, the designated Pound Keeper is to operate a Pound under conditions consistent with the *Animals for Research Act*, RSO 1990, c.A. 22, as amended and in accordance with the City's Animal Control By-law. This includes ensuring that impounded animals are kept clean, well-cared for and fed during the time of confinement, and that appropriate records are kept, among other things.

By-law Enforcement Officers of the City and Brockville Police Service have the right to take animals to the Pound on an as required basis. Physical changes at the Pound a few years

2016-152-12
RENEWAL OF POUND CONTRACT

Page 2

ago allow for 24/7 access by officers.

Currently, public access to the Pound for purposes of claiming impounded animals is established in the contract, with public access hours specified on six (6) of seven (7) days of the week, with the provision for public access on Wednesdays by appointment only. No change is deemed to be necessary with respect to access.

All other terms and conditions of the proposed contract remain unchanged, with the Agreement being recommended for a two (2) year period from the date of its execution, providing for termination by either party by giving written notice at least 60 days in advance.

During the term of this contract, staff will be monitoring the net effect on pound usage due to sales of dog tags by our new online service provider DocuPet Inc.

A copy of the proposed Agreement with Sally Bell is attached hereto as ***Schedule "A"***.

POLICY IMPLICATIONS:

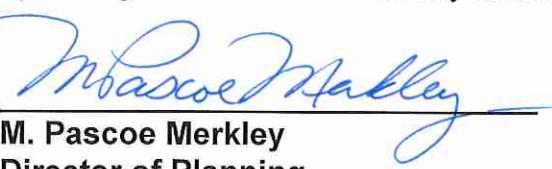
Continuance of a contractual arrangement for Pound services is consistent with the findings under the Service Delivery Review of the City's Animal Control function.

FINANCIAL CONSIDERATIONS:

The fees payable to the Pound Keeper while under contract with the City for the past four (4) years have been \$1400.00 monthly plus HST. For the next two (2) year period, the Pound Keeper is seeking an additional \$100 monthly to cover increased insurance costs, thus increasing the monthly rate to \$1500.00 plus HST for this service. The proposed 2017 Animal Control budget, once approved, would contain sufficient funds to cover this contractual obligation for 2017, and rates for 2018 would remain constant.

CONCLUSION:

It is appropriate for the City to enter into a new two (2) year contract with Sally Bell operating as "MeowTown Luxury Resort for Cats" for pound keeping services.


M. Pascoe Merkley
Director of Planning


B. Casselman
City Manager


D. Dick, CPA, CMA
Director of Corporate Services

SCHEDULE "A" TO REPORT 2016-152-12

BETWEEN:

Sally Bell, o/a MeowTown Luxury Resort for Cats,
at 840 Stewart Boulevard
in the City of Brockville, in the County of Leeds,
Hereinafter referred to as "MeowTown"

Of the first part

And

The Corporation of the City of Brockville
Hereinafter called the "Corporation"

Of the second part

WHEREAS the Corporation has deemed it expedient to establish a Pound; and

WHEREAS the said MeowTown has agreed to act as Pound Keeper on the following terms and conditions:

NOW WITNESSETH THAT in consideration of the mutual covenants herein contained, the Parties hereto hereby agree as follows:

1. Pound

- a) MeowTown does hereby covenant and agree that it shall provide such premises as are required by the Corporation for impounding of dogs and cats; located at 840 Stewart Blvd., Brockville, Ontario.
 - b) MeowTown shall operate the Pound under the terms and conditions set forth in the *Animals for Research Act*, R.S.O. 1990, c.A. 22, as amended, and in accordance with the City of Brockville's Animal Control By-law, including the keeping of records, collecting licence fees and other monies. The facility will include an indoor and outdoor run area as well as holding cages.
 - c) Such pound facility will be served by MeowTown who will ensure that all animals impounded will be kept clean, well-cared for and fed during the time of confinement.
 - d) MeowTown shall keep records of all animals impounded and their disposition which shall be submitted to the Corporation at the end of each month.
 - e) MeowTown shall permit public access to the Pound for the purpose of claiming impounded animals Monday, Tuesday, Thursday and Friday from 7:00 am to 9:00 am and 2:00 pm to 5:00 pm, Saturday 7:00 am to 9:00 am and Sunday 8:00 am to 9:00 am. Wednesday opening for public access shall be by appointment only. The Corporation which includes the Brockville Police Service reserves the right to take animals to the Pound as required.

- f) All animals impounded shall be kept for a minimum of five (5) days, holidays excluded. The Corporation shall attempt to contact the owner of any animal as quickly as possible. If the Corporation is required by law to quarantine an animal for a specified period, the Corporation will pay the additional boarding fees for the quarantine period unless the owner redeems the animal, in which case the owner shall be responsible for additional boarding fees.
- g) Any animal not claimed by the owner shall become the property of the pound and may be adopted, or disposed of according to the Ministry of Agriculture Foods and Rural Affairs Regulations governing Pounds and Animal Control Facilities.
- h) MeowTown agrees that any dogs impounded that do not have a current year dog tag shall not be released to the owner or other person until a proper tag is purchased. The Corporation shall provide to MeowTown a current schedule of fees. It shall be the responsibility of MeowTown to sell the tags (online) and remit all monies and records of the tags sold, by the 15th of each month.
- i) The Corporation shall be responsible for the cost of all advertising required to be done in pursuance of the By-Law of the Corporation respecting the maintaining of a Pound.
- j) The Corporation shall be responsible for the cost of any charges made by any veterinarian called by MeowTown to examine any dog and cat or carcass in the Pound.
- k) The Contractor agrees to provide public relation services during regular hours and provide the public with information relating to animal control.

2. Fees

- a) The Corporation shall pay to Sally's the sum of One Thousand Five Hundred dollars (\$1,500.00) per month (plus applicable taxes) during the term of this Agreement. This amount shall be compensation in full for all services provided for the operation of the Pound, including but not limited to supplying all heat, electric power, such taxes as shall be levied and the costs of food consumed by impounded dogs and cats.
- b) THAT the Corporation agrees that any money collected by the Pound Keeper for the board shall belong to the Pound Keeper. The Corporation will not be responsible for any costs for animals claimed by their owner or if the animal is adopted.

3. Liability and Insurance

- a) The Corporation shall indemnify and save harmless MeowTown from any loss suffered by reason of the destruction or other disposition of any dog or cat while it is being held in the Pound, saving and excepting the unlawful destruction or disposition of any dog or cat.
- b) The Contractor shall maintain and pay for Comprehensive General Liability Insurance, including coverage for all operations as pound keeper. This insurance coverage shall be subject to limits of not less than two (2) million dollars (\$2,000,000) inclusive per occurrence for third party Bodily Injury and Property Damage.

- c) A certificate of such insurance shall be filed with the Corporation upon signing of the contract, and provided annually thereafter on the anniversary date of this Agreement.
- d) MeowTown agrees to fulfill all of its obligations in compliance with the Occupational Health and Safety Act and further agrees to take responsibility for any health and safety violation that may occur. Furthermore, if the municipality (or any of its council members or employees) shall be made a party to any charge under the Occupational Health and Safety Act in relation to any violation of the said Act arising out of the operations of the Pound by MeowTown, MeowTown shall indemnify and save harmless the Corporation from any and all charges, fines, penalties and costs that may be incurred or paid by the Corporation.

4. Termination

- a) This agreement shall be in effect for a period of two (2) years from the date of execution of this agreement unless terminated earlier. Either party may terminate this agreement by giving written notice to the other party by registered mail at least 60 days before the intended date of termination.

This agreement cannot be assigned without the written consent of the other party and shall enure to the benefit of both parties, their executors, heirs and assigns.

IN WITNESS WHEREOF The Corporation of the City of Brockville has hereunto affixed its Corporate Seal as attested by the hands of the proper officers in that behalf and the Party of the First Part has set her hand.

**The Corporation of the City of Brockville Sally Bell o/a MeowTown Luxury
Resort for Cats**

Mayor

Sally Bell

City Clerk

28 November 2016

**REPORT TO ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE – 06
DECEMBER 2016**

2016-153-12

**ACCEPTANCE OF TRANSFER OF LAND
FOR BROCK TRAIL, CANCELLATION OF
FITZSIMMONS DRIVE SIDEWALK CONSTRUCTION
AND AMENDMENT TO SUBDIVISION AGREEMENT
BRIDLEWOOD SUBDIVISION, PLAN 375
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10**

**M. PASCOE MERKLEY
DIRECTOR OF PLANNING
J. FAURSCHOU
PLANNER I**

RECOMMENDATION:

- 1. THAT** the City accepts the transfer, at no cost to the City, of a 1.0 ha parcel of land east of Bridlewood Drive from 653973 Ontario Limited required by the City for purposes of the Brock Trail extension, in exchange for a release from the obligation in the Bridlewood Subdivision Agreement to construct a sidewalk on the north side of Fitzsimmons Drive from Montrose Street westerly to the west edge of Plan 375.
- 2. THAT** the Subdivision Agreement between Dodge and Dodge Corporation Limited and the Corporation of the City of Brockville under By-law 234-81, as amended, be further amended to address deletion of a portion of the sidewalk on the north side of Fitzsimmons Drive from Montrose Street westerly to the west edge of Plan 375 and conveyance of land for the Brock Trail extension.

PURPOSE:

The purpose of this report is to provide background and support for a proposed transfer of lands in lieu of construction of a portion of the Fitzsimmons Drive sidewalk located on the north side of Fitzsimmons Drive, west of Montrose Street to the west edge of Plan 375, and to authorize a corresponding amendment to the Subdivision Agreement.

ORIGIN:

A request from the developer of Bridlewood Subdivision, 653973 Ontario Limited represented by Josip Malovic, and a petition from various residents on or near Fitzsimmons Drive have been received, requesting that the requirement for construction of a sidewalk on the north side of Fitzsimmons Drive, west of Montrose Street be eliminated.

Additionally, it has been determined by the Brock Trail Committee that landlocked lands owned by 653973 Ontario Limited are required to facilitate a link between Bridlewood Subdivision and the segment of the Brock Trail being built north of Laurier Blvd.

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ACCEPTANCE OF TRANSFER OF LAND
 FOR BROCK TRAIL, CANCELLATION OF
 FITZSIMMONS DR. SIDEWALK CONSTRUCTION AND
 AMENDMENT TO SUBDIVISION AGREEMENT
 BRIDLEWOOD SUBDIVISION, PLAN 375
 OWNER: 653973 ONTARIO LIMITED
 FILE: 267-10

ANALYSIS:

Bridlewood Subdivision, Registered Plan 375, was created in 1981 with terms and conditions for development being specified the Subdivision Agreement between Dodge and Dodge Corporation Limited and the Corporation of the City of Brockville under By-law 234-81. This Plan of Subdivision and associated Subdivision Agreement has been the subject of various amendments throughout the years which have addressed the ongoing development of various phases of the subdivision and change of ownership from Dodge and Dodge Corporation Limited to 653973 Ontario Ltd. Amongst many other requirements, the developer's responsibility to construct sidewalks in various locations throughout Bridlewood Subdivision is specified.

Schedule "B", Clause 4 of the Subdivision Agreement addresses sidewalk requirements within the subdivision. Specifically, it states that:

"Concrete sidewalks 1.5 metres in width shall be constructed on both sides of Bridlewood Drive, Aspen Drive, Crestwood Drive, Fitzsimmons Drive, Shearer Drive and Dobbie Street within the limits of the Plan."

There are currently sidewalks constructed on Fitzsimmons Drive as follows:

- the entire length of the south side of Fitzsimmons Drive from Bridlewood Drive to the last house on the west end of Fitzsimmons Drive;
- the north side of Fitzsimmons Drive from Bridlewood Drive west to Montrose Street.

All existing sidewalks constructed within Bridlewood Subdivision are illustrated in **Schedule "A"** to this report.

On 11 February 2014, the Planning Department received a petition from fifteen (15) residents of the Fitzsimmons Drive area requesting that the required sidewalk planned for the north side of Fitzsimmons Drive west of Montrose Street be deleted. The signatories to the petition represent owners/occupants of twelve (12) dwellings on Fitzsimmons Drive and one (1) on Kingswood Street, and all but two (2) of the fifteen (15) would have the yet-to-be built sidewalk located in front of their property. The petition reads as follows:

"We the undersigned property owners in Bridlewood Subdivision, north side of Fitzsimmons Drive, in the City of Brockville, respectfully petition the construction of a sidewalk on the north side of Fitzsimmons drive. We feel that the existing sidewalk on the south side of Fitzsimmons Drive already addresses the need for a safe and easily accessible walking route, and that an additional sidewalk

2016-153-12

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ACCEPTANCE OF TRANSFER OF LAND
FOR BROCK TRAIL, CANCELLATION OF
FITZSIMMONS DR. SIDEWALK CONSTRUCTION AND
AMENDMENT TO SUBDIVISION AGREEMENT
BRIDLEWOOD SUBDIVISION, PLAN 375
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10

on the north side of Fitzsimmons Drive would unnecessarily decrease driveway and front yard size."

In the intervening period, there has been on-going dialogue in an attempt to resolve the issue. In light of the fact that there is a landlocked parcel owned by 653973 Ontario Limited which has been deemed by the Brock Trail Committee to be needed for purposes of a connection from the future trail location to Aspen Drive, the developer has offered to transfer said parcel in exchange for relief from the obligation to construct the Fitzsimmons sidewalk.

Attached as **Schedule "B"** is a sketch of the parcel in question. **Schedule "C"** is the design for the proposed segment of the Brock Trail where these lands would be utilized, while **Schedule "D"** depicts the trail from Parkedale Ave. to Centennial Road.

Staff has reviewed and endorsed the acceptance of the transfer of said parcel in exchange for relief from the obligation to construct the Fitzsimmons sidewalk.

POLICY IMPLICATIONS:

The Official Plan states that the City may acquire land to implement any element of the Official Plan in accordance with the Municipal Act, the Planning Act, or any other Act.

Of significant priority throughout the Official Plan is the extension and enhancement of the Brock Trail.

FINANCIAL IMPLICATIONS:

The cost to construct the sidewalk on the north side of Fitzsimmons is estimated to be \$65,000.00 - \$70,000.00 in current dollars. This cost would fall to the taxpayers should the sidewalk be deemed necessary in the future.

There is no market valuation of the parcel of land under consideration. It is landlocked, zoned OS-Open Space and EP-Environmental Protection, and thus would have little to no value as development lands. It is also a liability to the current Owner who is otherwise responsible for its maintenance. It may, however, be considered invaluable to the City as a necessary piece of the future Brock Trail.

All costs associated with the conveyance of said lands are to be the responsibility of the developer, 653973 Ontario Ltd. as represented by Mr. Josip Malovic.

2016-153-12

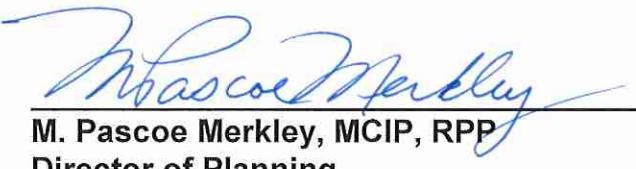
ACCEPTANCE OF TRANSFER OF LAND
FOR BROCK TRAIL, CANCELLATION OF
FITZSIMMONS DR. SIDEWALK CONSTRUCTION AND
AMENDMENT TO SUBDIVISION AGREEMENT
BRIDLEWOOD SUBDIVISION, PLAN 375
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10

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CONCLUSION:

Based on the foregoing, it is recommended that the transfer of land from 653973 Ontario Limited in exchange for the deletion of construction of the Fitzsimmons sidewalk planned for the north side of Fitzsimmons Drive west of Montrose Street to the west edge of Plan 375 be accepted, and that the Subdivision Agreement be amended accordingly to address the changes.

The necessary by-laws and amendment to the Subdivision Agreement to rationalize the changes to sidewalk requirements will be prepared for enactment by City Council.



M. Pascoe Merkley, MCIP, RPP

Director of Planning



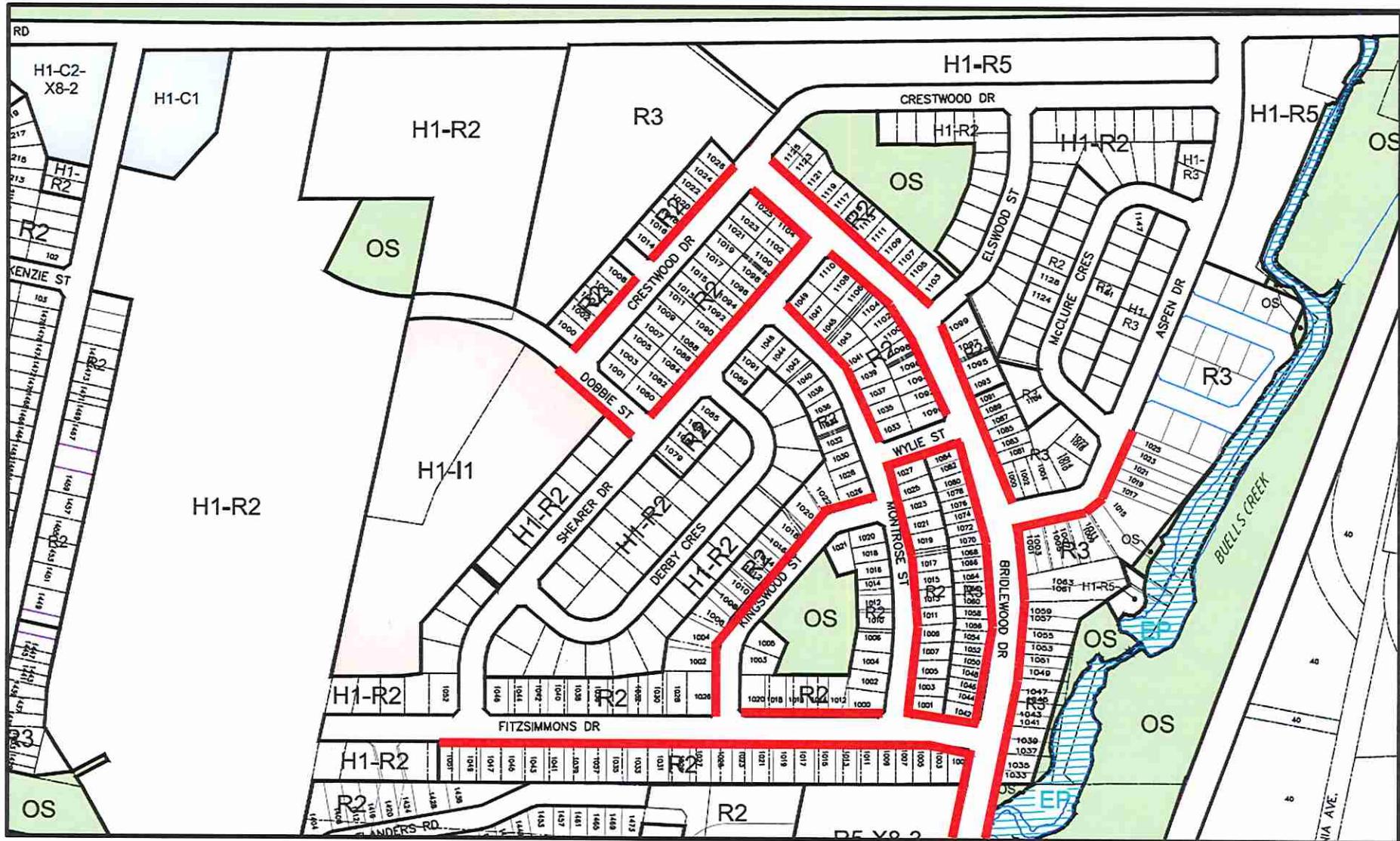
B. Casselman

City Manager

J. Faurschou, MCIP, RPP

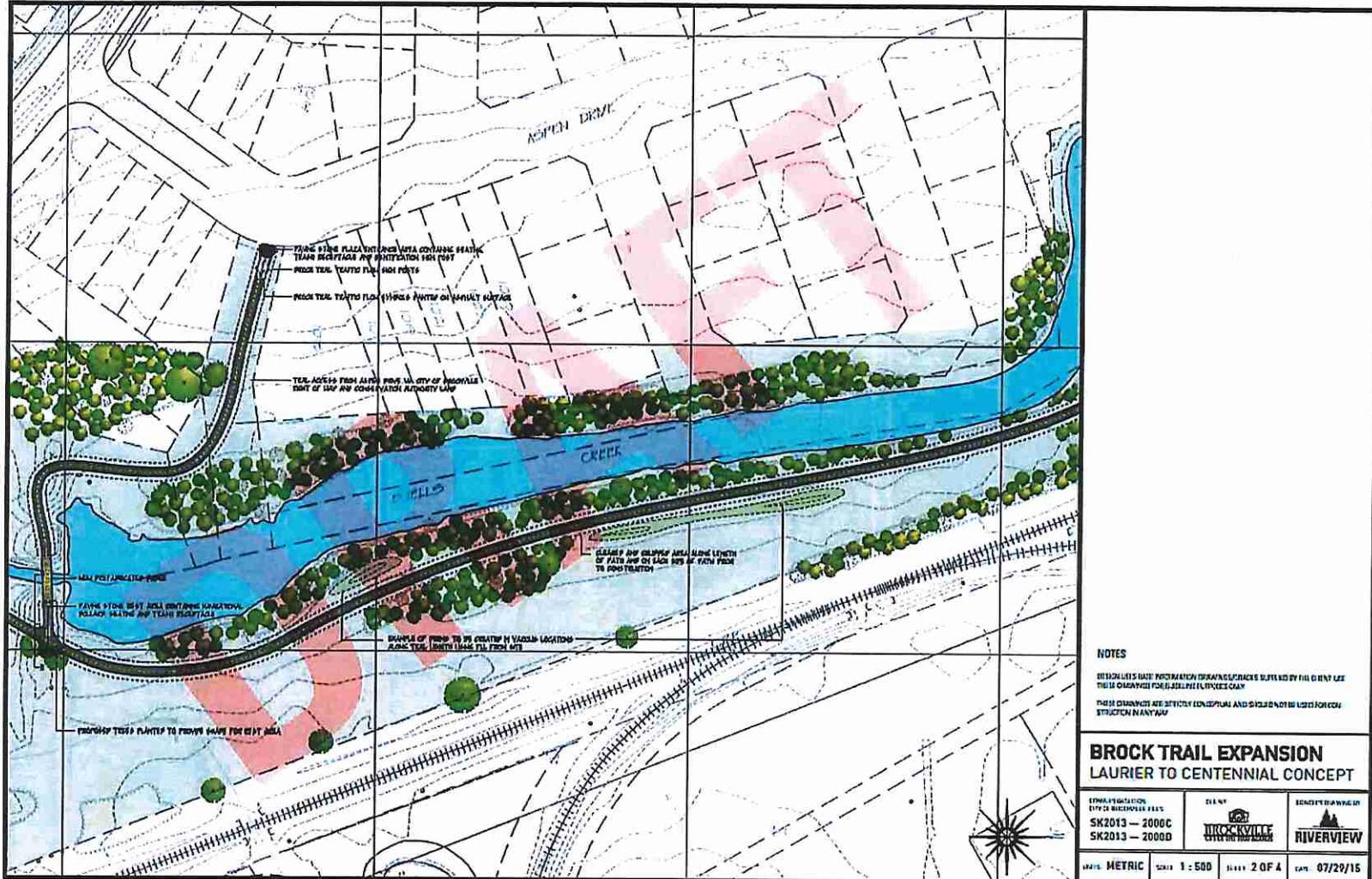
Planner I

SCHEDULE "A" TO REPORT 2016-153-12



Location of Existing Sidewalks in Bridlewood Subdivision, Plan 375: November 2016

SCHEDULE "C" TO REPORT 2016-153-12



SCHEDULE "D" TO REPORT 2016-153-12



Brock Trail

Now and the Future



28 November 2016

REPORT TO ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE – 06
DECEMBER 2016

2016-154-12

REQUEST FOR ACCEPTANCE AND RELEASE
PHASES 1 TO 4, PLAN 375
BRIDLEWOOD SUBDIVISION
CITY OF BROCKVILLE
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10

M. PASCOE MERKLEY
DIRECTOR OF PLANNING
J. FAURSCHOU
PLANNER I

RECOMMENDATION:

THAT Council authorizes the enactment of a by-law for final acceptance of the work and infrastructure within Phases 1 through 4 inclusive of Bridlewood Subdivision and to discharge obligations under the Subdivision Agreement, as amended, between Dodge and Dodge Corporation Limited and the Corporation of the City of Brockville, as it applies to Phases 1 through 4, save and except Clauses 16(a), 16(b) and 16(c).

PURPOSE:

The purpose of this report is to make recommendations on a request for final acceptance of the work in Phases 1 through 4 of Bridlewood Subdivision, Registered Plan 375, and for discharge various obligations under the operative Subdivision Agreement, as amended.

ORIGIN:

The developer, 653973 Ontario Limited, represented by Mr. Josip Malovic, has requested that the City accept the work (water and sewers, roadways, sidewalks and other infrastructure) built or installed on or under the road allowances and in parks in Phases 1 through 4 of Bridlewood Subdivision, and release Phases 1 through 4, inclusive, Plan 375, from terms and conditions of the Subdivision Agreement applicable to Bridlewood Subdivision. The location, layout and phasing of the subject lands is indicated on **Schedule “A”** to this report.

ANALYSIS:

The underlying registered plan of subdivision (Plan 375) for the lands in question was created in 1981, and is subject to a Subdivision Agreement between Dodge and Dodge Corporation Limited and the Corporation of the City of Brockville, authorized by By-law 234-81. This Agreement has been the subject of various amendments through the

2016-154-12

**REQUEST FOR ACCEPTANCE AND RELEASE
PHASES 1 TO 4 OF BRIDLEWOOD SUBDIVISION
REGISTERED PLAN 375
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10**

years which have addressed the on-going development of various phases of the subdivision and the change of ownership from Dodge and Dodge Corporation Limited to 653973 Ontario Ltd.

Development within Bridlewood Subdivision is subject to terms and conditions set out under the following Agreement, as amended:

Agreement Type: Subdivision Agreement
Between: Dodge and Dodge Corporation Limited and The Corporation of the City of Brockville
Authorized By: By-law 234-81 on 15 December 1981
Registered As: Instrument Number 131414 on 18 June 1982

Amendment:

Between: 653973 Ontario Limited and The Corporation of the City of Brockville
Authorized By: By-law 139-93 on 22 June 1993
Registered As: Instrument Number 245138 on 07 October 1993

Amendment:

Between: 653973 Ontario Limited and The Corporation of the City of Brockville
Authorized On: 01 August 2000
Registered As: Instrument Number 308376 on 15 December 2000

The subdivision is being developed in various phases. **Schedule "A"** to this report identifies the phasing. The phases which are the subject of this request are described as Phase 1 through 4, inclusive, and are described as follows:

Phase	Description
Phase 1:	Lots 22-48, inclusive, Lots 50-58, inclusive, Lots 101-103, inclusive, Lots 254-258, inclusive, Block D and Various lots created by consent on the east side of Bridlewood Drive south of Aspen Drive
Phase 2:	Lots 94-100, inclusive, Lots 204-225. Inclusive, Lots 229-236, inclusive, Lots 250-253, inclusive.
Phase 3:	Lots 151-154, inclusive, Lots 175-180, inclusive, Lots 186-197, inclusive, Lots 227-228, inclusive.
Phase 4:	Lots 15-21, inclusive, Lots 59-65, inclusive, Lots 104-112, inclusive, and Block "F"

2016-154-12

REQUEST FOR ACCEPTANCE AND RELEASE
PHASES 1 TO 4 OF BRIDLEWOOD SUBDIVISION
REGISTERED PLAN 375
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10

Final acceptance requires the Owner to meet all conditions as set out under the above-noted Subdivision Agreement, as amended. Conditions set out under the Subdivision Agreement have been confirmed as having been met to the satisfaction of the City.

Clauses 16(a), 16(b) and 16(c), inclusive, of the Subdivision Agreement refer to various grading-related clauses to ensure that all lots and dwellings maintain conformity with the approved grading and drainage plan. As such, it is appropriate that they remain in effect despite release of other obligations and elements.

POLICY IMPLICATIONS:

There are no policy implications associated with the subject request. The request is a housekeeping issue related to an approved Subdivision Agreement which contains direction on conditions to be met prior to considering acceptance of the work and infrastructure, release of the Subdivision Agreement, and conditions which must remain in effect.

FINANCIAL IMPLICATIONS:

All costs associated with release of the Subdivision Agreement as it pertains to lands within Phases 1 through 4 of Bridlewood Subdivision, Registered Plan 375 are the responsibility of the developer.

There are two more active construction phases within Bridlewood Subdivision (Phase 5 - Extension of Fitzsimmons Dr. and Phase 6 – Extension of Aspen Drive., including McClure Crescent) which are not, at this time, under consideration for acceptance and release. There are no current estimates of the cost to complete all obligations associated with Phases 5 and 6.

CONCLUSION:

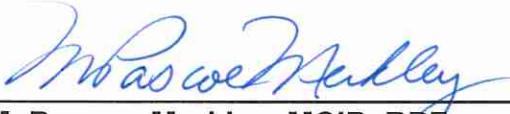
As 653973 Ontario Ltd. has fulfilled its obligations as it relates to Phases 1 through 4 of Bridlewood Subdivision, it is appropriate for Council to support the request for final acceptance of the work and to discharge obligations under the operative subdivision agreement, as amended, respecting Phase 1 through 4, save and except Clauses 16(a), 16(b) and 16(c), inclusive.

The necessary by-law to accept the work and release the first four (4) phases of Bridlewood Subdivision from the terms and conditions of the Subdivision Agreement, as

2016-154-12

REQUEST FOR ACCEPTANCE AND RELEASE
PHASES 1 TO 4 OF BRIDLEWOOD SUBDIVISION
REGISTERED PLAN 375
OWNER: 653973 ONTARIO LIMITED
FILE: 267-10

amended, save and except Clauses 16(a), 16(b) and 16(c) inclusive, has been prepared.



M. Pascoe Merkley, MCIP, RPP
Director of Planning

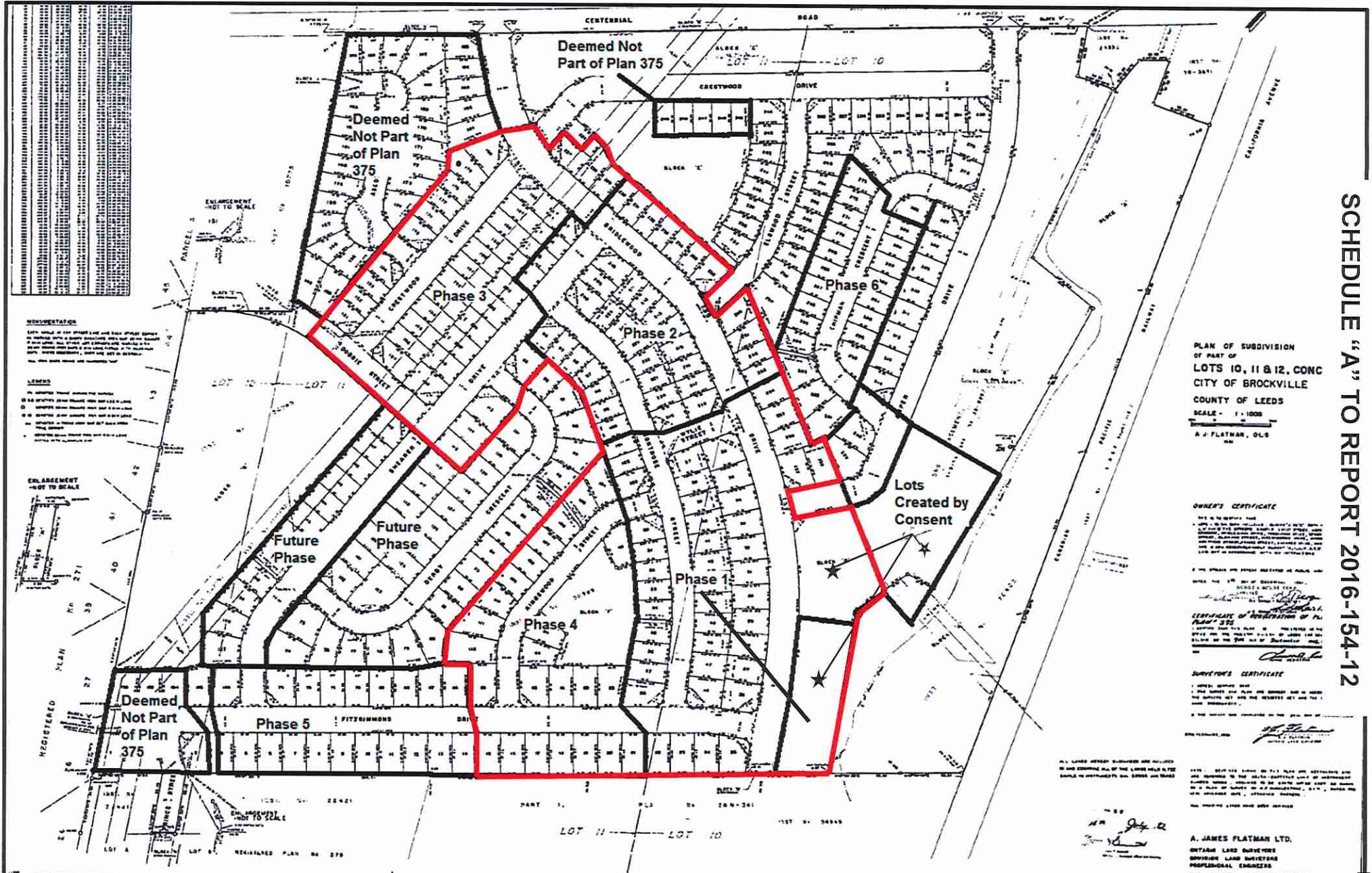


B. Casselman
City Manager

J. Faurschou, MCIP, RPP
Planner I

SCHEDULE "A" TO REPORT 2016-154-12

Plan 375, Bridlewood Subdivision, Approximate Phasing



Report to Finance, Administration & Operations Committee
December 5, 2016

2016-155-12

**Renewal of Agreement with the
Commissionaires Inc., Kingston & Region Divn.
For Parking Enforcement**

D. Dick, CPA, CA
Director of Corporate Services

L. Ferguson, CPA, CGA
Manager of Finance

S. Faber
Revenue Supervisor

R. Allen
Revenue Officer

RECOMMENDATION

THAT Council for the Corporation of the City of Brockville accept the agreement with the Commissionaires Inc., Kingston and Region Division for the provision of parking enforcement services for the period of February 1, 2017 to January 31, 2018.

ORIGIN

The current contract with the Commissionaires expires on January 31, 2017.

ANALYSIS

The Commissionaires have been providing parking enforcement services to the City of Brockville since February 2004. Parking enforcement is provided Monday to Friday (mostly) in the downtown area, including the five municipal parking lots. Maintenance and repair is also undertaken for the five pay and display parking lot machines and approximately 170 parking meters. In addition to be basic service, the Commissionaires also provide Saturday enforcement and additional service for the Brockville Arts Centre when large shows are scheduled under the same contract provisions.

The contract with the Commissionaires has worked very well since 2004 and the current compliment of officers works very well with City staff.

In 2011, proposals for service were compared between two providers. Although a change in provider would have resulted in savings of less than \$2,000, staff was not in favour of the change as the less expensive provider did not have on-street parking enforcement experience. The amount of staff time that would have been required to switch to a new service provider (training/time spent clarifying by-laws, policies and procedures to new personnel) would have negated any contract savings.

2016-155-12

Renewal Of Agreement With The Commissionaires Inc.
Kingston & Region Division For Parking Enforcement

Page 2

The Commissionaires are offering a one year extension to the current agreement with a 1% increase to the billing rates. Staff is recommending the renewal of the agreement with the Commissionaires be for a one (1) year term, from February 1, 2017 to January 31, 2018. The contract is for the provision of two (2) officers and the dedicated use of a vehicle. The vehicle is used for meter collects, repairs and patrols in areas outside of the downtown core.

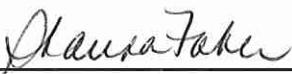
FINANCIAL CONSIDERATIONS

The contract costs of \$75,000 have been included in the 2017 operating budget.

Funding of this contract is through the Parking operating account 01-5-270115-3010.



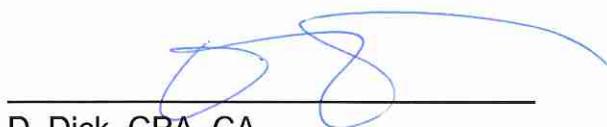
R. Allen
Revenue Officer



S. Faber
Revenue Supervisor



L. Ferguson, CPA, CGA
Manager of Finance


D. Dick, CPA, CA
Director of Corporate Services
B. Casselman
City Manager

November 29, 2016

REPORT TO ECONOMIC DEVELOPMENT AND PLANNING - TUESDAY DECEMBER 6, 2016

**2016-156-12
IMMIGRATION ATTRACTION REPORT**

**DAVID C. PAUL
DIRECTOR OF ECONOMIC
DEVELOPMENT AND TOURISM**

RECOMMENDATION

THAT the Economic Development and Planning committee receive the Immigration Attraction Report and direct the Economic Development Office to provide recommendations for further consideration by EDP/Council on the execution of the actions noted therein; and further,

THAT the subject report include related budget and timing implications to achieve deliverables of the report.

PURPOSE

To establish programming for immigration attraction and related investment.

BACKGROUND

- The Economic Development Office work plan has included immigration and cultural diversity as a key pillar in their program delivery for over 6 years. The introduction of the immigration file was initiated based on the recommendations of the City's approved 2009 Corporate Plan and two further approved economic development strategies completed in both 2010 and the refresh completed in 2015.
- The City has been successful in securing federal and provincial grant funding totaling \$700,000 (+) over this period to maintain the immigration focus with programming related to both immigration welcoming, settlement and recently, immigration investment attraction.
- Immigration is a policy directive of both the Ontario and Federal governments being a strategic solution to changing demographic shifts in population. This is a particular issue with more rural areas and particularly in Eastern Ontario.

FINANCIAL CONSIDERATION

To be identified in a future report to Committee/Council.

CONCLUSION

Recommendations on the most efficient process and programming for immigration attraction to be identified in future report and provide a framework towards achieving continued shifts in our demographic profile and hopefully realize economic benefits and achieving enhanced labour adjustment targets.

2016-156-12

IMMIGRATION ATTRACTION REPORT

Page 2



D. Paul
Director of Economic Development

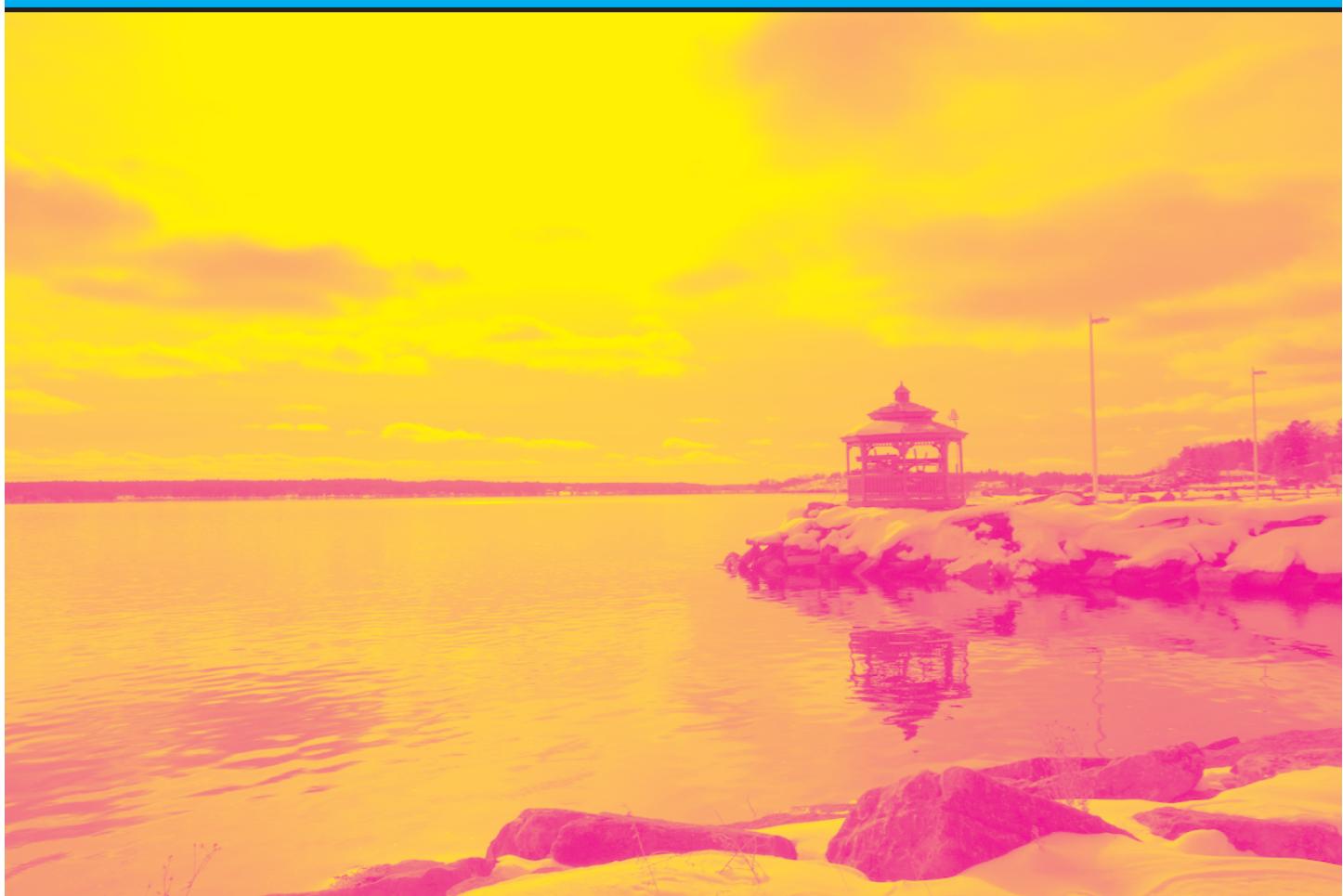


D. Dick, CA, CPA
Director of Corporate Services



B. Casselman
City Manager

WHERE THE WORLD CAN RESIDE



A TOOLKIT FOR ATTRACTING IMMIGRANT ENTREPRENEURS TO SMALL CITY CANADA

PREPARED FOR THE CITY OF BROCKVILLE
BY JACQUELINE SCHOEMAKER HOLMES, Ph.D.
NOVEMBER, 2016

FUNDED BY THE ONTARIO MINISTRY OF CITIZENSHIP AND IMMIGRATION



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EXECUTIVE SUMMARY

Rural communities in Ontario, and many across Canada, find themselves in a complicated situation when it comes to population growth, and the concomitant effects of such growth (or stagnation), on economic development. The City of Brockville is no exception. With a population that has been incrementally decreasing or staying relatively neutral since 2006, Brockville finds itself among the many municipalities across Ontario (and Canada) that seeks to create innovative ways of attracting residents and investment, both meant to ensure the long-term viability of the City. In February 2016, the City of Brockville's Economic Development Department in collaboration with the Leeds & Grenville Immigration Partnership (LIP) received funding from the Ministry of Citizenship and Immigration (MCI) to investigate innovative ways to attract immigrant entrepreneurs (and more peripherally, foreign direct investment) to Brockville specifically, and to rural communities/small cities more generally. This toolkit is the result of nine months of research, analysis, consultation, and outreach into the central question of how the City of Brockville's capacity can be further developed to attract and retain immigrant entrepreneurs to the area. This toolkit is specifically designed to take the foundation laid by the City of Brockville and the umbrella organizations that make up the Leeds & Grenville Immigration Partnership, and move it forward into action by assessing the situation Brockville currently finds itself in vis-à-vis welcoming new immigrant entrepreneurs, helping them to get established, and providing an environment that allows them to remain and flourish as part of Brockville's community and economy.

While there are many recommendations¹ that inform this toolkit, there are two main overarching targets that tie all of the succeeding recommendations together:

TARGET ONE: INCLUSION & DIVERSITY

Becoming a more inclusive community that celebrates diversity

TARGET TWO: REGIONALIZING

Becoming a community where secondary migrants look to settle

These targets are the culmination of the integrated data gathered throughout this research study from primarily local immigrant entrepreneurs and a review of relevant best practices toolkits on immigration attraction and retention, as well as consultations with regional economic development departments, embassy officials and ethnic business associations. Concrete recommendations are made throughout this document that are intended to build the City of Brockville's capacity to begin attracting immigrant entrepreneurs immediately. Brockville can begin attraction immediately via two strategic moves: through the hiring of a Chief Diversity and Inclusion Officer and through a national and global attraction campaign that targets specific entrepreneurs from relevant source countries.

Ultimately, Brockville is privileged to be home to many local immigrant entrepreneurs whose experiences imbue this toolkit with the necessary insights to propel the City forward in this important initiative. Brockville's local immigrant entrepreneurs create opportunities where none seem to exist and who work hard to make their new lives and homes in Canada the success that they hoped it would be upon immigrating. The insights of the local immigrant entrepreneurs and other contributors to this project demonstrate the extent to which the City of Brockville can be the next epicenter of immigrant entrepreneur attraction through an investment of time, resources—human and financial, and effort into attraction as a main driver of economic development.

The purpose of this toolkit is two-fold:

- 1 To provide recommendations based on research, analysis, consultation, and outreach to the City of Brockville so that stakeholders may immediately begin attraction efforts at a number of levels including local, regional, provincial, federal, and global.
- 2 To build the capacity of the interested stakeholders from the City of Brockville (and other relevant stakeholders as well as their counterparts in like communities), to attract, welcome, and retain new immigrant entrepreneurs to the City and the region.

Brockville can begin attraction immediately via two strategic moves: through the hiring of a Chief Diversity and Inclusion Officer and through a national and global attraction campaign that targets specific entrepreneurs from relevant source countries.

¹ A Master List of Recommendations can be found in Appendix A.

PART 1 INTRODUCTION

Introducing the Toolkit

Cities of Migration

is a collaborative effort between Ryerson University and the poverty-reduction and civic engagement organization Maytree Foundation (among others partners) that seeks to facilitate knowledge exchange about best practices on global integration practices city to city.

For more information see the Cities of Migration website:
[http://citiesofmigration.ca/
about-2/](http://citiesofmigration.ca/about-2/)

According to the Maytree Foundation's Cities of Migration Initiative, it is the "capacity of every city in the world to provide a better welcome and contribute to immigrant success by creating conditions for investment, attachment and belonging" (Cities of Migration, 2012: 45). Further, Cities of Migration posits that municipal governments are first responders when it comes to immigrant settlement and integration—"as the major political body within the local community, they direct policy, deliver essential services and are uniquely positioned to act nimbly and implement initiatives that lead to quick and meaningful changes. Additionally, they have the unique capacity to influence public opinion and bring diverse interests together for the common good" (*ibid.*). This toolkit outlines the best practices that the City of Brockville can employ to amplify its ability to attract, welcome, include, and retain immigrant entrepreneurs to Brockville from all corners of the world.

In February 2016, the City of Brockville's Economic Development Department in collaboration with the Leeds & Grenville Immigration Partnership (LIP) received funding from the Ministry of Citizenship and Immigration (MCI) to investigate innovative ways to attract immigrant entrepreneurs (and more peripherally, foreign direct investment) to Brockville specifically, and to rural communities/small cities more generally. This toolkit is the result of nine months of research, analysis, consultation, and outreach into the central question of how the City of Brockville's capacity can be further developed to attract and retain immigrant entrepreneurs to the area. This toolkit is specifically designed to take the foundation laid by the City of Brockville and the umbrella organizations (for a complete list of these organizations see Appendix B) that make up the Leeds & Grenville Immigration Partnership, and move it forward into action by assessing the situation Brockville currently finds itself in vis-à-vis welcoming new immigrant entrepreneurs, helping them to get established, and providing them an environment that allows them to remain and flourish as part of Brockville's community and economy.

PURPOSE

The purpose of this toolkit is two-fold:

- 1** To provide recommendations based on research, analysis, consultation, and outreach to the City of Brockville so that stakeholders may immediately begin attraction efforts at a number of levels including local, regional, provincial, federal, and global.
- 2** To build the capacity of the interested stakeholders from the City of Brockville (and other relevant stakeholders as well as their counterparts in like communities), to attract, welcome, and retain new immigrant entrepreneurs to the City and the region.

Background

Rural communities in Ontario, and many across Canada, find themselves in a complicated situation when it comes to population growth, and the concomitant effects of such growth (or stagnation), on economic development. The City of Brockville is no exception. With a population that has been incrementally decreasing or staying relatively neutral since 2006, Brockville finds itself among the many municipalities across Ontario (and Canada) that seeks to create innovative ways of attracting residents and investment, both meant to ensure the long-term viability of the City. As Caldwell (2010) points out, in the future, “the issue for much of rural Ontario is not likely to be a shortage of jobs but, rather, a shortage of people to occupy key positions. With impending retirements, continued youth out-migration, and the attraction of large urban centres to immigrants, it will be difficult to find skilled labour in many professions. An opportunity, albeit a challenging one, is for rural communities to target immigrants as a means to maintain essential services” (9).

Brockville was an early adopter of immigration approaches to economic development that have been popular in Canada since the mid- to late-1970s. Thanks to an innovative Economic Development Department and Director, David Paul, Brockville’s economic development efforts have for some time been focused on attraction that capitalizes on Brockville’s status as a “creative economy” in the parlance of Dr. Richard Florida. A “creative economy” according to Florida is an economy that is “driven by ideas, innovation, knowledge, collaboration, and creativity. It employs people who are paid to think” (Florida, nd: 11). Features of creative economies have been described as the “three Ts of economic development”: Talent, Technology and Tolerance (Stolarick, 2012: 11). Stolarick further explains the three Ts of economic development as

part of a theory that gives primacy to the attraction and retention of a specific type of capital—creative capital. Creative capital differs from human capital by identifying the Creative Class as key to economic growth and its focus on the underlying factors that determine their location decisions (Florida, 2002). In the Creative Economy, brawn and the ability to mass produce goods is subordinate to the innate human capability to generate new ideas, concepts, products and processes. The Creative Class is defined as people in occupations paid to think. Regions that attract and retain this group of workers are best positioned to succeed in the future. The global city hierarchy of the Creative Age will be determined not by access to natural resources, but by how and which are able to attract this class of worker (*ibid.* ix).

Brockville is currently competing on this global stage and vying for a place in the “global city hierarchy” that Stolarick speaks of. This research project is part of a larger immigration strategy that has been articulated in which Brockville is seeking to become a flourishing global business destination. Brockville’s Economic Development office has, in a concerted way, been working on an immigration attraction and retention strategy since 2010, meaning that Brockville has not only been identified as a competitive force in terms of its creative economy status, but that some infrastructure and groundwork has been laid toward the goals of attracting immigrant entrepreneurs and foreign direct investment.

Dr. Richard Florida
is Director of Cities at the [Martin Prosperity Institute](#) at the University of Toronto's Rotman School of Management and Director, Cities and University Professor at the University of Toronto. He is also Global Research Professor at New York University, and the founder of the [Creative Class Group](#). He is a senior editor for *The Atlantic*, where he co-founded and serves as Editor-at-Large for [CityLab](#), the world's leading media site devoted to cities and urban affairs. A 2013 MIT study named him the world's most influential thought leader and along with his colleagues Roger Martin and Don Tapscott he ranks as a leading management thinker as well. *TIME* magazine recognized his Twitter feed as one of the 140 most influential in the world.
<http://martinprosperity.org/author/richard-florida/>

Methodology

This research project was designed via the grant application as a qualitative research study with three different lines of inquiry. These lines of inquiry are clearly articulated in the overall logic model required for the grant application. A summary of the model can be described thusly:

- To undertake a situational analysis to better understand Brockville's current immigrant entrepreneurs
- To collect best practices of similar-sized communities in the region
- To evaluate the potential for bridge-building with Ottawa-area embassies and ethnic business associations

The complete logic model can be found in Appendix C.

This task required the following steps and stages:

1. Undertake a Situational Analysis: Brockville' immigrant entrepreneurs

Prior to beginning the research phase, the Project Researcher distributed a Stakeholder Pre-Questionnaire that serves as a baseline measure of the existing capacity of the City of Brockville prior to the study. As the study is meant to build the capacity of the City of Brockville, it was important to have an understanding of what capacity exists so that the project could successfully meet the knowledge capacity needs of the City. Based on the information provided by the Economic Development Director, the Leeds & Grenville Immigration Partnership, the Leeds & Grenville Small Business Enterprise Centre, and the Downtown Business Association, the names and contact information of known local immigrant entrepreneurs were secured and all have been contacted to date. The number of contacts made was approximately 30 and **20 interviews were conducted in total**. In-depth interviews were conducted in person by the Project Researcher with each entrepreneur. Interviews ranged from a half-hour to an hour and a half depending on the detail provided by each participant in the semi-structured interview format. The interview schedule can be found in Appendix D. A database of local immigrant entrepreneurs was compiled and being added to as necessary to keep it up-to-date. This database will be available through the City of Brockville's Economic Development Department, the Leeds & Grenville Immigration Partnership, and the Leeds & Grenville Small Business Enterprise Centre. In the grant application, focus groups were outlined as a method of data generation however a decision was made to focus on the in-depth interviews as a means to generate meaningful data about immigrant entrepreneurial experiences and to forgo the focus groups and surveys. This decision was primarily based on the need to maximize the use of the entrepreneurs' time as they are often solely responsible for the running of their businesses and cannot spare the time for multiple (volunteer) research engagements.

2. Best Practices Research

Upon entering the position, the Project Researcher began compiling a list of best practices that encompassed local, regional, provincial, and in some cases, national strategies around immigrant attraction and retention. These resources provided a foundation for the literature review conducted before beginning the research phase of the project. This literature review was intended to help formulate appropriate research questions for each population interviewed.

Interviews/consultations have taken place with similar communities in the region including Belleville, Prince Edward County, Kemptville, and Smiths Falls. Various contacts with Global Affairs, specifically its Trade Commissioner Service helped to shed light on best practices with regard to connecting with embassies and ethnic business associations in the Ottawa area and beyond.

3. Outreach/Consultation with Embassies and Ethnic Business Associations

Based on research and consultation with the Director of Economic Development, the Project Manager of the Leeds & Grenville Immigration Partnership, and Global Affairs Canada, the Project Researcher contacted 12 Ottawa-area embassies and chambers of commerce (24 total). Of these 12 embassies, four participated and provided recommendations on what they see as best practices for the City of Brockville's endeavours to attract entrepreneurial citizens of their nations. Three Chambers of Commerce, South African, German, and the Netherlands, participated by outlining their role in immigrant entrepreneur attraction. The evidence base for the selection of these twelve countries emerged out of existing research on immigration to Canada which widely reports that the primary motivation for choice of a new home country is existing family, friends, and community. The 12 embassies that were selected therefore reflect the largest existing immigrant populations in Brockville and surrounding area. Additionally, the Director of Economic Development, David Paul, has trade and diplomatic partnerships that informed the choice of involvement of certain key countries (e.g. China and Norway).

Immigration to Brockville in National and Global Context

The rural populations of communities across Canada often wonder why immigrant attraction is at the top of the list of so many municipalities in this country. Queries such as, "Why would we want to attract more people to areas where people are struggling to find employment and having difficulty offering services to those who already live here?" The question is a good one and, fortunately, the answer is also quite simple: The fact is, as rural populations decline, as the majority are (save for some communities that lay at the outskirts of expanding high-density rural areas) these communities need support from outside, just as Canada as a whole does in order to grow and thrive. What rural communities are experiencing in terms of population decline represents a microcosm of what is happening in Ontario, at a provincial level, and in Canada on a national level. Canada as a country faces a situation where the residents of the nation no longer meet the replacement fertility rate needed to sustain the population. This reality means that, without immigration, Canada's population would be headed toward decline. The Government of Canada reports that, in recent times,

the contribution of natural increase to population growth has waned as the Canadian population aged and fertility rates declined. Today, natural increase accounts for less than one-third of Canada's population growth and has ceased to be the major player in the equation. Meanwhile, migratory increase [immigration] plays an increasing role in Canada's population growth. Migratory increase currently accounts for about two-thirds of Canada's population growth (Population growth: Migratory increase overtakes natural increase, Statistics Canada, 2016).²

The fact is, as rural populations decline, these communities need support from outside, just as Canada as a whole does in order to grow and thrive.

Statistics Canada projects that immigration will not only continue to be a key driver of population growth in the coming year—without it, Canada's population growth could be close to zero in 20 years (*ibid.*). This reality has significant implications for the Canadian labour

² Found at <http://www.statcan.gc.ca/pub/11-630-x/11-630-x2014001-eng.htm>

force and the availability of service providers and others who will undoubtedly be needed to support Canada's aging population.

Rural communities reflect this shifting population reality because of the significant outmigration of youth from rural communities where jobs tend to be scarcer as industry has changed. In order to thrive as communities and as a nation, Canada must welcome newcomers. Immigration is also understood as necessary to the well-being of the province. As the Chair of Ontario's Expert Roundtable on Immigration, Julia Deans, asserts, "It is clear to us that immigration is crucial to the well-being of every person in Ontario" (The Final Report By Ontario's Expert Roundtable on Immigration (FROERI), 2012). The Roundtable goes on to explain that Canada was built on natural resources; its future will be built on human resources" (*ibid.*). In short, immigration is necessary at federal, provincial, and municipal levels in order to maintain Canadian economic, social, cultural, and population needs.

The City of Brockville has been aware of this reality for some time and has been participating actively in the global "race for talent" (FROERI, 2012: 13) by recognizing that immigration is key to the economic development of the City and acting as a key player in the establishment of the Leeds & Grenville Immigration Partnership (LIP) in 2010. Concomitantly, the City of Brockville has been recognized as a benchmark "creative economy" in rural Ontario meaning that, as a community, is an exemplar of what the Martin Prosperity Institute deems economically ideal in terms of attracting newcomers who will help build the economy.

Economic immigrants, in the municipal interpretation of Dr. Richard Florida's (Director of the Martin Prosperity Institute) groundbreaking work on the creative economy, are members of the "creative class," the group that helps to build the communities that house them by engaging in high-tech, professional and entrepreneurial endeavours that are job-creating for communities. This means that the higher rate of creative class members a community has, the higher the potential for economic prosperity. This reflects the Roundtable's suggestion above, that human resources—more specifically, human capital—will build the future of Canada. Human capital is another way of saying all of the skills and knowledge necessary to produce economic growth and is seen as something the individual possesses by virtue of the education, training, and experience they have acquired. This "race for talent" is therefore a global race for human capital—that is, talented people willing to immigrate—that has uniquely local implications.

The shift to the attraction of individuals from the attraction of large industry comes from the global economic realities of off-shoring and the inability of the Canadian market to compete in some key sectors. The days of large industry as main local employer and economy driver are over. The City of Brockville has recognized this for some time and has engaged strategic initiatives to compete for creative class talent by way of immigrant attraction strategies. In its publication *Benchmarking the Creative Economy in Rural Ontario* published in 2012, the Martin Prosperity Institute recommended that Brockville focus on the "opportunity presented by much higher scores on diversity indicators, relative to other rural areas. Moreover, Brockville should focus on building immigrant attraction strategies aimed at immigrants in nearby regions" (Martin Prosperity Institute, 2012: 10). The City implemented this recommendation and set about capitalizing on its diversity indicators and status as a creative economy by integrating key attraction strategies into the overall economic strategic direction for the City. Immigration attraction was outlined as a key strategic action for municipal services and government relationships in the 2015 Brockville Economic Development Strategic Directions Update.

The Immigrant Entrepreneur Attraction Initiative (started March, 2016 and funded by the provincial Ministry of Citizenship and Immigration) is just one piece of this overall



USING THIS TOOLKIT

As previously mentioned, this toolkit was created to build the informational/knowledge capacity needs of the City of Brockville to help the City move forward with immigrant entrepreneur attraction and retention strategies. However, since the outset, the intention for this toolkit was for it to be generally applicable beyond the City of Brockville proper by being general enough so that sections, recommendations, and/or general strategies from the toolkit could be employed by other small city/centre municipalities. To date, few toolkits exist about immigrant entrepreneur attraction—especially ones that are specific to smaller centres. This toolkit is for use by any self-identified city or town that wants to undertake an immigrant entrepreneur attraction initiative no matter how big or small the centre or the initiative. The main philosophy behind the toolkit is to use what's relevant and adapt what you can for your specific city, town, and local context, and ignore the rest except as it provides meaningful context/recommendations from another centre with similar goals.

municipal strategy that seeks to bring in talent in two ways: by attracting people from their home countries (primary migrants) to come to Canada to start a life and build a business or invest in existing or new businesses in Canada and, by attracting people from more densely populated urban centres (secondary migrants) who want to experience the quality of life that smaller centres like Brockville offer. By investigating the experiences of the many local immigrant entrepreneurs, building bridges with Ottawa-area embassies and ethnic chambers of commerce, and consulting with other economic development departments in the region, this project seeks to understand the best way forward for the City of Brockville's immigrant attraction strategic action. Brockville is on the cutting-edge of what is happening in terms of demographic and economic trends in Canada that will ensure the best possible future for all Canadians, no matter where they come from or how long they have made Canada home.

The necessary answer to 'Why immigration?' is because of "an aging population, an anticipated shrinking workforce, and skills shortages in sectors critical to Ontario's prosperity" (FROERI, 2012: 1) that make immigrant attraction initiatives necessary. *As A New Direction: Ontario's Immigration Strategy* rightfully points out, "building stronger, inclusive communities that promote and value diversity will help all Ontario municipalities grow and succeed" (Government of Ontario, 2012). Brockville is one community that is unique in its foresight and is ensuring its community's success by preparing and providing for its current and future residents through immigrant attraction strategies.

PART 2 BUILDING THE FOUNDATIONS

Overarching Recommendations

While there are many recommendations that inform this toolkit, there are two main overarching recommendations that tie all of the succeeding recommendations together. These targets are:

TARGET ONE: INCLUSION & DIVERSITY

Becoming a more inclusive community that celebrates diversity

Actions:

- Draft a city inclusivity charter/commit to becoming a welcoming and inclusive community
- Join the Canadian Coalition of Municipalities Against Racism And Discrimination (CCMARD)
- Hire a Chief Inclusion and Diversity Officer
- Create a more diverse city council and city hall
- Create a one-stop-shop for immigrant services

TARGET TWO: REGIONALIZING

Becoming a community where secondary migrants look to settle

Actions:

- Collaborate with other municipalities on regionalized immigration attraction strategy
- Adopt a targeted secondary migrant attraction strategy
- Use targeted residential attraction strategies directed at national and international tourists including advertising in ethnic media outlets

Strategies designed simply to attract people are never sufficient because newcomers must also be retained; they, or at least a significant number of them, must ‘stick.’ This will depend on the welcome the community extends.

— National Working Group on Small Centre Strategies (NWGSCS, 2007: 21)

This section outlines the overall recommendations that result from this qualitative research study, and best practices appraisal, into what is necessary and essential to build the capacity of the City of Brockville to attract and retain immigrant entrepreneurs at a greater rate. These recommendations can and should be implemented according to different timeframes. Implementation will require a commitment to inclusion and diversity not only as a key component of attraction, but also as a fundamental necessity of every municipality and workplace. While this report will mainly consider the economic benefits of opening the community’s doors to newcomers, it should not be overlooked that immigrants benefit communities in multifarious ways including social, cultural, and professional. Diversity and inclusion are essential to any community’s success in the 21st century. As the Association of Urban Municipalities in Alberta (AUMA) outlines,³ municipalities are tasked with providing good governance, providing services and facilities that are necessary in the opinion of council, and developing safe and viable communities under the Municipal Governance Act (5). AUMA argues that municipalities cannot fully succeed in these tasks if a portion of the population is excluded [or is not fully included] from engaging in democratic governance, assessing services or facilities, or enjoying security and prosperity because of discrimination [exclusion] (*ibid.*). Further AUMA argues that “Whether the priority is to drive down the infrastructure deficit, diversify the economy or develop a more vibrant cultural life, building a reputation as an inclusive community will help attract the diversity of individuals required to contribute to the labour market, the economy, and the social and cultural dimensions of your municipality” (*ibid.*). Diversity and inclusion creates a reciprocally reinforcing structure—by having a community that is predicated on these values, you build a more vibrant, lively, and successful community. Keeping this in mind, the first overarching goal—that is, working toward becoming a more inclusive community that celebrates diversity, will be explored next.

³ Revised version of AUMA’s 2006 Welcoming and Inclusive Communities Toolkit can be found here: https://auma.ca/sites/default/files/Advocacy/Programs_Initiatives/WIC/wic_toolkit_-_march_2_2015_2.pdf

FIVE LEVELS OF INCLUSION

A municipal evaluation of inclusion was undertaken to determine where the City of Brockville is in terms of work being done towards being a welcoming and inclusive community. This evaluation was done via an evaluation tool designed and disseminated by the Alberta Urban Municipalities Association (AUMA). Inclusion can be defined at multiple levels. AUMA (2014) identified five levels of inclusion:

- **Invisible:** Diversity and inclusion are not on the radar; overt or subtle discrimination is present
- **Awareness:** There is some effort being made to welcome minority or marginalized people but actions taken to address it lack adequate resources, do not happen consistently and are ad hoc
- **Intentional Inclusion:** Official statements have been made about the importance of diversity and inclusion; ideas about who makes up the “mainstream” of the community are starting to broaden
- **Strategic Inclusion:** Long-term, broad reaching strategic measures are taken to decrease barriers to participation for people who have long been marginalized; the idea of who is “normal” has shifted to be more reflective of a variety of human difference
- **Culture of Inclusion:** All layers of identity and difference are considered and supported, and systemic processes for maintaining inclusion are fully woven into the organization of the community; inclusion is a way of life and all residents are supported to reach their full potential (p. 10)

TARGET ONE: INCLUSION AND DIVERSITY

Becoming a more inclusive community that celebrates diversity

As mentioned above, the work of Dr. Richard Florida has highlighted the “tolerant” nature of Brockville and identifies this tolerance as a key component of the existing infrastructure that should attract members of the “creative class,” including immigrants and newcomers of all kinds. Because Florida’s thesis aligns with human capital strategies that seek to attract based on the acknowledgement of the cumulative skills and knowledge a person has when evaluating their potential contributions to the community, tolerance is viewed as a positive aspect of a community that these individuals are looking for when thinking about where they will settle. Tolerance as a notion is outdated however, and strategies that are looking to attract the best and the brightest from around the world, or even nationally, must recognize that tolerance is far from enough in creating a welcoming environment. Inclusion is rather the focus that the City of Brockville should formally adopt—that is working toward becoming a more inclusive community. Inclusion is preferred over integration as there is an element of conformity that is expected by way of multiculturalism or diversity projects that expect a kind of assimilation to the norm in order to be successful. Inclusion means that the City of Brockville would strive to be the kind of community that actively embraces newcomers and celebrates diversity in a real and profound way. Brockville, as a community, is fortunate to have one of the longest running Multicultural Festivals in the entire country which is no small feat. However, multiculturalism, and diversity in all its forms, is greater than a weekend—it is the fabric of society and needs to be acknowledged as such. Strategies such as the Leeds & Grenville Immigration Partnership (LIP), a collaborative of organizations throughout Leeds & Grenville that work to attract, welcome and retain newcomers to the area, have been adopted and are making important strides in the community in terms of projects and events that promote diversity (see Appendix E for a recent event by the LIP). However, the LIP, after six years in operation, is still looking at welcome in terms of strategy meaning that the community itself is still very much in the beginning stages in terms of the attraction, welcoming and retention of immigrants. According to the LIP, movement on immigration has been very slow in Brockville. However, according to Melissa Francis, Project Manager of the LIP, progress is being made in terms of increased understanding of the importance of bringing immigrants here (by LIP partners) and general support for the

program/program mandate demonstrated by number of individuals/organizations who attended the first annual Diversity Day organized by the LIP, the number of nominations for immigrant entrepreneur award, and the amount of in-kind resources being contributed to LIP—to name but a few ways the LIP is making a significant impact in moving immigration forward in Brockville. Additionally, an inclusivity evaluation of the City was undertaken by the Project Researcher and the results indicate that the City of Brockville, and the community of Brockville, has done work on inclusivity and diversity, but there is still a ways to go.

Results of the Municipal Inclusion Assessment

A certain level of welcome and inclusion is required for any city to attract, welcome, and retain newcomers. Any effort to attract immigrant entrepreneurs therefore, has to establish what level of inclusion has been achieved as well as what reasonable targets need to be in place to achieve a greater level of inclusion and, by extension, a greater ability to forward that community as a place where newcomers are wanted, welcomed, and included as part of the fabric of the community.

The 15 Areas of Focus are separated into two groups: Municipal Areas of Focus and Community Areas of Focus. Under Municipal Areas of Focus there are 11 areas: Leadership and Accountability; Commitment of Resources; Planning; Implementation and Measurement; Human Resource Policies and Practices; Employee Engagement and Education; Procurement; Social and Community Services; Other Municipal Services; Economic Development, Infrastructure and Land Use; Citizen and Community Engagement. Under Community Areas of Focus: Capacity of Community Organizations; Social & Community Services; Public Attitudes and Awareness; Responses to Incidents of Discrimination (AUMA Municipal Evaluation tool, 2014).

In order to determine the community's level of inclusion, 15 Areas of Focus are assessed, each with indicators that help to identify where the community fits in with an accurate degree of specificity. These areas cover municipal government and community areas of inclusion from Leadership and Accountability to Citizen and Community Engagement. The evaluation tool itself is based on the concept of benchmarking meaning that it allows the City of Brockville to compare its "current state with outstanding practices elsewhere in order to help your municipality improve" (*ibid.* 4).

Based on data and information gleaned through in-depth qualitative interviews with local immigrant entrepreneurs, consultations with local and regional economic development departments, interviews, with local service personnel and agencies that serve newcomers and immigrants, research into municipal policies and practices, as well as analysis of local media outlets, the inclusion evaluation was conducted. Out of a possible score of 56 points that exemplify what it means to have a Culture of Inclusion in any community, the City of Brockville rates 28. At an inclusion rate of 50%, Brockville stands in a solid middle ground—a position that indicates both successes and areas that can be improved. Brockville is strong when it comes to Economic Development Other Municipal Services (e.g. affordable housing, transit) but needs improvement in the areas of Employee Engagement and Education and Commitment of Resources for example. So what does this mean moving forward? The following recommendations are forwarded that align with the key areas of focus that the City of Brockville can work toward.

Defining & Enacting Inclusion

The City of Brockville has in recent years been acknowledged provincially as a "tolerant community" based on the work of Richard Florida who identified key benchmark communities in Ontario (Stolarick, 2012). Tolerant communities are defined by Florida generally as "places that are open to new ideas" (Florida, 2012, np⁴). This classification for Brockville is largely due to the major strides the City has made in terms of acknowledging, including, and accommodating the LGBTQ community. Brockville has recently been ranked fourth out of ten gay-friendly cities in Ontario by Discover Gay Ontario (2014) and Florida asserts that "a place that's a comfortable home to the gay community is likely to be open to all" (Florida, 2000: 2). However, inclusivity, argues AUMA, must consider "how all elements of difference intersect, and how discrimination based on different layers of identity often interlocks to

4 The Geography of Tolerance; <http://www.citylab.com/housing/2012/07/geography-tolerance/2241/>

reinforce and perpetuate each other" (AUMA, 2014: 7). Essentially, inclusion work cannot focus on one group to the exclusion of all others. The City of Brockville is however making significant inroads into inclusive practice through its work with the LGBTQ community and therefore has a significant framework through this work for building other kinds of inclusivity. According to AUMA, "if we are truly committed to eradicating discrimination and inequity, we must be willing to look at the number of interlocking ways that people are disadvantaged and mistreated" (*ibid.* 7). Further, the focus of this evaluation tool is structural inequality and identifying how it can be eradicated through more inclusive policies and practices. What do inclusive policies and practices look like for the City of Brockville? Specific indicators and recommendations are outlined below. Some of these are outlined in the evaluation tool itself but are primarily the result of the data and information gathered in this research project and are therefore specific to the City and community of Brockville.

Draft an Inclusivity and Diversity Charter

A number of cities in Canada and across the world, including Montreal, Barcelona, Auckland, and Stuttgart, have created urban charters and "ground-breaking policy innovations" that are responding to the diversity of the new urban mainstream and bringing forward an agenda for inclusion and shared urban prosperity according to Cities of Migration, a leading source of cutting-edge global strategy in municipal leadership on immigrant integration (Cities of Migration, 2012: 13). Cities of Migration suggests that leadership is about to change in the urban context and that it is no longer about "preserving the status quo" but rather about "finding new opportunities to allow all residents to thrive—examples are through city charters that promote urban citizenship" and interculturalism, or "co-existence in diversity" (from Barcelona's charter), that is central to the success of all members and institutions across the urban landscape (*ibid.* 13). Cities must take the lead, and mayoral voice has a special place here. According to Cities of Migration, "Mayoral voice can be a particularly powerful tool to accelerate the path to inclusion. Neither integration nor inclusion can happen accidentally or overnight" (*ibid.* 12). City leadership plays a key role in building a charter on inclusion and diversity. Brockville currently finds itself in a situation where there is an acknowledgement of diversity, and increasing diversity, within the City itself. However, because Brockville's demographics have remained relatively stable for so long, the "need" for inclusive policies is not at the forefront of thinking or action except where there is an imminent, identified need, e.g. incoming Syrian refugee families. There is no one appointed at the municipal government level that is accountable for inclusion as part of their management role.

KEY RECOMMENDATIONS

- » **Create opportunities for municipal leadership** to communicate the progress being made towards inclusion to citizens and community groups
- » **Sign on to the declaration of Canadian Municipalities Against Racism and Discrimination** (CCMARD) to communicate your municipality's commitment to social justice, to create accountability and to gain access to networks of municipalities working towards the same vision (see Appendix F & G for a full exploration of the benefits of joining CCMARD)—note that the City Charter can be part of the Action Plan required by CCMARD as a requirement of membership
- » **Develop programs to encourage** the election of underrepresented candidates to municipal office
- » **Support other municipalities** by sharing innovative approaches, lessons learned and expertise. Participate in networks that are working toward similar goals

Commitment of resources

No staff or elected official in the organization has a formal responsibility for addressing diversity, discrimination or inclusion issues.

KEY RECOMMENDATIONS

- » **Articulate the benefits** of allocating resources to building inclusion and equity and create a resource plan based on determination of need and an assessment of where the best opportunities for success exist
- » **Develop a resource list** of local and provincial organizations working towards inclusion and equity that could support municipal initiatives, and review existing resources in municipal departments to see how they can be leveraged to provide support for inclusion related initiatives
- » **Collaborate with other municipalities and community organizations** to share resources (e.g. via regional economic development alliances, provincial Family and Community Support Services networks)
- » **Hire a Chief Diversity and Inclusion Officer (CDIO)**

Under Commitment of Resources, **the hiring of a Chief Diversity and Inclusion Officer (CDIO) is necessary**. The CDIO can help build the capacity of the City of Brockville to become a welcoming, inclusive, and diverse city by being the point person on all things diversity and inclusion related. A full Job Posting for this position can be found in Appendix H, but Description of Responsibilities is as follows:

Chief Diversity and Inclusion Officer: Description of Responsibilities

The Chief Diversity and Inclusion Officer (CDIO) position requires an experienced and dynamic individual who has a deep understanding of the complexity and multiple dimensions of diversity, inclusion, and equity, including—but not limited to—age, class, culture, dis/ability, ethnicity, gender, nationality, race, religion/spirituality, gender identity, sexual orientation, and socioeconomic status.

The CDIO will have a passion for working directly with the public and with City officials on new efforts that cultivate, enhance, and promote a City of inclusiveness and a climate of equity in which all people may live, work, and thrive. One key area of this role will be the implementation of the recommendations made in the 2016 Best Practices Toolkit, *Where the World Can Reside: A Toolkit for Attracting Immigrant Entrepreneurs to Small City Canada*, that was conducted in part to foster the capacity of The City of Brockville to create a welcoming, inclusive, and diverse community with and for newcomers and existing residents.

The Chief Diversity and Inclusion Officer will report directly to the City Manager and will provide counsel on all matters pertaining to diversity and inclusion excellence. The CDIO provides executive leadership and vision in the City administration on a comprehensive range of services, policies, and procedures related to diversity and inclusion excellence. The CDIO participates in all aspects of institutional planning in support of the mission and goals of the City, including meeting the needs of our diverse population and creating a living and working environment where all have the opportunity to succeed.

The CDIO will also be responsible for helping to create a more diverse City Council and City Hall as well as conduct or contract ongoing learning and training about inclusion and diversity in the workplace for both the City and interested community members.

Finally, an approach to attraction will require a stronger infrastructure on the part of the City of Brockville around immigrant services. The best practice here is a one stop shop that can meet the needs of incoming residents whether employment, language, or general settlement related needs. Brockville is doing extremely well for a small community in terms of immigrant services with the combined efforts of the Employment + Education Centre (EEC) and TR Leger Immigrant Services / TR Leger Services aux Immigrants. These services are what you might call “iterant” in terms of they are largely on an as needed or critical mass basis meaning that there is no ongoing, predetermined, coordinated effort around immigrant services in Brockville. Immigrants can receive language training through TR Leger and employment services via the EEC but there is no one, dedicated place that immigrants can go for wraparound services.

KEY RECOMMENDATION

- » **The City should partner with existing immigrant serving organizations** to develop a one stop shop model of immigrant services that would help constitute the infrastructure needed to be a welcoming, accessible, inclusive community.

An excellent example of the one stop shop model is **Keys Job Centre in Kingston, Ontario** which, according to its website, is a community-based career and employment centre offering a variety of programs and services to job seekers and employers in various communities in Eastern Ontario. Keys already has satellite locations in various parts of Leeds & Grenville and is equipped and willing to provide immigrant services training for interested community organizations serving Brockville. This is an opportunity for building the capacity of the City of Brockville that the community would be remiss to pass up. This partnership and collaboration between the City of Brockville and Keys would build the capacity of the City and interested community organizations and would provide a foundation for the necessary immigrant services needed by the City in the ultimate goal of attracting immigrant entrepreneurs. Importantly, this recommendation fulfills a need identified by local immigrant entrepreneurs for more immigrant services.

TARGET TWO: REGIONALIZING

Becoming a community where secondary migrants look to settle

Overall Population Strategy, Regionalizing, and Regionalization

When cities talk about immigrant attraction, they are in some ways, already articulating the beginnings of a population strategy but much is implied without ever being fully spelled out. For example, in stating that a community is looking to attract immigrant entrepreneurs, there is an implication that these individuals have capital and are willing to put it to use in that community. There is an implied quid pro quo to this kind of attraction. Attraction initiatives like this would have to be designed and targeted at the specific countries where these entrepreneurs reside—communities in Canada are going to give priority to some countries and their entrepreneurs over others.

Brockville would benefit from establishing an overall population strategy that seeks to attract newcomers in a broad-based but strategic way. Part of this overall population strategy would include the attraction of immigrants and immigrant entrepreneurs. **The City of Brockville must be strategic in its attraction of immigrants and immigrant entrepreneurs and so should therefore commit to the attraction of secondary migrants—those people who have already entered Canada and are looking to relocate to smaller centres for increased quality of life.** As repeatedly mentioned in the interviews with local immigrant entrepreneurs, Brockville is strategically located at a literal cross-point with Kingston (and the Greater Toronto

The following programs are currently delivered by KEYS:

- Canada-Ontario Job Grant
- Employment Ontario – Employment Services
- English Language Classes for New Immigrants
- Immigrant Employment Specialist
- JobStart – Skills Link Programs
- Opportunities Fund (Persons with Disabilities)
- Professional Mentoring Partnership
- TIOW: Targeted Initiative for Older Workers
- Wage subsidies and training incentives (Employers)
- Youth Job Connection
- Youth Job Connection (Summer Program)

More info:

<http://keys.ca/about/>

Area further on) to the west, Ottawa to the north, Montreal to the east, and the United States directly south (with two nearby border crossings roughly twenty minutes' drive to both the east and west of the City). This strategic location makes it attractive and well-positioned for those people who are looking for opportunities for an improved quality of life in a more rural and affordable location than larger urban centres can provide. Regionalization is described as the process whereby different strategies are employed to spread the benefits of immigration across Canada (National Working Group on Small Centre Strategies [NWGSCS], 2007: 16). With the new federal Liberal government under Prime Minister Justin Trudeau and the appointment of Minister John McCallum to the Immigration and Citizenship portfolio, Canada is seeing a renewed interest in regionalization from the very highest levels of government. As of August 17, 2016, Minister McCallum was speaking openly about the Government's desire to "spread immigrants evenly across the country" through the intentional encouragement of immigrants to settle outside of Toronto and Vancouver.⁵ The discussion about regionalization is nothing new and was most recently activated before this current incarnation in the late 1990s and early 2000s. What was said about regionalization then still holds true today however, and much can be learned about the potential for this kind of strategy for smaller communities like Brockville through an exploration of this thinking about policy and practice.

Targeted Secondary Migration Attraction Plan

In terms of marketing, tourism, and overall attraction efforts, a recurring idea emerged in the interview data with local immigrant entrepreneurs—that of ethnic media advertising.

As discussed in the Embassy Outcomes, a targeted approach to attracting specific immigrant entrepreneurs from specific relevant countries would be necessary for primary migrant attraction strategies (that is, attracting entrepreneurs from their home countries). This Toolkit recommends that Brockville focus on the attraction of secondary migrants, that is, those people who have already migrated to Canada from their home countries. However, the recommendation for a targeted approach to attracting secondary migrants from other parts of Canada, and Ontario specifically, remains relevant to the discussion of attraction. For example, in general, Western European immigrants tend to be attracted to Canada due to its natural beauty and expansiveness. Mr. Frank Hartmann, from the German Embassy, suggested that the City of Brockville emphasize its natural beauty as opposed to its city scape as a means to target market to Germans. When reviewing Brockville's promotional magazine, Mr. Hartmann's first reaction was to indicate that the nature photographs were much more appealing and should be highlighted more than the cityscapes. While this is an arguably subjective take of one person, it was reiterated by the local immigrant entrepreneurs from The Netherlands. These are of course not the same countries, Germany and The Netherlands, but are geographically close and people who have immigrated from these countries tend to express the same sentiments regarding Canada—that it is clean, beautiful, natural, and less congested than the parts of Europe where they are from. In conversation with other local immigrant entrepreneurs from different parts of the world, having existing relations here made all the difference to choice of location, specifically, those entrepreneurs from India. This means that different approaches to attraction are necessary for different groups.

KEY RECOMMENDATION

- » **Assess the attractors, or "pull" factors, for different groups** and then market specifically to those groups via those attractors.

This Toolkit provides a starting point for this kind of attraction as it outlines what attracted local immigrant entrepreneurs to the area. In addition, this recommendation is heavily linked with the recommendation to link tourism and attraction efforts which will be detailed more in what follows.

5 <http://www.cbc.ca/news/canada/british-columbia/chinese-immigration-canada-china-1.3725202>

A regional approach to this kind of attraction is desirable and necessary. There is a proposed regional economic development entity in process for the region—the St. Lawrence Corridor Economic Development Commission—which would span across seven municipalities, including Brockville, along the 401 corridor. There are other municipalities and invested parties along this Corridor, including Mayor Doug Malanka of Augusta Township, who are interested in immigrant attraction efforts and this emerging entity makes those kinds of regional connections easier and more achievable. Prince Edward County is a municipality that has adopted a regional approach to resident attraction by taking on a governance role with the Bay of Quinte Living Council which is an umbrella non-for-profit marketing organization that includes Quinte West, Belleville, the Homebuilder's Association, Local Realtors, Tourism Council, Quinte Immigration Partnership and others. According to Neil Carbone, Director of Community Development for Prince Edward County, The Living Council and its members are essentially looking to leverage the market of tourists to turn them into homebuyers/residents. While not specifically immigrant-focused, the target market for this group is the “footloose” professional who often comes from the Greater Toronto Area (GTA) looking for affordability and that difficult-to-define “quality of life” factor according to Mr. Carbone—a professional that sounds very much the creative class professional that Brockville has been encouraged to attract. Again, this kind of effort requires a coordinated approach that includes tourism as a focal point of attraction.

In terms of marketing, tourism, and overall attraction efforts, a recurring idea emerged in the interview data with local immigrant entrepreneurs—that of ethnic media advertising. Mr. Jag Chawla, owner of Apex Industries Inc. put it most directly when he stated,

What can we do more to help people? They can go to ethnic communities and put the word out. You don't see that very often—instead of going to Toronto or Ottawa, come to Brockville. If you want to set up your business, we'll help you. People don't know where Brockville is, they don't know anything about it. Belleville or Brockville, people get it mixed up and if you go in front of the ethnic media, you will see a response to it in a very positive way. They all watch it and they are looking for work and looking to settle down... I'm just going to say again, we need to do more advertising in the Toronto and Ottawa media. All the media, I don't think too many people watch Ottawa, Toronto TV stations. There are radio stations we can use. “Come to my community,” but you have to have something to offer otherwise they'll come and they'll say, “what do I do now?” You have to be able to say this is what you can do and they bring millions of dollars here and then they have some ideas, like open a restaurant, an IT company, things like that. The people will like the lifestyle.

There is a common sentiment here that Brockville is an unknown, and that it could easily be known with greater attempts at targeting the right populations who are mobile, autonomous, and looking for the kind of quality of life that Brockville has to offer. The goal here is to get people here, get people talking about Brockville, so that Brockville becomes a destination for relocation like many other small beautiful communities are becoming in the area (e.g. Prince Edward County).

KEY RECOMMENDATION

- » **Investigate relevant ethnic media outlets** and begin an advertising campaign that is targeted toward the “footloose professional” looking for increased quality of life.

This excellent insight is just one of the many insights and recommendations made by local immigrant entrepreneurs that informed the preceding recommendations, targets, and actions. In Part Three, the recommendations made by local immigrant entrepreneurs will be examined in more detail.



What can we do more to help people? They can go to ethnic communities and put the word out. You don't see that very often—instead of going to Toronto or Ottawa, come to Brockville. If you want to set up your business, we'll help you.

Mr. Jag Chawla
Apex Industries Inc.

PART 3

KEY RECOMMENDATIONS BY LOCAL IMMIGRANT ENTREPRENEURS

The consensus appears to be that a combination of language barriers, systemic racism and discrimination, and the lack of recognition of credentials and work experience that were not gained in Canada create a reality for immigrants that often push them into self-employment or business ownership.

Local Immigrant Entrepreneur Outcomes

Like many other communities in rural Ontario, Brockville has a long history of hardworking immigrants coming to the area and creating opportunities for themselves, where few may have existed for them upon their arrival. Brockville's immigrant entrepreneur community is not unlike the immigrant entrepreneur communities across the world, and certainly across Canada, who have difficulty finding work and who therefore become entrepreneurs by "default." As a recent article by Statistics Canada asserts, "Immigrants are entrepreneurial. While immigrant business ownership rates are low immediately after entry, after four to eight years in Canada they surpass those of the comparison group (largely Canadian born)" (Green, Liu and Picot, StatsCan, 2016; 5). A number of reasons for this have been identified, but the consensus appears to be that a combination of language barriers, systemic racism and discrimination, and the lack of recognition of credentials and work experience that were not gained in Canada create a reality for immigrants that often push them into self-employment or business ownership despite not having experience in business in their home country. The majority of the twenty immigrant entrepreneurs I spoke to recounted some version of this reality—they came to Canada, or to Brockville specifically, not with the intention to become entrepreneurs, and certainly not as entrepreneurs already, but became entrepreneurs through a series of events that led them to either self-employment or small business ownership such as their employer handing over the business upon retirement or working one's way up from an employee to the owner of the building where they once worked. There are a few notable exceptions to this trajectory which can be distilled into reasons for coming and prior business experience. By and large however, Brockville's immigrant entrepreneurs are one community that is actively working to revitalize the downtown core and has been, and continues to be, a force for innovation, change and advancement in Brockville's economic development.

Characteristics of Participants⁶

There is no way to categorize or group the 20 participating local immigrant entrepreneurs in this study except to say that they are all immigrant entrepreneurs. There are some generalizations that can be made at the outset which are relevant to overall findings and so will be explicated here. As with all generalizations, these are made with a broad brush that glosses over the nuances and differences which will be highlighted in later discussions.

In general, it can be said that the 20 participating local immigrant entrepreneurs 'ended up in' Brockville rather than choosing it as a destination city. This reality is due to a number of factors, a few of which include having family already in the area (or moving to the area with family because of their youth), coming from Quebec and looking for an alternative English-speaking community (a few individuals who came in the 1990s felt a real push out of Quebec during the 1995 Referendum), and some found opportunity here or created opportunity for themselves after living in other parts of Ontario and Canada. Of those who came as adults, or of working age (not students or those who arrived with their families in the mid-part of the

⁶ Local immigrant entrepreneur participant demographics can be found in Appendix K.

20th century), most were attracted by the social, political, and economic climate of Canada.⁷

The majority described their decision to come to Canada, if not Brockville, as motivated by better life opportunities, particularly for their children. Canada was largely constructed as inclusive, multicultural, diverse, and accepting—particularly in contrast to the United States where many also considered moving for increased opportunity. Everyone, to the person, stated that Brockville was a welcoming community which is puzzling when it comes to other assertions by participants about being called names, feeling as though they are being looked down upon, and for those who largely spend time within their ethnic community. Given these contradictions, it is apparent that while Brockville is welcoming on the surface, more work needs to be done when it comes to inclusivity which is different than welcome (more on this later and also in the inclusivity assessment results). It is important to note that many of the participants in this research study came from relative means which enabled them to relocate from their home countries. Some explained that their families had money and so they had the freedom to explore and adventure to other countries. Some came with nothing: there is one refugee in this study who had to rebuild her entire life with her twin sister and her mother with her brother's help, and some came with very little and had to find their own way but these are the exceptions. For the most part, those who participated in this study are largely university educated and all are innovative, resourceful, and hard-working. The majority relied on themselves and the networks they had as well as created for themselves to build their businesses.

The participants in this study are proud Brockvillians who are largely open-minded, and liberal/left leaning politically.⁸ They have a great investment in Brockville and Brockville's economic and social success. The main factors of pride in Brockville came from the central location of Brockville as positioned within easy driving distance from major Canadian urban centres as well as close proximity to the United States. The St. Lawrence River was also named as one of the main qualities of the area that participants loved about the area. Where there was a distinct split in the overall group can be seen in the approaches to the move from respective home countries. Those from Western Europe tended to construct the move, whether on their own, with their families of origin, or the families they had created, as an adventure rather than a strict immigration. Those from Asian countries constructed the move as a search for a better life, for themselves and their families. Strictly speaking, these two broad groups can be understood as being from different kinds of culture clusters—one an individualist cluster and the other a collectivist cultural cluster. These two clusters have implications for attraction and retention efforts and so it is important to acknowledge motivations and meanings of immigration and how they differ in order to understand patterns and flows of people coming into Canada and settling in Brockville. All local immigrant entrepreneurs, no matter what their country of origin, are hardworking, contributing citizens of Brockville and the vast majority volunteer in at least one capacity. An important thread that will be further fleshed out is the desire for local immigrant entrepreneurs, especially those from visible minority groups, as not wanting to be seen as a drain on Canadian resources or services and therefore emphasizing the extent to which they stood on their own two feet, without formalized help or assistance. This speaks to the need for the City of Brockville to foster a wider climate of inclusion and accessibility so that immigrants are not fearful of appearing to create a situation of need and therefore, presumably, justify myths and stereotypes of immigrants as threats and drains on the system.

⁷ Those who were fleeing political instability noted that they knew little about Canada but generally knew that it was a relatively safe and welcoming country.

⁸ A number of participants spoke about their relief at the shift from the Conservative to Liberal governments in recent months.

Local Immigrant Entrepreneur Recommendations

The following recommendations emerged out of in-depth interviews with local (Brockville) immigrant entrepreneurs. The interview schedule for these interviews can be found in Appendix A.

Perhaps the most pervasive, universal sentiment expressed by immigrant entrepreneurs was the need for the City of Brockville to highlight the quality of life and strategic location of Brockville.

As informed by the literature, including an extensive review of the best practices toolkits of communities across Canada that examined the attraction, retention, and inclusion of immigrants and immigrant entrepreneurs, six broad areas of questioning were employed: Participant Profile; Personal Considerations [for Immigration]; Immigration Process; Services; Business Considerations; and Final Considerations including questioning around socio-political integration which was highlighted in the literature as a key factor for retention and demonstrated inclusion by a community. This analytical recounting of the data will be presented in an integrated format with the findings from the best practices literature thereby making it relevant to the City of Brockville and like communities who are interested in beginning to employ the strategies laid out by participating local immigrant entrepreneurs.

Highlight Quality of Life (QOL)

Perhaps the most pervasive, universal sentiment expressed by immigrant entrepreneurs was the need for the City of Brockville to highlight the quality of life and strategic location of Brockville. These views were expressed variously as having greater pride, and being more vocal, about Brockville and what it has to offer, as well as highlighting the fact that “the best location in all of Canada is Brockville—you connect to everywhere” (Middle Eastern Businessman⁹). There was a distinct sense that Brockville is not on the map and that greater efforts need to be made to put it on the map. Quality of life (QOL) is an elusive concept. While residents instinctively know it and enjoy it intimately, defining QOL is difficult. Location and quality of life were very closely linked in the participants’ accounts. As Caldwell (2010) explains, “Quality of life is an all-encompassing, broad and yet ambiguous term” (11, emphasis in the original) but can significantly be linked to community culture and sense of place (56). In fact, community culture and sense of place is “a very abstract component of community economic development, albeit an important one” because the “strength of community and culture produces a sense of pride in the community that not only produces quality of life, but allows [groups such as the Francophone community in Hearst, Ontario] to expand economically in the community” (56-57). For Brockville, this means capitalizing on the oft repeated notion by participants that Brockville has “a small town feeling with the amenities of a big city” (Mr. Patel, Indian Businessman).

Relatedly, many entrepreneurs expressed that Brockville allows for better life-work balance. Guru Khosa, co-owner of Tandoori Mint Indian Restaurant in Downtown Brockville, expressed the balance that can be achieved in Brockville this way, “Brockville is quiet and peaceful—five minutes to work, five minutes to home. Our preference was for a small town and we got our preference...Good people, living by the St. Lawrence, no traffic, quiet family time. Some things missing, but socializing once a week helps. What more could you want? Every family member that visits Brockville and who has seen Brockville likes it.”

Another prominent businessperson in Brockville is Mr. Jag Chawla, owner of Apex Logistics, Inc. (warehouse, office and manufacturing space leasing) who echoes Mr. Khosa’s appraisal of the City stating,

⁹ Note that where the actual names of participants are not used, participants requested that their identities remain confidential and decided upon an identifying title that they were comfortable with that was independent of my naming them/using identifying characteristics for them.

In the first 4-5 years, we thought we were going to back and then we saw and we liked the atmosphere. A good environment, a good place to raise the kids, clean air, clean water and health-wise we did much better, less pollution. Much easier to raise kids in a small town here... we already lived here—habits change and it's hard to go back and adjust. If we had gone back in the first two years, we'd have stayed there, but in five years, my wife was doing her residency, you get used to a lifestyle and you like it. It was really the clean air, the clean water, the good health system, easy to raise your kids and a good lifestyle. It wasn't the financial things... Friendly people. Very good lifestyle. I don't have to drive two hours to drive to work, so I have more time to myself. We have clean air, clean water, a good health system. My wife and I took a trip around the world. When we came back, I said, "I'm happy here." Good lifestyle, a healthy life and a healthy environment. The cost of living is very reasonable."

It is often assumed that immigrants to Canada are always coming from larger centres and therefore require the amenities of the larger centres in order to feel 'at home.' The reality for some immigrants to Brockville is that some are actively seeking out quieter, more balanced lifestyles and are therefore willing to forgo the amenities of larger centres including larger populations of people from their home countries. For Mr. Chawla, the lifestyle is made even better by the fact that there is no commute, the environment is clean, and the cost of living is reasonable. For Mr. Khosa and his family, having come from a small town in India, Brockville was preferential because of its smallness and quaintness. Importantly, Mr. Khosa and his family immigrated to Brockville due to pre-existing family connections in Brockville which gives his statement that everyone in his social network who visits the City likes it increased emphasis, as it demonstrates the extent to which the existing connections of immigrant entrepreneurs may be more ripe for attraction efforts than cold leads from embassies or other bureaucratic institutions. As one Statistics Canada report on immigrants' choice of destination highlights, existing networks of family and friends is one of the greatest factors for choice of location for incoming immigrants—the other main reason is the prospect of a job.¹⁰

Interestingly, this reality was somewhat culture-specific. As discussed previously, there were distinct differences in the importance of existing ties between those from collectivist cultures versus individualist cultures. Those from Western European individualist cultures noted that neither the presence of an ethnic community nor the presence of existing friends/family was a motivator for choice of destination. This assertion by immigrants from Western Europe that ethnic groups/existing social networks as not being integral to choice of place, was echoed by Mr. Frank Hartmann of the Germany Embassy who stated that these factors were, at best, neutral, in the decision-making of Germans wishing to come to Canada for example. This point has implications for attraction strategies and speaks to the need for targeted country-specific approaches to attraction, whether trying to attract primary or secondary migrants, because different prospective/existing immigrant audiences are looking for different things upon arrival to Canada and/or Brockville (e.g. Germans are attracted by nature and the overall "rural" and expansive land appeal while many of those coming from India are looking to connect with friends, family, and larger ethnic social networks upon arrival).

Regardless of motivation, quality of life and sense of place loomed large in the interviews with local immigrant entrepreneurs. The reality of this deep connection to place is that local immigrant entrepreneurs are the best source of advertising for Brockville and what it has to offer. An ambassadorial program has been articulated by the Leeds & Grenville Immigration Partnership (LIP) (see Appendix I).

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immigrants to Brockville is that some are actively seeking out quieter, more balanced lifestyles and are therefore willing to forgo the amenities of larger centres including larger populations of people from their home countries.

However, those from Western European cultures noted that neither the presence of an ethnic community nor the presence of existing friends or family was a motivator for choice of destination.

Regardless of motivation, **quality of life and sense of place** loomed large in the interviews with local immigrant entrepreneurs.

¹⁰ Statistics Canada, Immigrant's choice of destination: <http://www.statcan.gc.ca/pub/89-611-x/4152881-eng.htm>.

While this study is somewhat dated (2001), more recent literature, particularly in the best practices in immigrant attraction and retention vacillates between both the pre-existence of ethnic communities and/or job prospects as "the" main factor in choice of destination.

The rationale for a Brockville Cultural Business Ambassador Program (BCBA) is laid out by the LIP as follows:

The BCBA program will enable identified Ambassadors to spread the word about the positive attributes of the community, and promote the City of Brockville as a smart place to invest.

“The best way to land immediate credibility to an investment location and make it stand out from the crowd is with a recommendation or success story from a peer.”

— Ambassadors: Your Secret Marketing Weapon. EDAC White Paper Series, June 2009

Further, the proposal states that the “bones of a Brockville Cultural Business Ambassador (BCBA) program are in place, but additional efforts and attention could formalize the program into one that produces an increased number of leads being directed to Economic Development staff and a corresponding rise of investments in the community.” The Immigrant Entrepreneur Attraction initiative takes this proposal one step further insofar as it provides an evidence-base of support for an initiative like the Brockville Cultural Business Ambassador program. The City of Brockville has a highly invested, highly successful, and highly motivated immigrant entrepreneur community that is willing to help with Brockville’s economic development initiatives (particularly as evidenced by the commitment many of the participants of this study have made time and again to City projects and the involvement many have on economic development committees and events). While the development of the BCBA program is a multi-year process, one way to initialize an ambassador program in the more immediate future is by identifying and publicizing on the City of Brockville’s website those ambassadors who are ready and willing to start assisting with attraction. The London-Middlesex Immigrant Employment Council (LMIEC) has a successful immigrant mentorship programs that bring “together internationally trained individuals with local mentors in their field to gain a better understanding of the regional job market; establish valuable networking contacts; and learn more about sector-specific language and professional practice in Canada.”¹¹ Other communities have more entrepreneurial-focused immigrant mentorship programs that are smaller-scale and highlight specific entrepreneurs on the municipal website that allows interested parties to contact mentors directly and more informally via email.¹² While there is a significant range in mentorship programs, they do stand as a best practice for municipal engagement in support services and can act as a cornerstone of attraction if there is an ambassadorial component.

KEY RECOMMENDATIONS

- » **Highlight the quality of life** in Brockville via a Brockville Cultural Ambassador Program such as the pilot program forwarded by the Leeds & Grenville Immigration Partnership.
- » **The City of Brockville requires focused, targeted, and culturally-specific attraction** programs that can be informed by knowledge gained from existing immigrant communities and via the sentiments of existing immigrant entrepreneurs as included in this toolkit and associated data that highlight the quality of life as a specific attractor and retainer of immigrants to the community.

11 <http://www.lmiec.ca/mentorship-programs>

12 For another model see The Mentoring Partnership, a program through the Toronto Region Immigrant Employment Council: <http://www.thementoringpartnership.com/mentoring/mentor/spotlight/>

Employment opportunities

Another key recommendation from Brockville's immigrant entrepreneur community included the need for more employment opportunities and the attraction of companies to employ people. This is related to the reality stated above that the choice of destination for immigrants, whether they are migrating from their home country or another province/city within Canada, is the availability, or possibility, of employment opportunity.

As stated at the outset of this section, many immigrant entrepreneurs "found" themselves in Brockville rather than choosing it (although some chose Brockville very specifically because of the beauty, quality of life, and opportunity), or described themselves as "ending up in Brockville" for a variety of reasons, e.g., existing family/friends. Some business owners like Tan Masong, co-owner of Nakhon Thai Restaurant in Downtown Brockville (that has another location in Kemptville, Ontario), simply asked the question: "What can the City do to create more jobs?" while others, like Trang Le of Trang Le Salon in Downtown Brockville, spoke to the hit her community had taken as the result of what she saw as dwindling opportunity: "There used to be more Vietnamese people in Brockville—a lot have left because of lack of opportunity—there's nothing for their kids." Mrs. Le explained that Brockville could have retained the Vietnamese families she knew who left for Toronto or Montreal if there were more jobs, if they had not had to leave in search of opportunity. She went on to say that the presence of well-paying, permanent jobs in a community is essential for the creation of new businesses because when the business fluctuates, as it inevitably will, young families are okay because there is at least one stable income. An Indian Businessman in business for many years in Brockville echoed these sentiments by stating that the biggest thing Brockville needs to do is to "bring some sort of job creation, employment situation here so that creates some jobs so that people can start to enjoy themselves and that will also turn into more stores downtown." Importantly, and related to Mrs. Le's comments, job opportunities create wealth and improve the situation of business owners because Brockvillians then have money to spend on existing businesses according to Mr. Khosa. He states, "We need to create job opportunities. To bring businesses in, we need City support. We need people to stay here. If everyone is healthy and wealthy here, we will grow. But people need good jobs to be healthy and wealthy." Finally, a Businessman of Middle Eastern descent stated simply that what Brockville needs are "Companies to employ people. This is what can be improved about the area. We should start from here."

While the recommendations by local immigrant entrepreneurs are made quite clear here, attracting large industry has become difficult for most of rural Canada as the global marketplace remains too competitive for Canada to compete in this kind of attraction and retention in certain sectors. The shift to the attraction of individuals from the attraction of large industry comes from the global economic realities of off-shoring and the inability of the Canadian market to compete in some key sectors. The days of large industry as main local employer and economy driver are arguably over.

The City of Brockville has recognized this for some time and has engaged strategic initiatives to compete for creative class talent by way of immigrant attraction strategies. In its publication *Benchmarking the Creative Economy in Rural Ontario* published in 2012, the Martin Prosperity Institute recommended that Brockville focus on the "opportunity presented by much higher scores on diversity indicators, relative to other rural areas. Moreover, Brockville should focus on building immigrant attraction strategies aimed at immigrants in nearby regions" (Martin Prosperity Institute, 2012: 10). The City implemented this recommendation and set about capitalizing on its diversity indicators and status as a creative economy by integrating key attraction strategies into the overall economic strategic direction for the City. Immigration attraction was outlined as a key strategic action for municipal services and government



A key recommendation
from Brockville's immigrant entrepreneur community included the need for more employment opportunities and the attraction of companies to employ people:

Bring some sort of job creation, employment situation here so that creates some jobs so that people can start to enjoy themselves and that will also turn into more stores downtown.

We need to create job opportunities. To bring businesses in, we need City support. We need people to stay here. If everyone is healthy and wealthy here, we will grow. But people need good jobs to be healthy and wealthy.

Companies to employ people. This is what can be improved about the area. We should start from here.

relationships in the 2015 Brockville Economic Development Strategic Directions Update. Where the recommendations of the local immigrant entrepreneur community and the strategic economic development activities of the City of Brockville dovetail is through the attraction of foreign direct investment (FDI).

In speaking to some economic development actors in the region, there is some apprehension associated with FDI due to local business ventures that have either failed or have failed to materialize in good time. The concern, from one source, is that foreign investors have no real stake in the community, are hard to connect with or contact, and are ultimately not accountable when things fail to materialize or succeed. This apprehension, whether a widespread reality regionally, or the thoughts of a few, has implications for the search for global investments. In addition, the Mayor of Augusta Township, Doug Malanka, a key invested regional actor in immigration attraction efforts, discussed a company that was considering setting up in Augusta Township but the potential investment fell through in part due to the lack of infrastructure to support an international company and the needs of its investors. Specifically, there was concern over how the owner and his family would be welcomed and included in the community. This point was also brought up by United Counties of Leeds & Grenville's Economic Development Director Ann Weir; specifically the reality that the infrastructure is not in place to be attracting immigrants or FDI where services and amenities for immigrants do not exist. This is an interesting and oft cited reality for small communities looking to attract immigrants—the chicken and egg situation, that is, the question of whether attraction should begin before services/infrastructure is in place or should it await services/infrastructure. The best practices around attraction and retention tell us that services are needed, but what is more important is a welcoming and inclusive community (more on this in the Overall Recommendations section). For now, in keeping with recommendations made so far, there may be hope for foreign direct investment and attraction initiatives in Brockville that are targeted and rely on the expertise and contacts of those immigrant entrepreneurs who currently exist in the community. Again, cold leads are less attractive and potentially beneficial for a small city like Brockville, while warm leads from existing residents are much more hopeful.

Rural communities in Manitoba, such as the exciting case study offered by The City of Winkler, provide promising examples of boosting newcomer rates via pre-existing connections with existing Russian-German, German, and Kanadier-Mennonites. Initiated by The City of Winkler and the District Chamber of Commerce, and with the help of an agreement between the province and the federal government, the “Winkler Initiative” began in 1997 as a response to the community’s evolving human resource needs. During the five year period spanning 1999-2004 Winkler welcomed 1832 immigrants through the Provincial Nominee Program to a small centre of only 9000 at that time. According to the Mayor of Winkler, the arrival of newcomers was remarkably smooth and that “this was the result of intentional planning; they were very careful to match newcomers to the needs of the community, so that they found work and formed new friends quickly. Also, newcomers were predominantly German Mennonites which was a match to the broader Winkler community in terms of faith and culture.”¹³ Winkler is now Manitoba’s sixth largest city (as of 2011), with a population currently estimated at 12,000, and the second fast growing city out of nine in the province.¹⁴ According to Manitoba’s Rural Development Institute,

Winkler serves as an encouraging example of what may be achieved in a rural immigration initiative in the province when there exists close collaboration between business, city officials

¹³ <http://www.reapontario.ca/the-winkler-initiative-lessons-in-immigrant-attraction-to-rural-areas-part-1/>

¹⁴ Ibid.

and Manitoba Labour and Immigration. Due to the area's predominant religious, cultural, linguistic and economic elements, it remains appropriate to ask how this particular experience may or may not be reproduced elsewhere in the province. A widening of the immigration process should affect more of the surrounding region and provide more lessons still. The Winkler example stresses the importance for stakeholder preparation, interaction and co-operation, as well as appropriate supports and services for the immigrant population (Rural Development Institute Working Paper, 2005).

While the Winkler Initiative did not expressly use the contacts and connections of the existing immigrant community, it did capitalize on the reality of the existing immigrants/ethnic group ties and operationalized the provincial nominee program to target those who would find it easiest to integrate into the existing community (thereby cutting down on settlement issues).

Again, the City of Brockville would need to articulate a clear vision for an immigration strategy and who it will target. While immigrant entrepreneurs are an excellent place to start, an overall population strategy that articulates the focused attraction of people from specific countries, who will have an easier time finding a community of support here, is one way to proceed. However, it should be noted that ethnic communities and individual immigrants should not be made solely responsible for the inclusion of newcomers into the community. Expanded settlement and inclusion services are necessary and should be supported and/or initiated through a collaborative effort by both the City of Brockville and existing community groups working in these areas.

Overall, Winkler presents an interesting case study but began with a different problem to Brockville's—Winkler needed people to fill jobs whereas Brockville needs people to create jobs. The sentiment expressed by the community of existing immigrant entrepreneurs is that Brockville needs employment opportunities—for spouses of immigrant entrepreneurs who come and for residents in general so that incoming and existing immigrant entrepreneurs have a community of customers. Without this, immigrants who wish to start businesses will themselves need to be connected to "people with a lot of funding" (Mr. Chawla). If Brockville is looking to attract immigrant entrepreneurs to the area, existing immigrant entrepreneurs feel that the City must demonstrate the viability of the existing economy, whether those entrepreneurs want to live in Brockville, expand here, or invest here.

If Brockville is looking to attract immigrant entrepreneurs to the area, existing immigrant entrepreneurs feel that the City must demonstrate the viability of the existing economy, whether those entrepreneurs want to live in Brockville, expand here, or invest here.

KEY RECOMMENDATIONS

- » **The City must address the overall employment situation** in order to attract new residents from either their home countries, or from different parts of Canada. While this is a broad-based recommendation with no specific actions attached—and of course, actions associated with it that are already occurring at the municipal level, it is important that it is highlighted as an identified need by the existing immigrant entrepreneur community.
- » **The City of Brockville can create a population strategy** that includes the attraction of immigrant entrepreneurs based on connections with the existing immigrant communities of Brockville.

City support for businesses (especially small business) and openness to innovation



If a community wants to attract new residents from various parts of the world and from across Canada, supports and services must be in place to serve them, to welcome them, and to help them settle as quickly as possible.

To attract people to Brockville, what about the finances? Whoever is responsible, they should provide financial assistance.

From the point of view of an immigrant running a small business—the City needs to be more helpful in order for them to want to invest here.

There is too much bureaucracy at City Hall—there are old, stale ideas—you can smell it in the building.

Brockville has to have the guts to do it, make change, innovate. Be a little more rock and roll—be excited, don't be scared. The City has to be more open to innovation—you can't be conservative and successful in business—new ideas get new blood, especially if you are trying to attract new businesses.

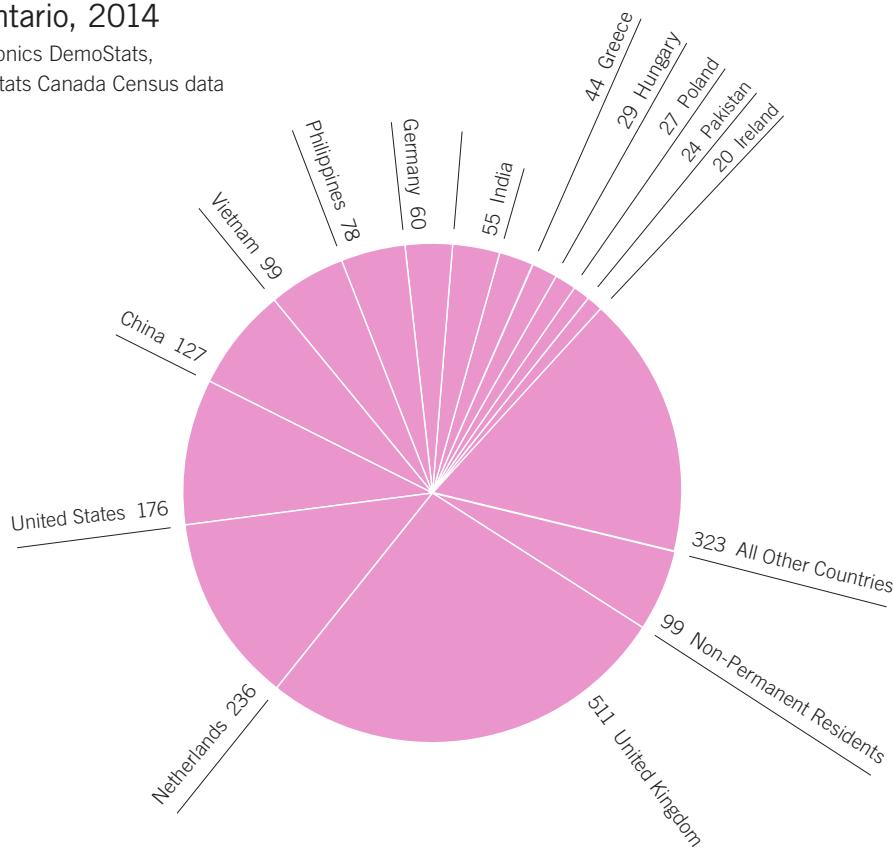
Closely tied to conversations about employment opportunities were conversations about how the City can support existing and new businesses. As one Indian businessman put it, “To attract people to Brockville, they need to provide, apart from everything else we've said, but what about the finances? Whoever is responsible, they should provide financial assistance available if they want to [us to] make a decision to bring their [business] to Brockville. Any business to come in anywhere, small or big, it starts with money. How can Brockville, as a City, help that business to initialize and survive?” This was an often repeated sentiment by local immigrant entrepreneurs. This conversation was often explicitly linked to conversations about openness and innovation. For example, Mr. Khosa states, “We have to be open to new things, come up with new ideas. We need to create job opportunities; we need to bring businesses in” and for this, City support was explicitly cited as a need. A downtown business owner is frank in his assessment of the way the City of Brockville must operate in order to support businesses, attract businesses, and shake up its way of operating: “There is too much bureaucracy at City Hall—there are old, stale ideas—you can smell it in the building. Brockville has to have the guts to do it, make change, innovate. Be a little more rock and roll—be excited, don't be scared. The City has to be more open to innovation—you can't be conservative and successful in business—new ideas get new blood, especially if you are trying to attract new businesses.” Immigrants, especially immigrant entrepreneurs, are known to be highly innovative, and it is this innovation and associated risk-taking, that leads to success for many.

A 2010 report by the Conference Board of Canada (CBOC) that evaluates the extent to which immigrants are contributing to innovation in Canada explains that “immigrants are making Canada more innovative” (Conference Board of Canada, 2010: i). The report goes on to state that productivity and innovation are critical for economic development (*ibid.* ii), and that openness to new experiences is critical for both immigration and innovation (5). In fact, the “ability to challenge established views is essential for innovation. People from different places who have different experiences bring diverse perspectives to an issue” (*ibid.*). This statement could not be more true for local immigrant entrepreneurs who, based on the interview data, want to see the City of Brockville innovate along with them. Innovative achievements in the arts, in research and technology, business, and in economic development do not happen in a vacuum. The CBOC suggests that in all cases of innovation, there is “some form of reciprocal relationship involved. Government institutions, businesses, and cities alike all have the opportunity to be instrumental in fostering immigrant talent—by doing so, they also increase their own competitiveness and performance” (*ibid.* 9). Some local immigrant entrepreneurs contrasted the City with other local regions where they also operate and feel more support and openness; for example, Ms. Masong of Nakhon Thai Restaurant. Nakhon Thai has a location in Kemptville, Ontario as well which she explains as a more attractive option for her business. In Kemptville, Ms. Masong talks about union, a more united community and business climate. The business is more steady in Kemptville and she feels that they (the municipality) really wants them there in the community. She explained that they put a lot of money (over \$100,000 invested) in the historic building that they moved into in Downtown Brockville but that they ran into problems with the City (which did help with improvements to the façade). Former tenants around her left, she explained, because they had trouble with the City, so they moved on to Kingston because they “felt no support to bring Brockville up.” If the City was more helpful, according to Ms. Masong, “from the point of view of an immigrant running a small business—the City needs to be more helpful in order for them to want to invest here. She went on to explain that “immigrants are hard-working people—I'm working 12-14 hours a day—people work hard and pay tax—it will bring the City up.” If the City did more guiding and made it easier to operate, helped with the process of

Household Population by Immigration Status

Brockville, Ontario, 2014

Sourced from EnviroNics DemoStats,
based upon 2011 Stats Canada Census data



**As of 2014, there are
23,210 people in Brockville.
Of those, 1,809 are
immigrants.**

business establishment—especially with language and paperwork—"I would have struggled without my husband," then Brockville would be more attractive to invest in. According to Ms. Masong, "the City needs to unite and talk about things more with small business and advertise." These sentiments were echoed by both owners of The Works, Cor Schreuers and Monique van Someren, who suggested that Brockville needs to take more risks and be more daring if it wants to be on the radar.

For the most part, small business in Brockville, particularly in the Downtown core, wants to feel heard and included in decision-making that affects their businesses and their futures. They are asking that the City takes necessary risks to put them on the map (e.g. Mr. Schreuers and Ms. van Someren are planning a 2017 festival that pushes the boundaries of Brockville's reputation as a retirement town) and they want to feel more unity and cohesion with the City and with other businesses in an effort, as Ms. Masong points out, to "bring Brockville up" and to make it distinct from other rural areas.

Beyond this, there was a common sentiment expressed by all local immigrant entrepreneurs that they had to be very self-sufficient and resourceful because of the lack of services and support that exist generally in Brockville. It cannot be overstated that if a community wants to attract new residents from various parts of the world and from across Canada, supports and services must be in place to serve them, to welcome them, and to help them settle as quickly as possible. While immigrant entrepreneurs are often well-positioned financially and in terms of English-language ability, this does not account for the many immigrant entrepreneurs who become entrepreneurs based on the lack of availability of jobs and/or opportunities—that is, by default. An immigrant services infrastructure is necessary and is a required part of any inclusive community.

Addressing systemic racism and discrimination, valuing diversity

It was evident through the interview process that local immigrant entrepreneurs have to negotiate racism and/or discrimination that exists at a systemic/community level.

Canada was an overwhelming choice over the United States for many local immigrant entrepreneurs because they perceived Canada as much more welcoming, multicultural and diverse. That said, it was evident through the interview process that local immigrant entrepreneurs have to negotiate racism and/or discrimination that exists at a systemic/community level. For example, one businesswoman was concerned that telling people her place of birth and her ethnicity would negatively impact her business and so takes extra precaution to conceal the fact that she is an immigrant. Some local immigrant entrepreneurs experience, witness, or perceive there to be active racism and discrimination in the City. For example, one businesswoman explains, “People are in separate classes [in Brockville]... In Brockville, the rich stay with the rich. There is a rich and there is a poor [community].” In addition, this local entrepreneur suggested that her staff is sometimes treated poorly as service workers with people “looking down their nose at them.” A number of local immigrant entrepreneurs discussed the need to be welcoming, multicultural and diverse as a City. While few cited direct examples of racism and discrimination from experience, and a few suggested that being an immigrant worked in their favour as they stood out in a positive way, it was evident through the data that many immigrants to Brockville have to work very hard to integrate and that many, especially visible minority immigrants, tend to socialize primarily within their own ethnic group if possible.

As mentioned previously, integration puts a significant onus on the individual who has immigrated to adapt to the community they move to, but inclusion as a concept and a practice asks that there is more of a reciprocal relationship between the community and the individual. Inclusion as a commitment of the community means that there are proactive efforts made to support newcomers and that supports and services exist for them. Local immigrant entrepreneurs were very mixed when it came to the question of whether or not the City of Brockville was ready to welcome more people like them to the community. Many said no and many qualified their answers. For example, here is an extended answer to this question by a local businesswoman:

Have some help in integration without looking down. If you have immigrants coming into town...it has to be done in a really respectful way and understanding that if we went to a new country, there's just a 'here's how we're doing things here, not that its better, but here is how we are doing that.' It's not better, it's just being aware so that when you're going into this interaction, especially if you are trying to become an employee, that's especially where it's difficult. I think you have to not wait for people to come to you but you have to try to find the people. Was there an organized structure to welcome me? No. I was kind of floundering at first. I have a little bit more of a challenge because my business partner got so sick. I'm having more of an arrival this year when I'm actually able to enter the community versus running my business and being a care giver so I'm going to answer that question that way and since I've been able to enter the community and be present and meet people, it's been fabulous. People have been friendly and warm. Neighbours are friendly.... I think it depends who you meet and that's something that an outreach program can help with and maybe instead of saying newcomers or immigrants, maybe they can say "are you new to Brockville? Here's some services" and then as a part of it if they happen to be new immigrants or so on. It doesn't matter where someone's coming, I guess, they just are new to Brockville. So whether you're new from Montreal or new from another country, you may need some of the services and then as part of that package, it feels very inclusive without saying are you different. Saying anyone who is new to Brockville and then in there...might want more specific, targeted help. Either language stuff, which I didn't need, some people might and they might have the investment or the knowledge or the business know-how, but they need some language stuff. Or they need some, I don't know...a bridge. This person is safe and trust-worthy and good, let me introduce you to them. A networking liaison, perhaps? An introduction where you don't have to introduce yourself as Mohammad, I'm

from Tunisia. Whereas somebody who is already in the community, let me introduce you to so and so, they've got...and then you can bridge that. You're safe. People need to know you're safe here. That's a very big thing for Canadians... The fact that it's so close to many centres means that I can go into any city centre and come back home. There's a lot of cultural activities going on around here and I'm a part of those, making sure that classic music and Toronto Symphony Orchestra come here. Having those cultural opportunities going on in Brockville, those are things that will retain people here. I think when people look to move to a place, immigrant or not, they are looking for these things. They're looking for diversity and cultural events. I'm part of the concert association and that's my volunteer work too. All of these things shouldn't be underestimated because they attract people here. You're not just moving for a job, you're moving for a lifestyle and it's such a beautiful place. These extra cultural things are very meaningful for people, so I don't think I would move.

Other entrepreneurs expressed that people have to travel for food, services, and places of worship. In these ways, Brockville does not “have it all” but local immigrant entrepreneurs work very hard to bring cultural diversity and more social events that make the community more inclusive, “safe,” and inviting as this business woman mentions. A network liaison, a person who would help newcomers meet people and network, is an interesting proposal and could work within a framework of both accessible immigrant services (the one stop shop) and inclusion as a community goal. It is important to note that local immigrant entrepreneurs already mentor other immigrants and this informal network of connections and opportunities could easily be formalized with the help of the City and interested community organizations.

Overall, the entrepreneurs interviewed for this study emphasized the need for education around the importance of diversity and inclusion. Eric van Rijswijk, owner of Bodega Wines, stated simply, “We need to educate people here about the value of diversity; diversity creates attraction.” Similarly, Val Kines, former owner of the Second Cup, suggested that Brockville needs to “welcome people and to be a welcoming community.”



CONCLUSIONS

CREATE A BETTER INFRASTRUCTURE OF SUPPORT

The local immigrant entrepreneurs interviewed for this study have a deep investment in the success and flourishing of not only the Brockville business community but of the City of Brockville itself. Many characterized Brockville as home and the majority could not see themselves living elsewhere. Fortunately, no one had plans to move or close businesses. Local immigrant entrepreneurs make up an invaluable part of Brockville Downtown core in particular, and business community in general. From the insights provided and how they inform the overall recommendations of this toolkit, it is apparent that local immigrant entrepreneurs have had to be resourceful, self-reliant, risk-taking, and innovative to make the successful businesses they have today. Their invaluable contribution means that the City of Brockville can create a better infrastructure of support for newcomers from these insights and provide more than welcome by becoming a fully inclusive community.

PART 4

ATTRACTION STRATEGIES

Embassy and Ethnic Chambers of Commerce Outcomes

Embassy Outcomes and Ethnic Chambers of Commerce/Business Association Outcomes are presented in two separate sections in what follows.

Embassy Outcomes

A key part of the Immigrant Entrepreneur Attraction project as it was initially envisioned was bridge-building between the City of Brockville and nearby Ottawa-area embassies. As it was written in the grant proposal for the project, “Particular embassies and associations chosen will be based on feedback gleaned from Brockville immigrant entrepreneurs, existing City of Brockville connections building on past experiences with the Chinese and Norwegian delegations, and possible strategies obtained from research with similar-sized communities... Conduct interviews to seek opportunities to involve staff from the embassies and ethnic associations in promoting Brockville as an optimal place for immigrant entrepreneurs to start a business.” This innovative approach to entrepreneurial immigrant attraction by a municipal government has not been attempted previously and resulted in interesting and pertinent insights and recommendations.

The nations whose embassies were contacted included:

- China
- France
- Germany
- India
- Netherlands
- Norway
- Philippines
- South Africa
- Turkey
- United Kingdom
- United States
- Vietnam

Identifying key embassies to approach was not difficult. According to the National Working Group on Small Centre Strategies (NWGSCS) (2007) who cite Statistics Canada data and trends, the “single most significant reason an immigrant chooses a new home is the presence of relatives or friends who have already settled there” (34). Existing communities therefore influence the decision-making of primary migrants—those migrants who are looking to relocate from their country of origin to countries they have identified as desirable. For Brockville, this means that the cultivation of ties that exist among the existing immigrant populations in the City and their home countries are the clearest opportunities to pursue when considering what countries to “court” when it comes to attracting new residents. The social, ethnic, and business ties need not be immediate to facilitate interest as explained by the NWGSCS, but rather it may be “the location of family, friends, or linguistic/ethnic community... that determines how one selects their first Canadian home” (*ibid.* 33). For this reason, the embassies with some of the largest existing populations in Brockville were selected for approach.

Some of these countries represent much higher levels of existing immigrant residents (Netherlands, Vietnam and India for example), while countries like Turkey and France represent fewer residents as outlined in the Statistics Canada National Household Survey of 2011 for Brockville and area. Regardless of absolute numbers, these countries represent the ethnic communities that exist in Brockville and some even represent growing numbers of new residents to Brockville (e.g. Turkey). China and Norway are two countries that the City of Brockville has already-established relationships with via diplomatic (Norway = Tall Ships Festival) and commercial (expansion of a Chinese infant formula company into Brockville) connections and made the list of embassies to approach for these pre-existing bonds.

As outlined in the above quote from the grant proposal, the interviews with local immigrant entrepreneurs were partially intended to reveal connections to Ottawa-area embassies and links to ethnic business organizations. Interestingly, all of the local immigrant entrepreneurs had no existing relationships to either of these groups. The reasons for this reality are very

straightforward: Local immigrant entrepreneurs experienced engagement with both the embassies in their home countries, and with their Canadian counterparts, as highly bureaucratic and impersonal and did not have any ongoing relationship with these institutions beyond the immigration process. Many founded their own ethnic business associations either formally or informally and while a few local immigrant entrepreneurs relied on pre-existing (more generic) business associations in Brockville, many did not. Nonetheless, the ethnic business associations chosen for contact correlated with the embassies that were approached, this is, for every country's embassy that was contacted, at least one corresponding ethnic business association was contacted and every ethnic Chamber of Commerce from each country was contacted.

This exercise bore fruit, although it was not always easy to reach. After the initial contact with all 12 embassies, only two got back immediately: Turkey and Germany—the outcomes of these two very fruitful meetings are detailed below. After repeated requests for interviews with the other 10 embassies, contact with the Trade Commissioner Service, a branch of Global Affairs Canada, was established for input. This contact resulted in invaluable information in terms of the inner workings of embassies, particularly the fact that embassies and municipal governments have little experience working together. Here is a summary analysis of what information was gained via Global Affairs (including recommendations):

- **Brockville must determine whether it would ideally like to pursue primary immigrants, those immigrants who come directly from their home country/country of origin, or secondary migrants, those immigrants who have already come from their home country and find themselves in large(r) urban centres who may want to relocate to smaller centres.** Primary migrant attraction would require attraction from source countries and would necessitate the full immigration process (which can take at least a couple of years to process) and be facilitated by Citizenship and Immigration Canada. Secondary migrant attraction would be more expeditious because those individuals already live in Canada in other parts of Ontario and, depending on reach, other parts of Canada and would only require attraction efforts within the province or country and no immigration process is required. These realities are only important if the immigrant entrepreneur wishes to relocate. Attracting foreign direct investment requires a different set of attraction efforts and can be facilitated via Global Affairs Canada which is an entity meant to expedite business to Canada. In short, which immigrants does Brockville want to focus on? Global Affairs will help us on the business end, while Immigration, Refugees and Citizenship Canada (IRCC) helps facilitate. Does Brockville have the capacity and will to attract both the individual entrepreneur and the foreign investor? If so, different strategies and different arms of government need consulting, engaging and potential lobbying.
- **In relation to the above, the IRCC route—attracting new immigrants to come individually—is much more labour and time intensive.** Global Affairs is much more business-friendly—that is, if the person interested in investing in Canada has a business they want to start or expand in Canada, then Global Affairs gets involved and supports.
- **Foreign investment leads that the Trade Commissioner Service receives get filtered by industry, then province; then it is up to the municipal governments to make their pitch and attract directly.** This means that knowledge about Brockville's excellence and capacity in certain fields needs to be known broadly at the provincial level so that leads can be filtered down through each level of government. The foreign investor also often has an idea about which province they wish to work within through knowledge of the country and what it has to offer. This is where a pervasive online presence is necessary to ensure Brockville is not overlooked when investors are considering locations for expansion/investment opportunity.

- Importantly, the Trade Commissioner Service, as a subsection of Global Affairs, wants to attract greenfield (new) businesses and expansion (existing) businesses because those will benefit Canada most. Global Affairs only operates at the business level and only promotes Canada generally and based on where industries exist and where they have knowledge of these opportunities existing (e.g. wind turbine they would talk to the lead about to these three provinces and the lead would decide and then be handed over to that provincial government's ministry of economic development and then to the cities/municipalities from there).
- In general, embassies may be the wrong institutions to talk to for business development goals as they promote their own home country businesses and industries/foreign investments both in Canada and abroad. For business development goals, Global Affairs as an arm of government is more business-friendly and will support municipalities in economic development ventures with foreign investors.
- Overall, a recommendation was made by Global Affairs, Trade Commissioner Service that embassies overall were a limited and unlikely route from this kind of immigrant/business attraction. In addition, the recommendation was against going the immigration route because of how lengthy the process is overall. A key recommendation that was followed up on was to approach immigration lawyers, and the regulatory body that governs them, to discover trends and to gain insight into the immigration process overall. This recommendation was reflected by the interview data which suggested that the lawyers know a great deal about navigating the process of immigration and foreign investments and may be an excellent resource to provide direction and insight. However, no immigration lawyers, nor the regulatory body, contacted for this project responded to requests for interviews. This lack of response does not mean, however, that a follow up study should not look into the insights that could be gained from investigating the immigration process through these suggested avenues. It is important to keep in mind that immigration policy is a shifting landscape and attempts to "nail it down" by understanding the processes that lawyers undertake to facilitate people's entrance into the country is unlikely and perhaps ill-advised in terms of limited time and staffing resources.

KEY RECOMMENDATIONS

- » **Identify the kind of entrepreneur/investment** the City of Brockville would like to attract and then establish an ideal method of attraction with the possible help of an arm of government, not embassy/ambassadorial help, which is prepared and equipped to help facilitate the City's goals.
- » **Determine the feasibility and desirability** of attracting both foreign direct investment and/or individual entrepreneurs. Answering the question: What model of immigrant attraction is the City of Brockville best suited to pursuing—foreign direct investment, entrepreneurial immigrant resident attraction, or both?

Based on recommendations from Global Affairs, the City of Brockville may be in a better position to compete globally for foreign investment through greater promotion of Brockville's business climate at provincial and federal levels of government. This route is not mutually exclusive from attracting entrepreneurial immigrants via the immigration process but Brockville may benefit most from a streamlined and focused approach to the broad category of "immigrant attraction." It can be argued that based on the success of Prince Edward County's (PEC) resident attraction (not specifically immigrant attraction) via tourism approach is what

Brockville is best suited for because it negates the conversion about working with either Global Affairs or Citizenship and Immigration at the federal level. PEC focuses on attracting from the Greater Toronto Area (GTA) and has successfully built its flourishing community via in-migration strategies.

Specific Embassy Outcomes/Recommendations

The Republic of Turkey, Ministry of Foreign Affairs

As mentioned above, the Turkish and German embassies were quick to respond to requests for interviews and provided invaluable recommendations pursuant to the City of Brockville's overall goals. In this section, the information generously provided by Counsellor Mummar Hakan Cengiz of the Turkish Embassy in Ottawa is recounted below.

Mr. Cengiz provided a great deal of invaluable information about Turkish immigration and investment to Canada. As a small embassy, they do sometimes field questions from companies looking to invest in Canada. Interest in investment in Canada is increasing because Turkey has been troubled economically recently due to the political instability and violence in the countries they border with—Syria and Iraq. Turkish companies are therefore looking to expand their trade relations specifically in North and South America and so the embassy is increasingly getting calls from companies that want to invest in specific parts of Canada. For example, a Turkish solar energy company is looking for a good place to set up shop in Ontario and Mr. Cengiz mentioned that if Brockville offers enticing subsidies, tax breaks, and has available/appropriate land, it could be an attractive option for this company. This lead was followed up on by City of Brockville staff and will hopefully result in an ongoing relationship with Turkey and its businesses.

The Turkish embassy is unique in the fact that it does field calls from Turkish businesses and is willing to do the groundwork for these companies with Canadian municipalities. Depending on the size, scale, and mandate, embassies can do, and of course do, a great deal more than engage in diplomatic relations with the countries they are housed in. This does not however mean, as mentioned above, that the majority of embassies are responsive to working with local municipalities (as indicated by the lack of uptake by the majority of embassies contacted). This contact with the Turkish Embassy in Ottawa did result in a viable lead for the City of Brockville, but it was a “one-off” in this case and may or may not result in anything concrete. This reality leads to information provided by Mr. Frank Hartmann of the German Embassy in Ottawa.

Embassy and Consulates General of the Federal Republic of Germany in Canada

Mr. Frank Hartmann of the Culture and Communication Department at the Embassy of the Federal Republic of Germany in Ottawa quickly responded to my request to meet and discuss opportunities for bridge building between the embassy and the City of Brockville. In the beginning, Mr. Hartmann was curious about the project and interested in expressing that this is not something that the embassy generally does as their mandate, as outlined by Global Affairs above, is about promoting German business in Canada and not vice versa. Mr. Hartmann recommended that connecting with the Canadian embassy in Berlin may be more in line with the goals of the project so that they may promote what Brockville has to offer Germany as an investment or settlement destination. This recommendation is ripe for follow-up.

Mr. Hartmann began our conversation by acknowledging that, while existing immigrant communities may be attractive for some countries/ethnic groups, Germans did not find this a magnet. I confirmed this statement at a later date with a recent Dutch immigrant, more out of

Connecting with the
Canadian embassies in
the countries where the
individuals and companies
exist so that attraction efforts
can be collaborative may be
beneficial.

curiosity than academic rigour, and she confirmed that this was also the case for her and her partner—the existence of other Dutch people in the area was not a consideration although it was nice to have people who knew about and had experienced her home country. I have since uncovered that those who talked about existing communities, and who have relied on them most for settlement and integration purposes, come from collectivist cultures rather than individualist cultures such as Germany and the Netherlands. Collectivist cultures tend to prioritize the group over the individual while individualist cultures tend toward the opposite. This is an interesting social psychological element to attraction efforts that can be used based on who the City of Brockville is attempting to attract, in order to tailor efforts to appropriate audiences.

Tailor attraction efforts
to what the residents of the source country are looking for, e.g. Germans and the Dutch are looking for nature and wide open spaces / are attracted to Canada's natural beauty.

For Germans, Mr. Hartmann suggests, coming to Canada is an adventure and “lifestyle choice” as opportunities exist in Germany to become employed (the economy in Germany is doing very well). Germans are very self-sufficient and integrate very well according to Mr. Hartmann and often lose their German language very quickly due to this ease of integration. The majority of Germans coming are young people (between 18-34) who are on an educational visa for a year and young families who are looking for new opportunities for lifestyle. Germans who do come are highly skilled professionals who are degree holders in the technical fields in manufacturing science (engineering). According to Mr. Hartmann, “Canada does not make credential transfer very easy and this is a big barrier.” Some key recommendations Mr. Hartmann has for attracting Germans include advertising the natural beauty of the area and promoting educational opportunities, as they are very important considerations. Proximity to airports (the ease of returning to Germany), and cultural life (art galleries, museums) are also important. Having a high-level person that would help walk interested Germans through the immigration process—similar to Quebec’s model of having people “hold your hand through the whole process” through live chats and other supports—was also indicated. A very focused attraction approach, targeting and appealing to a specific group by someone in economic development who spoke German was another key recommendation that Mr. Hartmann made. It is important to note that despite these recommendations, Mr. Hartmann was clear that most Germans are not interested in leaving their country and only a minority leave. However, this minority can be substantial for Canada because of the population difference: Germany has 80 million people and is growing.

Some key action items for Brockville that Mr. Hartmann recommended included:

- Try to attract tourist groups by bus—that is, lobby large bus tour operators to stop in Brockville on the Montreal-Toronto routes—and create German-friendly packages
- Brand in such a way that tourism and immigration are connected
- Promote that children can be educated in both French and English because of Germany’s border with France and associated interest in the language

Overall, Mr. Hartmann suggested that for Germans, there has to be a strong emotional connection to place in order to draw them to Canada and to Brockville. This sentiment was reflected in my interviews with local immigrant entrepreneurs from the Netherlands, two of whom have recently become Brockville residents after visiting as tourists.

Where foreign direct investment is concerned, Mr. Hartmann detailed that Mississauga is the German-Canadian hub of business and felt that with the long-established business relationship major German companies have there, there would be little opportunity for the City of Brockville to attract their investment. This does not mean that major start-ups could not be the result of individual entrepreneurial immigrant attraction as Mr. Hartmann cited the

example of Tobias Litger, owner of Shopify, a thriving e-commerce company, began as a start-up in Ottawa's Byward Market and continues to be headquartered there.

KEY RECOMMENDATIONS

- » **Identify** the kind of entrepreneur/investment the City of Brockville would like to attract and then establish an ideal method of attraction with the possible help of an arm of government, not embassy/ambassadorial help, which is prepared and equipped to help facilitate the City's goals.
- » **If the ambassadorial/embassy route** is something the City of Brockville would like to pursue, perhaps as a regional initiative, connecting with the Canadian embassies in the countries where the individuals and companies exist so that attraction efforts can be collaborative would perhaps be beneficial.
- » **Tailor attraction efforts** to what the residents of the source country are looking for—e.g. Germans and the Dutch are looking for nature and wide open spaces, are attracted to Canada's natural beauty.
- » **Try to attract tourist groups by bus**—that is, lobby large bus tour operators to stop in Brockville on the Montreal-Toronto routes—create German-friendly packages
- » **Brand** in such a way that tourism and immigration are connected
- » **Promote that children can be educated in both French and English** because of Germany's border with France and the associated interest in the language

The City of Brockville is the first municipality to be funded and to carry out research into the possibilities of bridge-building between embassies and municipal governments in order to facilitate economic development opportunities. The result of this investigation is that Brockville has many fruitful options to consider and routes to plan as a result of this exploration. While embassies are considered to be “fortresses” and “black boxes” by many due to their bureaucratic nature, the result of this investigation demonstrated some promising leads for the City of Brockville as it plans its future global economic development strategies.

Ethnic Business Association & Chambers of Commerce Outcomes

Similar to contacts made with the embassies, connection with the ethnic chambers of commerce of the same countries bore out little response. Responses did come from the following:

- The Canada-Southern Africa Chamber of Business (Toronto)
- The Canadian German Chamber of Commerce and Industry Inc. (Toronto)
- Innovation Norway (Toronto)
- The Netherlands-Canada Chamber of Commerce (The Netherlands)

These organizations specifically see themselves as having a role in facilitating business and possible residential attraction to Canada. They answered this specific question:

Does your Chamber have a role in helping small communities attract new residents (that is, residents from your country) and/or foreign direct investment? If yes, what is that role?

The Chambers will be considered in turn and then recommendations will be elucidated afterward based on the collected responses.

Specific Ethnic Business Association/ Chambers of Commerce Recommendations

The Canada-Southern Africa Chamber of Business

Mr. Bruce Shapiro, President of the Canada-Southern Africa Chamber of Business suggests that they would be able, as an organization, to help attract people to small communities but that this would be a small number. Mr. Shapiro is willing to advise his database of 5500 people about the benefits of settling in small communities like Brockville. In all, the Canada-Southern Africa Chamber of Business deals with high level individuals with foreign direct investment going to Africa not from Africa to Canada. They are able to facilitate business-to-business networking and contact between Africa and Canada.

The Canadian German Chamber of Commerce and Industry Inc.

German companies are looking for the following information:

- Location
- Easy access to Highway and Airport
- Tax incentives
- Support programs
- Funding
- Taxes in Canada and its provinces
- How easy/hard it is to establish a company
- Banking system in Canada
- Wages in Canada

Individuals who think about immigrating to Canada:

- Job security / Jobs in the area
- Schools / Education
- Cost of living
- Housing costs, etc.
- Wages
- Taxes

According to Renate Sedlmeier, Department Manager, Business Support Canada with The Canadian German Chamber, the organization provides “assistance to small and medium sized companies in Germany and Canada interested in market entry into the respective country, as well as business development. Further, the Chamber offers its clients valuable contacts and business partner introductions. We do not help small communities to attract new residents. The Chamber is the primary contact for German and Canadian companies, organizations and individuals interested in market entry into the respective other country.”

The German Canada Chamber offers a Visa and Immigration consultation and application service. “If we find that the individual qualifies for a Provincial Nominee Program or Federal Program we submit their application to the appropriate visa office (either work permit or permanent residency).” They do not take any role in assisting small communities in the attraction of German immigrants.

Echoing the barrier that Mr. Frank Hartmann identified above, accreditation for Germans wanting to come to Canada is a huge barrier. Ms. Sedlmeier explains,

Canada's Immigration Programs make it very difficult to attract skilled workers due to the fact that a lot of jobs are regulated and the individual have to have licence. A foreign worker cannot get a licence unless he has work experience in Canada. The German Education system (Apprenticeship Training, Vocational Training, Dual Education System, etc.) is highly recognized worldwide but if they want to work as a carpenter, roofer or any other profession in Canada they are not able to, because they will not get their licence unless they have passed an exam with their regulatory body. So you see, even though Cities, Municipalities have the best interest to attract new residents from all over the world, the person who would like to work in that City might not be allowed to. I also have Engineers or Doctors who would like to work and live in Canada but are not able to because of all the obstacles they face until they would finally be able to work in their profession. They have been studying for years and have extensive work experience, but are not allowed to work or with extreme restrictions. Canadian companies contact me all the time and would like to hire people from Germany but when I inform them, what they have to do in order to finally get them to Canada and work in their profession they are very discouraged.

Innovation Norway

Innovation Norway came to light via the The Royal Norwegian Embassy who responded to requests for interviews with embassy officials by connecting me to Innovation Norway, the Norwegian Government’s “instrument for innovation and development of Norwegian enterprises and industry” according to Line B. Lønnum, Consular Officer at the Royal

Norwegian Embassy. According to Mr. Lønnum, The Royal Norwegian Embassy is advancing Norwegian commercial interests in Canada in the following ways:

- By establishing and participating in networks and arenas to connect Norwegian and Canadian business interests
- Through representing Norwegian commercial interests before the federal government and provincial authorities
- By partnering with Norwegian industries to contact the Canadian authorities; for example, in situations with changing framework conditions and legislation
- Through performing public diplomacy and promoting Norway in general
- By connecting business interests with Norwegian foreign policy in general; for example, trade agreements and regulators.
- By making the Embassy and the official Norwegian residence in Ottawa available to Norwegian companies for business related activities

In addition, The Norwegian Embassy in Ottawa works closely with Innovation Norway (IN). The mandate of IN is “to support companies in developing their competitive advantage, enhance innovation and be a partner in internationalization. Through Innovation Norway the Norwegian enterprises have access to a broad business support system as well as different financial means. Innovation Norway provides competence, advisory services, promotional services and network services. By combining local industry knowledge and international networks with the business ideas and the motivation of entrepreneurs, the foundation for new successful businesses is created.”

According to Mr. Lønnum, it is the on-the-ground experience that Innovation Norway has in Canada that “provides market insight and competence, trade advisory services, commercial and R&D partner searches, promotional services and networking opportunities. The office strength lies in connecting local industry knowledge and Canadian networks with the business ideas and the motivation of Norwegian entrepreneurs; creating the foundation for successful new businesses in Canada...Innovation Norway helps Norwegian companies gain access to this wealthy, globally important, and financially stable market using extensive competence and experience.”

The responses from these Chambers and organizations reflect differing levels of interest with regard to helping facilitate business, investment, and residential immigrant attraction to cities such as Brockville.

KEY RECOMMENDATIONS

These recommendations are related to and reflective of the above recommendations from the embassies.

- » **Global promotion** of Brockville's business climate and advantages (via source country embassies and via willing chambers and business organizations)
- » **Help with the immigration process** for individuals including advocating for streamlined and advanced accreditation services

Opportunities exist at the global level for the City of Brockville but a streamlined and focused approach is what is needed going forward. Organizations and facilitators of business connection and development exist in each country contacted. However, it is their willingness and motivation that needs to be explored, tapped in to, and engaged through the promotion of what Brockville has to offer.

PART 5

WHAT EXISTS AND WHERE TO START

What Exists

Brockville can begin

attraction immediately via two strategic moves: through the hiring of a Chief Diversity

and Inclusion Officer and through a national and global

attraction campaign that targets specific entrepreneurs from relevant source countries.

The City of Brockville is well on its way to becoming a place where residents of the world can reside. This is due to the will of the City itself, at both a municipal government and community-based levels, to welcome newcomers and to see the City grow and flourish.

Here is a short list of what is currently being done in the City of Brockville by various actors:

- Unrelated to this project, the Downtown Business Improvement Association (DBIA) has initiated a project that “aims to grow and develop the tour bus attraction plan for Downtown Brockville; as a promoter of the businesses and attractions, contributing to the growth and development of the Downtown core and the positive sustainability of economic development in our region” by hiring a “Motor Coach Promotor for a 26 week period in an effort to grow our network within the Tour operator industry.” This initiative aligns very nicely with recommendations around the attraction of tourists as residents and of creating a relationship with the tour bus industry to create more traffic through Brockville.
- The Employment + Education Centre (EEC) is currently partnering with the municipality on an immigrant mentorship grant application. This will contribute significantly to recommendations around employment opportunities and mentorship made and modelled by local immigrant entrepreneurs.
- There is a great deal of work going on by the Refugees for Brockville committee that the Mayor, David Henderson, currently leads. This group has taken the lead role in the community in settling ten Syrian refugee families to Brockville. This group, along with many community-based faith groups, have begun creating the infrastructure necessary to welcome newcomers.
- Wall Street United Church has opened its doors to other faith groups including welcoming the Muslim community and providing space to host Ramadan activities as no mosque exists in the City. Senior Pastor Kimberly Heath is interested in expanding into a multi-faith centre so that diverse faith groups have a place they can call home. A multi-faith centre was a direct recommendation by local immigrant entrepreneurs including Bhangwat Parmar and Kashif Riaz.
- A best practice around attracting and retaining immigrant entrepreneurs is recognizing their achievements and successes publicly. The Leeds & Grenville Small Business Enterprise Centre has partnered with the Leeds & Grenville Immigration Partnership for the second annual Immigrant Entrepreneur Awards in Brockville and this has proven to be a huge success in terms of the recognition of individuals and businesses.

LIP THE LEEDS & GRENVILLE IMMIGRATION PARTNERSHIP

The Leeds & Grenville Immigration Partnership (LIP) is behind much of the work being done in the City of Brockville regarding immigration. The importance of this organization for the City of Brockville being able to attract and retain newcomers of any kind cannot be overstated. While the LIP is not a service providing agency, its ability to connect, refer, and collaborate with community service providers is essential to any immigration program in existence in Brockville. The LIP was asked what would help them in the work they are currently doing and here is their response:

- » **Continued City support for the program** via in-kind contributions and when possible, financial ones.
- » **Continued support and involvement from the Mayor** (i.e. his lead role in refugee initiative) is beneficial to the overall public perception of immigration issues and therefore, the LIP. His continued contributions would be helpful.
- » **The sharing of leads/contacts from other municipalities** would help the LIP enhance relationships with municipal staff and elected officials.

The LIP is an excellent organizational force in the community with important City backing. This organization achieves a great deal and brings together important actors from across Leeds & Grenville. City support can come in the form of the Chief Diversity and Inclusion Officer who could collaborate with the LIP and action many of the items outlined in this document.

Where to Start

Samia O'Day, Founding Director Canada Music Academy, All You Need Music, Montreal Academy of Music as well as a pianist, musician, and educator in the community, recently spoke about her experiences as an immigrant and an employer of immigrants at the Leeds & Grenville Immigration Partnership's Diversity Day. Her message at the event and reflections that followed included what a positive place Brockville is for business and "what a great asset international employees can be for business in an international economy."

Brockville is full of visionaries like Ms. O'Day and other local immigrant entrepreneurs who create opportunities where none seem to exist and work hard to make their new lives and homes in Canada the success that they hoped it would be upon immigrating. Ms. O'Day's insights demonstrate the extent to which the City of Brockville can be the next epicenter of immigrant entrepreneur attraction through an investment of time, effort and resources—human and financial—into attraction as a main driver of economic development.

Brockville can begin attraction immediately via two strategic moves: through the hiring of a Chief Diversity and Inclusion Officer and through a national and global attraction campaign that targets specific entrepreneurs from relevant source countries.

In order to bring this document to life, there needs to be a champion for immigrant entrepreneur attraction, otherwise a toolkit such as this will sit on a shelf. Appointing a dedicated city official to this cause means growing institutional capacity from the inside of municipal government to begin attraction efforts and proactively creating the conditions to make Brockville a place where the world can reside.



Samia O'Day:
The way to do business now in my perspective is to reach beyond the borders, both drawing inwards with talent and skill, and reaching outwards, increasing [the] customer base beyond local customers and offering services beyond our city, province, country. Digital communication makes it very possible to tap into this huge potential and still live in Brockville and grow locally as well. I'd expand the common saying to "buy local, sell international."



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APPENDIX A

Master List of Recommendations

Target One: Inclusion & Diversity

Becoming a more inclusive community that celebrates diversity

Actions:

- Draft a City Inclusivity Charter/Commit to Becoming a Welcoming and Inclusive Community
- Join the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)
- Hire a Chief Inclusion and Diversity Officer
- Create a More Diverse City Council and City Hall
- Create a One-Stop-Shop for Immigrant Services

Target Two: Regionalizing

Becoming a community where secondary migrants look to settle

Actions:

- Collaborate with Other Municipalities on Regionalized Immigration Attraction Strategy
- Adopt a Targeted Secondary Migrant Attraction Strategy
- Use Targeted Residential Attraction Strategies Directed at National and International Tourists Including Advertising in Ethnic Media Outlets
- The hiring of a Chief Diversity and Inclusion Officer (CDIO) is necessary
- The City of Brockville should partner with existing immigrant serving organizations to develop a one stop shop model of immigrant services that would help constitute the infrastructure needed to be a welcoming, accessible, inclusive community
- The City of Brockville must be strategic in its attraction of immigrants and immigrant entrepreneurs and so should therefore commit to the attraction of secondary migrants—those people who have already entered Canada and are looking to relocate to smaller centres for increased quality of life
- Brockville must assess the attractors, or “pull” factors, for different groups and then market specifically to those groups via those attractors.
- The quality of life and strategic location of Brockville should be highlighted to much larger national and global audiences
- Highlight the quality of life in Brockville via a Brockville Cultural Ambassador Program such as the pilot program forwarded by the Leeds & Grenville Immigration Partnership.
- The City of Brockville requires focused, targeted, and culturally-specific attraction programs that can be informed by knowledge gained from existing immigrant communities and via the sentiments of existing immigrant entrepreneurs as included in this toolkit and associated data that highlight the quality of life as a specific attractor and retainer of immigrants to the community.

- The City must address the overall employment situation in order to attract new residents from either their home countries, or from different parts of Canada. While this is a broad-based recommendation with no specific actions attached—and of course, actions associated with it that are already occurring at the municipal level, it is important that it is highlighted as an identified need by the existing immigrant entrepreneur community
- The City of Brockville can create a population strategy that includes the attraction of immigrant entrepreneurs based on connections with the existing immigrant communities of Brockville.
- Identify the kind of entrepreneur/investment the City of Brockville would like to attract and then establish an ideal method of attraction with the possible help of an arm of government, not embassy/ambassadorial help, which is prepared and equipped to help facilitate the City's goals.
- Determine the feasibility and desirability of attracting both foreign direct investment and/or individual entrepreneurs. Answering the question: What model of immigrant attraction is the City of Brockville best suited to pursuing—foreign direct investment, entrepreneurial immigrant resident attraction, or both?
- Identify the kind of entrepreneur/investment the City of Brockville would like to attract and then establish an ideal method of attraction with the possible help of an arm of government, not embassy/ambassadorial help, which is prepared and equipped to help facilitate the City's goals.
- If the ambassadorial/embassy route is something the City of Brockville would like to pursue, perhaps as a regional initiative, connecting with the Canadian embassies in the countries where the individuals and companies exist so that attraction efforts can be collaborative would perhaps be beneficial.
- Tailor attraction efforts to what the residents of the source country are looking for—e.g. Germans and the Dutch are looking for nature and wide open spaces—are attracted to Canada's natural beauty.
- Try to attract tourist groups by bus—that is, lobby large bus tour operators to stop in Brockville on the Montreal-Toronto routes—create Germany friendly packages
- Brand in such a way that tourism and immigration are connected
- Promote that children can be educated in both French and English because of Germany's border with France and the associated interest in the language
- Global promotion of Brockville's business climate and advantages (via source country embassies and via willing chambers and business organizations)
- Help with the immigration process for individuals including advocating for streamlined and advanced accreditation services

APPENDIX B

Leeds & Grenville Immigration Partnership

Member Organizations¹⁵

The Immigration Partnership is guided by input from a Council that meets quarterly. As of June 2015, the Council is comprised of nineteen different organizations and businesses from across Leeds & Grenville. A complete list of these organizations can be found below. A Working Group dedicated to employment and settlement issues also exists, and its members are indicated by an asterisk (*).

- Brockville & District Multicultural Council
- Chinese & Canadian Heritage Cultural Association
- City of Brockville Economic Development
- CSE Consulting*
- Employment & Education Centre*
- Francophone Immigration Support Network of East Ontario
- Fulford Academy
- KEYS Job Centre*
- Leeds & Grenville Small Business Enterprise Centre*
- Ontario Ministry of Agriculture, Food & Rural Affairs
- Thousand Islands National Park (Parks Canada)
- St. Lawrence College
- 1000 Islands Region Workforce Development Board
- The Works Events Canada Inc.
- TR Leger Immigrant Services/TR Leger Services aux Immigrants*
- United Counties of Leeds & Grenville
- Upper Canada Leger Centre
- Volunteer Centre of St. Lawrence-Rideau
- YMCA of Brockville (as of November 2016)

¹⁵ List obtained August 8th, 2016 from the Leeds & Grenville Immigration Partnership website found here:
<http://www.leedsgrenvilleimmigration.ca/index.cfm?ID=244>

APPENDIX C
Ministry of Citizenship, Immigration and International Trade
Immigration Programs 2015 Call for Proposals
City of Brockville
Project Logic Model

Inputs	Activities	Outputs	Outcomes
City of Brockville Economic Development Staff	Undertake a Situational Analysis: Brockville's immigrant entrepreneurs	<ul style="list-style-type: none"> » # of newcomer entrepreneur online survey responses » # of newcomer entrepreneur focus groups » # of newcomer entrepreneur interviews » Completion of database 	<ul style="list-style-type: none"> » Enhance the City of Brockville capacity to successfully attract immigrant entrepreneurs.
MCIIT Funding Project Staff	Best Practices Research	<ul style="list-style-type: none"> » # of communities consulted » # of follow-up and additional consultations/communication 	<ul style="list-style-type: none"> » Develop an increased understanding of immigrant entrepreneur business needs to ensure appropriate support services are available for future immigrant entrepreneurs.
Partner In-Kind/ Financial Contributions	Consultation with Embassies and Ethnic Business Associations	<ul style="list-style-type: none"> » # of embassy interviews conducted » # of ethnic business association interviews conducted » # of visits to the City of Brockville website and Leeds & Grenville Immigration Portal 	<ul style="list-style-type: none"> » Increased knowledge and tools to cultivate relationships with newcomer entrepreneurs, ethnic business associations and identified embassies to leverage relationships for economic growth.
Technology	Development of Best Practices Toolkit	<ul style="list-style-type: none"> » Completion of Best Practices Toolkit 	
Office Space/Supplies	Host debrief sessions with City of Brockville and community partners	<ul style="list-style-type: none"> » # of debrief sessions held with community partners 	
Research Base	Undertake project evaluation	<ul style="list-style-type: none"> » # of returned questionnaires 	
Long Term Outcome			
<ul style="list-style-type: none"> » Successful attraction, retention and integration of immigrants to the City of Brockville. 			
<p>Evaluation Collect data » analyze and interpret » report</p>			

APPENDIX D

Interview Schedule for Local Immigrant Entrepreneurs

I Participant Profile

1. Please tell me a little bit about yourself.
2. Please tell me about your family make-up.
3. Please tell me about your home country/province.
4. Please tell me about your decision to move to Canada/Brockville.

II Personal Considerations

5. What kind of social factors were you looking for in a new home country/province?
6. What kind of political factors were important to you, if any?
7. How involved were you in community life in your previous country/province/city of origin? Did community participation factor into your choice of new location?

III Immigration Process

8. How did you find Brockville?
9. Why did you choose Canada/Brockville as the country you wanted to settle in?
10. What was your experience moving to Canada/Brockville like?
11. What was your family's experience of the process of immigrating?
12. Did you encounter anything unexpected during your process of immigrating to Canada or moving from a different province?
13. What factors needed to be in place so that you could feel confident about your move to Canada/Brockville?
14. In choosing to migrate, did you feel that there was more of a "pull" toward Canada/Ontario or a "push" from your home country/province? Or would you characterize your decision differently?
15. Did you know anyone in the country/city?
16. Did you contact anyone from your home country (ethnic social network) before arriving or upon arriving in Canada/Ontario?
17. Have you stayed connected to your social network in your home country/province of landing?
18. Are you involved in any home country ethnic groups here in Canada?

IV Services

19. What services were you aware of before your move to Canada/Brockville?
20. Which services did you find most helpful?

21. What services did you initially access if any?
22. Where were specific service providers that helped you? Who and how?
23. What would have specifically helped you either with your transition to a new country/community or business start-up?
24. Did language play a role in your process of immigration?
25. How ready do you think Brockville is to receive immigrant entrepreneurs like you?
26. How would you market Brockville to friends or colleagues looking to move/emigrate? That is, what would you tell people about Brockville's quality of life?

V Business Considerations

27. What was your business experience prior to arriving in Canada/Brockville?
28. What did you know about the economic situation in Canada/Ontario before arriving?
29. What role did a business venture play in your decision-making to relocate to Canada/Brockville?
30. Could your business be successful anywhere or is its success specific to Canada/Brockville?
31. What plans do you have for your business in the coming months and years?

VI Final Considerations (Sociopolitical Integration)

32. How welcoming has Brockville been to you and your family?
33. How well do you feel you have adapted to your new home country/city?
34. What took the longest to learn in terms of Canadian beliefs, values, norms, traditions, languages, etc.?
35. How do you now describe your nationality?
36. What do you like most about Canada and/or Brockville?
37. What would you like to see improved in Canada and/or Brockville?
38. How long do you see yourself remaining in this area? Are there any foreseeable factors that would compel you to move?
39. Are you involved in business associations, service organizations, political parties, etc.?
40. Do you know of any other immigrant entrepreneurs in Brockville that might be willing to participate in this study?
41. Is there anything you would like to add that you feel is relevant but has not been covered in our conversation?

APPENDIX E**Leeds & Grenville Immigration Partnership's (LIP) Diversity Day 2016 Poster**

The Leeds & Grenville Immigration Partnership and the City of Brockville Present:

Leeds & Grenville Diversity Day



**FREE
(lunch provided)**

Wednesday, October 26, 2016 8:30-1:30pm

**Municipalities * Immigrants * Employers * Service Providers
Community Members * Schools**

Keynote Speaker: Hindia Mohamoud
Director, Ottawa Local Immigration Partnership

Panel Conversation: Local individuals will share their experiences of creating inclusive spaces.

Facilitated Group Discussion:
Contribute ideas about how to make our community more inclusive for immigrants.

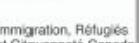
Brockville Memorial Centre
1 Magedoma Blvd., Brockville

**Seating is limited.
Please register by October 19, 2016.**

loretta@eecentre.com
613.498.2111 ext. 261


**Leeds & Grenville
IMMIGRATION
PARTNERSHIP**


BROCKVILLE
 CITY OF THE 1000 ISLANDS

Funded by:  Immigration, Refugees and Citizenship Canada 

APPENDIX F

Proposal Report for the City of Brockville to Join the Canadian Coalition of Municipalities Against Racism and Discrimination

JACQUELINE SCHOEMAKER HOLMES, Ph.D.

The purpose of this report is to provide information about the judiciousness of the City of Brockville's proposed initiative to join the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD). This action builds on Brockville's status as the leading regional benchmark community for "talent, tolerance and technology" according to the Martin Prosperity Institute.¹⁶ Brockville is unique for its size in terms of the existing and ongoing initiatives dedicated to fostering diversity and inclusion within the community. Existing organizations involved in creating and sustaining ongoing relevant initiatives in Brockville include:

- Leeds & Grenville Immigration Partnership
- Canadian Association of Retired persons (CARP) Age-Friendly Initiative
- Brockville and District Multicultural Council
- Brockville Pride Committee and Working Group
- Many other grassroots initiatives by individuals, organizations, and local religious establishments and leaders

Brockville therefore already meets the three broad commitment categories related to being a municipality against racism and discrimination: 1) The Municipality as a guardian of public interest; 2) The Municipality as an organization in the fulfillment of human rights and; 3) The Municipality as a community sharing responsibility for respecting and promoting human rights and diversity. The City therefore only has to ratify this commitment in a formal declaration to join its close neighbour cities, Kingston and Belleville, among 63 other Canadian cities, in this Coalition.

What is the Canadian Coalition of Municipalities Against Racism and Discrimination?¹⁷

The International Coalition of Cities Against Racism was launched in 2004 by UNESCO (the United Nations Educational, Scientific and Cultural Organization) was part of the Organization's follow-up strategy to the World Conference on Racism, Racial Discrimination, Xenophobia and Related Intolerance (Durban, 2001). The goal of this international coalition is to establish a network of cities interested in sharing their experiences in order to improve their policies against racism, discrimination, exclusion and intolerance. The network comprised of six regional coalitions: Europe, Africa, Asia and Pacific, Arab States, Latin America and the Caribbean, and Canada (note that Canada is unique as the only country-level coalition). In January 2005 a pan-Canadian working group was formed and Canadian municipalities began to be invited to join this larger international movement by signing a Declaration and making a commitment to the Canadian Coalition Against Racism and Discrimination (CCMARD).

¹⁶ This large scale research project was prepared for the Economic Developers Council of Ontario, funded in part by the Ontario Ministry of Agriculture, Food and Rural Affairs and provided benchmarking and analysis of Ontario's rural Creative Economy (published 2009).

¹⁷ Some information has been adapted from Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)—Toolkit for Municipalities, Organisations and Citizens. (2012). Canadian Commission for UNESCO, February.

What are the Objectives of CCMARD?

The main objective of CCMARD is to address the need for a platform to broaden and strengthen the ability to protect and promote human rights through coordinated and shared responsibility among local governments, civil society organizations and other democratic institutions. The creation of CCMARD is based on the common desire to achieve these two goals:

- Share experiences and lessons learned with others;
- Strengthen policies to counter all forms of discrimination to achieve greater social inclusion.

What are the Benefits of Joining CCMARD?

Municipalities benefit in myriad ways. Some of these benefits are listed below.

- Increased access to a network of municipalities throughout Canada and the world that promotes the sharing of best practices and resources to combat racism and other forms of discrimination;
- Increased legitimacy and support for anti-racism and diversity initiatives through being part of international UNESCO-led network of cities;
- Strengthened partnerships with local organizations, business and individuals concerned about discrimination;
- More in-depth understanding of local realities and increased community committee through the development of a Plan of Action with the involvement of diverse community stakeholders;
- Increased sustainability and documentation of anti-discrimination initiatives through the creation and implementation of a Plan of Action that is approved by Council;
- Increased accountability to citizens through the implementation and ongoing evaluation of the municipal Plan of Action;
- Increased trust, loyalty, and respect towards the municipality from employees and citizens as a result of the municipality's public commitment to actions that foster greater equality, inclusion and appreciation for diversity.

Joining CCMARD means that the municipality in question commits to becoming a more welcoming and inclusive community—a commitment that has its own related benefits.

What are the Benefits of Investing Time and Resources to Create a More Welcoming and Inclusive Community?

Improved Community Life: A welcoming and inclusive community is one in which all citizens feel able to actively participate in the economic, social and cultural aspects of the community without encountering barriers due to discrimination. This involvement from diverse community members leads to an enriched, safer and more cohesive life in the municipality.

Improved Economic Life of the Municipality: Municipalities that are committed to creating a welcoming community by combatting racism and other forms of discrimination are in a better position to attract and retain immigrants, Aboriginal peoples and underrepresented populations in the workforce.

Increased Efficiency: Improved efficiency due to reduced racism and discrimination in a municipality includes improved service delivery, fewer complaints to Council and reduced liability in the event of complaints based on discrimination.

Improved Response: Municipalities that have devoted time and attention to address racism and other forms of discrimination in their community are better prepared and more effective in their response should an event of discrimination occur.

Joining CCMARD

Ultimately, making this commitment to joining CCMARD also involves committing to a municipal Plan of Action which is guided by CCMARD's 10 Common Commitments that inform the work of municipalities. These are:

The Municipality as a Guardian of Public Interest

1. Increase vigilance against systemic and individual racism and discrimination.
2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.
3. Inform and support individuals who experience racism and discrimination.
4. Support police services in their attempts to be exemplary institutions in combatting racism and discrimination.

The Municipality as an Organization in the Fulfillment of Human Rights

5. Provide equal opportunities as a municipal employer, service provider and contractor.
6. Support measures to promote equity in the labour market.
7. Support measures to challenge racism and discrimination and promote diversity and equal opportunity housing.

The Municipality as a Community Sharing Responsibility for Respecting and Promoting Human Rights and Diversity

8. Involve citizens by giving them a voice in anti-racism initiatives and decision-making.
9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other form of learning.
10. Promote respect, appreciation and understanding of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality.

Each municipal Plan of Action is specific to the community itself and can be as large or small as the stakeholders deem appropriate. Examples of municipal Plans of Action are as follows:

- Calgary, Alberta developed a Welcoming Communities Policy
- Gatineau, Québec created a Policy on Cultural Diversity
- Stratford, Prince Edward Island committed to “The Diversity and Inclusion Report and Plan for the Town of Stratford”

Practically, joining CCMARD involves the City of Brockville: Adopting a resolution to join; Informing the Canadian Commission for UNESCO; and then Celebrating and declaring Brockville’s involvement through a signing ceremony or other special event.

The City of Brockville is in an excellent position to declare its commitment to combatting racism and all forms of discrimination to the international community and therefore build on its benchmark reputation as a tolerant city by taking its commitment to the next level and transforming tolerance into demonstrated municipal and community respect for diversity.

For more information contact Jacqueline Schoemaker Holmes, Project Researcher, Immigrant Entrepreneur Attraction, Economic Development Department, City of Brockville at 613-342-8772, ext. 432 or at jholmes@brockville.com or Dave Paul, Economic Development Director, City of Brockville at 613-342-8772, ext. 445 or at dpaul@brockville.com.

APPENDIX G

Joining the Canadian Coalition of Municipalities Against Racism and Discrimination Report to Council

JACQUELINE SCHOEMAKER HOLMES, Ph.D.

Recommendations

That City Council provide endorsement towards Brockville's joining the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), and further,

That the City proceed with adopting a resolution to sign the declaration to join, and further,

That the City then informs the Canadian Commission for UNESCO about its intention to join CCMARD, and further,

That the City proceed with a signing ceremony and undertake an official Action Plan that is guided by CCMARD's Ten Common Commitments (outlined below).

Purpose

According to the Martin Prosperity Institute (2009),¹⁸ an economic think tank that conducted a large scale research project for the Economic Developers Council of Ontario (funded in part by the Ontario Ministry of Agriculture, Food and Rural Affairs), Brockville is one of the leading regional benchmark communities for “talent, tolerance and technology” in Eastern Ontario (55). This study provided benchmarking and analysis of Ontario’s rural Creative Economy and found that Brockville had the highest percentage of creative class workers in the area, with the exception of Port Hope (55). Creative class workers are attracted to vibrant and diverse communities—their high concentration in Brockville therefore demonstrates both Brockville’s existing commitment to social and cultural diversity and its ability to attract more creative class workers to what Richard Florida calls its “creative economy” (60). By declaring its commitment to combatting racism and all forms of discrimination to the international community by joining the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), Brockville formalizes its commitment to inclusion and diversity on a global stage. This action takes the City of Brockville’s commitment to celebrating diversity to the next level by transforming tolerance into demonstrated municipal and community respect for, and acceptance of, diversity.

Further, this commitment provides the City of Brockville with a platform to demonstrate its existing commitment to diversity in the community. This declaration allows Brockville to brand an image of the reality that already exists in the community—that of a warm, welcoming, and inclusive city. This positive public image could impact the attraction of business opportunities as well as new residents and the related economic benefits that accompany such interests.

This commitment provides the City of Brockville with additional supportive language to assist in the enhancement of the community’s local, regional, national, and global profile while simultaneously providing further substantive evidence regarding the City’s commitment to the corporate values of Brockville as initially introduced in the 2009 Corporate Plan exercise.

¹⁸ Martin Prosperity Institute. (2009). Canada’s Creative Corridor: Connecting creative economies with Eastern Ontario and the Mega Region.

As a member of CCMARD, the City of Brockville will join a well-respected and acknowledged global network of regions, organization, nations, and cities that have committed to making the world a more just, equal, and fair place. Brockville and Canada are unique in this global village as the network is comprised of six regional coalitions: Europe, Africa, Asia and Pacific, Arab States, Latin America and the Caribbean, and, the only nation-level coalition, Canada. Note that because Canada is the only country-level coalition, individual municipalities like Brockville become recognized world leaders on action against racism and discrimination on the global stage through their commitment to CCMARD.

Background

The International Coalition of Cities Against Racism was launched in 2004 by UNESCO (the United Nations Educational, Scientific and Cultural Organization) was part of the Organization's follow-up strategy to the World Conference on Racism, Racial Discrimination, Xenophobia and Related Intolerance (Durban, 2001). The goal of this international coalition is to establish a network of cities interested in sharing their experiences in order to improve their policies against racism, discrimination, exclusion and intolerance. In January 2005 a pan-Canadian working group was formed and Canadian municipalities began to be invited to join this larger international movement by signing a Declaration and making a commitment to the Canadian Coalition Against Racism and Discrimination (CCMARD).

The main objective of CCMARD is to address the need for a platform to broaden and strengthen the ability to protect and promote human rights through coordinated and shared responsibility among local governments, civil society organizations and other democratic institutions. The creation of CCMARD is based on the common desire to achieve these two goals:

- Share experiences and lessons learned with others;
- Strengthen policies to counter all forms of discrimination to achieve greater social inclusion.

No funds are required to join CCMARD and the scope of the Plan of Action each municipality commits to is unique and determined by the community itself meaning that all aspects of the Plan of Action are undertaken solely by the municipality to reflect CCMARD's Ten Common Commitment outlined below.

The Municipality as a Guardian of Public Interest

1. Increase vigilance against systemic and individual racism and discrimination.
2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.
3. Inform and support individuals who experience racism and discrimination.
4. Support police services in their attempts to be exemplary institutions in combatting racism and discrimination.

The Municipality as an Organization in the Fulfillment of Human Rights

5. Provide equal opportunities as a municipal employer, service provider and contractor.
6. Support measures to promote equity in the labour market.
7. Support measures to challenge racism and discrimination and promote diversity and equal opportunity housing.

The Municipality as a Community Sharing Responsibility for Respecting and Promoting Human Rights and Diversity

8. Involve citizens by giving them a voice in anti-racism initiatives and decision-making.
9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other form of learning.
10. Promote respect, appreciation and understanding of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality.

Analysis

Joining CCMARD means that the City of Brockville commits to becoming an even more welcoming and inclusive community—a commitment that has its own related benefits including:

Improved Community Life: A welcoming and inclusive community is one in which all citizens feel able to actively participate in the economic, social and cultural aspects of the community without encountering barriers due to discrimination. This involvement from diverse community members leads to an enriched, safer and more cohesive life in the municipality.

Improved Economic Life of the Municipality: Municipalities that are committed to creating a welcoming community by combatting racism and other forms of discrimination are in a better position to attract and retain immigrants, Aboriginal peoples and underrepresented populations in the workforce.

Increased Efficiency: Improved efficiency due to reduced racism and discrimination in a municipality includes improved service delivery, fewer complaints to Council and reduced liability in the event of complaints based on discrimination.

Improved Response: Municipalities that have devoted time and attention to address racism and other forms of discrimination in their community are better prepared and more effective in their response should an event of discrimination occur.

Municipalities benefit from their membership in CCMARD in myriad ways. Some of these benefits are listed below.

- Increased access to a network of municipalities throughout Canada and the world that promotes the sharing of best practices and resources to combat racism and other forms of discrimination;
- Increased legitimacy and support for anti-racism and diversity initiatives through being part of international UNESCO-led network of cities;
- Strengthened partnerships with local organizations, business and individuals concerned about discrimination;
- More in-depth understanding of local realities and increased community committee through the development of a Plan of Action with the involvement of diverse community stakeholders;
- Increased sustainability and documentation of anti-discrimination initiatives through the creation and implementation of a Plan of Action that is approved by Council;
- Increased accountability to citizens through the implementation and ongoing evaluation of the municipal Plan of Action;
- Increased trust, loyalty, and respect towards the municipality from employees and citizens as a result of the municipality's public commitment to actions that foster greater equality, inclusion and appreciation for diversity.

The proposed action is supported by the Federation of Canadian Municipalities which has encouraged its members to join. In addition, the Canadian Race Relations Foundation and the Canadian Association of Statutory Human Rights Agencies have supported the initiative since its launch. Other agencies that support municipal involvement in CCMARD include:

- The Racism-Free Workplace Strategy, HRSDC –Labour Program
- Human Rights Commissions in Alberta, Ontario, and Saskatchewan
- The Union des Municipalités du Québec
- The Alberta Urban Municipalities Association,
- The Union of Nova Scotia Municipalities
- The National Association of Friendship Centres

Research chairs, federal and provincial ministries and agencies as well as an important number of local stakeholders complete the network.

We will join our close neighbour cities, Kingston and Belleville, and 63 other Canadian cities, in this Coalition.

Brockville already meets the three broad commitment categories related to being a municipality against racism and discrimination: 1) The Municipality as a guardian of public interest; 2) The Municipality as an organization in the fulfillment of human rights and; 3) The Municipality as a community sharing responsibility for respecting and promoting human rights and diversity. The City therefore only has to ratify this commitment in this formal declaration.

Practically, joining CCMARD involves the City of Brockville: Adopting a resolution to join; Informing the Canadian Commission for UNESCO; and then Celebrating and declaring Brockville's involvement through a signing ceremony or other special event.

An elected official contact as well as a municipal staff contact will need to be named as primary CCMARD contacts and may choose to take the lead on the City of Brockville's Plan of Action.

Financial Considerations

As mentioned previously, no funds are required to join CCMARD and the scope of the Plan of Action each municipality commits to is unique and determined by the community itself meaning that all aspects of the Plan of Action are undertaken solely by the municipality to reflect CCMARD's Ten Common Commitment outlined above. Each municipal Plan of Action is specific to the community itself and can be as large or small as the stakeholders deem appropriate.

Conclusion

The City of Brockville is in an excellent position to declare its commitment to combatting racism and all forms of discrimination to the international community by joining the Canadian Coalition of Municipalities Against Racism and Discrimination. In doing so, Brockville will build on its benchmark reputation as a tolerant city and enhance this commitment to the people of Brockville and to any newcomers to Brockville, by transforming tolerance into demonstrated municipal and community respect for, and acceptance and celebration of, diversity.

APPENDIX H

Job Advertisement for Use by the City of Brockville

JACQUELINE SCHOEMAKER HOLMES, Ph.D.

Chief Diversity and Inclusion Officer¹⁹

Description of Responsibilities

The Chief Diversity and Inclusion Officer (CDIO) position requires an experienced and dynamic individual who has a deep understanding of the complexity and multiple dimensions of diversity, inclusion, and equity, including—but not limited to—age, class, culture, disability, ethnicity, gender, nationality, race, religion/spirituality, gender identity, sexual orientation, and socioeconomic status.

The CDIO will have a passion for working directly with the public and with and alongside City officials on new efforts that cultivate, enhance, and promote a City of inclusiveness and a climate of equity in which all people may live, work, and thrive. One key area of this role will be the implementation of the recommendations made in the 2016 Best Practices Toolkit, *Where the World Can Reside: A Toolkit for Attracting Immigrant Entrepreneurs to Small City Canada* that was conducted in part to foster the capacity of The City of Brockville to create a welcoming, inclusive, and diverse community with and for newcomers and existing residents.

The Chief Diversity and Inclusion Officer will report directly to the City Manager and will provide counsel on all matters pertaining to diversity and inclusion excellence. The CDIO provides executive leadership and vision in the City administration on a comprehensive range of services, policies, and procedures related to diversity and inclusion excellence. The CDIO participates in all aspects of institutional planning in support of the mission and goals of the City, including meeting the needs of our diverse population and creating a living and working environment where all have the opportunity to succeed.

The Chief Diversity and Inclusion Officer's responsibilities include:

- Establishing a protocol for educating and engaging the City and the broader community in inclusion and diversity efforts;
- Assessing community needs related to diversity and inclusive excellence;
- Implementing best practices, programs and processes to address community needs;
- Providing executive-level leadership, strategic planning, and oversight for institutional and community-based diversity in the areas of programming, human resources, facilities, community building, health and safety, assessment, procurement, and fiscal resource management;
- Facilitate, nurture and grow cultures of inclusion both within City Hall and in the community;
- Implementing and coordinating training for municipal leaders, community leaders/groups, and others related to diversity and inclusive excellence;
- Developing and leading a sustainable process to implement and continuously assess and adapt the City's goals related to diversity and inclusive excellence;
- Conduct qualitative and quantitative studies to monitor City climate;
- Support the City's efforts to improve the appointment and retention of qualified, historically underrepresented groups to municipal government;

¹⁹ This job advertisement was generated via a survey and amalgam of existing advertisements in relevant institutional settings. The main structuring detail comes from A SUNY Oswego State University of New York Human Resources job posting for a Chief Diversity and Inclusion Officer.

- Enhance the recruitment and retention of diverse municipal government employees and members of municipal government;
- Collaborate with interested community groups and employers in supporting the utilization of effective recruiting efforts that will serve to diversify their workforces;
- Actively engage key external partners and maintain strong ties (e.g. community partners, diversity peers, experts in the field) through regular communication, dialogue and information-sharing and act as a thought leader at events and conferences;
- Engage the municipality and the community in issues related to diversity and inclusive excellence at the regional, provincial, and the national level;
- Engage in and support diversity-related research and initiatives and incorporate that knowledge into City practices and programming;
- Ensure that the municipality complies with all relevant provincial and federal laws and regulations as they relate to diversity and inclusion;
- Act as the face and voice, internally and externally ,of the City's inclusion and diversity commitment and approach;
- Actively engage in relevant City system-wide initiatives and meetings.

Requirements

- Demonstrated leadership in the creation and delivery of municipal level, as well as community-wide, diversity, inclusion and intercultural competency training programs;
- Proven ability to work with sensitive and confidential information;
- Strong leadership and an ability to cultivate a common vision and collaborative culture to achieve institutional goals;
- Experience in employing effective problem-solving and leadership skills to bring about transformational change;
- Demonstrated knowledge, skills, awareness of and demonstrated commitment to contemporary issues of inclusion, social justice, diversity, access, and equity, including current scholarship and best practices that inform these issues;
- Successful record of influence, community building, networking, and deploying effective programs for diversity and inclusion;
- Ability to communicate effectively through written and oral communication in combination with excellent interpersonal and group communications skills at all levels and to various and diverse audiences;
- Highly skilled at presenting, writing about, and discussing difficult or controversial topics with diverse audiences in a way that promotes productive interactions and positive outcomes;
- Able to envision, conceptualize, and communicate the diversity and inclusion mission of an institution through a broad and inclusive definition of diversity;
- Understands and is able to navigate the complex contexts, cultures, and politics within organizations that impact the implementation and management of effective diversity and inclusivity change efforts;
- Experience-based knowledge of policies and procedures at all levels of government pertaining to accessibility, inclusion, and diversity;
- Highly skilled in strategic planning, program development/management, and program assessment;
- Master's degree.

Preferred qualifications:

- A doctorate in a relevant field and diversity training experience/credentials;
- A minimum of five years of experience leading diversity work with evidence of increasing responsibility.

APPENDIX I

Leeds & Grenville Immigration Partnership's Brockville Cultural Business Ambassador Program (Pilot Proposal)

MELISSA FRANCIS, PROGRAM MANAGER
ELIZABETH STRATTON, PROGRAM COORDINATOR

Brockville Cultural Business Ambassador Program: 2014-15 Pilot

July, 2014

Existing Program Overview

A Cultural Business Ambassador program exists in the City of Brockville, and the following points give an overview of its features, and also, ideas for the future of the program.

- program has had up to 125 Ambassadors
- communications with Ambassadors has included social media updates, e-newsletters, phone and email communications, invitations to forums, manufacturing roundtables, and updates at City related committee meetings.
- these communications are not happening frequently enough; they should occur at least once/month to keep the 'attraction' goal at the forefront of Ambassadors' minds. A communications plan may help to accomplish this task. An annual event for all Ambassadors and relevant players would be helpful for fostering program momentum.
- the Economic Development office is and should remain the main point of contact for Ambassadors; other contacts i.e. Chamber of Commerce will be provided based on need.
- Business Ambassadors currently consist of business owners (immigrant and non-immigrant), young local professionals, general public, teachers, international students, prospects, clients, developers etc.
- suggestion is to have 1 Business Ambassador per local cultural group with one additional substitute per culture for broader outreach and back up; Economic Development would like to become involved in two events/culture/year
- commit to a program focused on Cultural Business Ambassadors only, with the thought of expanding to various sectors (young families, retirees etc.) at a later date
- financial resources and time constraints create challenges in gaining program momentum
- social media is likely the best way to build an awareness for the need of Business Ambassadors in Brockville
- ambassadors can provide a role in the evaluation of the program and determining its' success level. Their role can also extend to the aftercare and retention of new arrivals.
- it is important to discuss the possibility of educational contacts as Ambassadors for the City as they are a gateway to new immigrants.
- the best way to recruit an Ambassador is a personal ask by the right person. The 'who and when' needs to be identified.
- a roundtable discussion with existing contacts would help to identify additional individuals.
- the selection of Ambassadors should be by a task group formed to assess their qualifications and potential contributions. The process would mirror that of an application/interview process for a new employee.

Purpose of Cultural Business Ambassador Program

The bones of a Brockville Cultural Business Ambassador (BCBA) program are in place, but additional efforts attention could formalize the program into one that produces an increased

number of leads being directed to Economic Development staff and a corresponding rise of investments in the community.

The BCBA program will enable identified Ambassadors to spread the word about the positive attributes of the community, and promote the City of Brockville as a smart place to invest.

“The best way to land immediate credibility to an investment location and make it stand out from the crowd is with a recommendation or success story from a peer.”

—Ambassadors: Your Secret Marketing Weapon. EDAC White Paper Series, June 2009

Proposed Steps for Program Development

Recruitment of Cultural Business Ambassadors

Ambassadors could be all or one of the following:

- Leaders from business and the community, holding strong affiliations with local cultural communities and possibly, provincial, national or international associations/ organizations. Access to their contacts, membership privileges and attendance at trade shows is important.
- High profile cultural community members (past and present) with recognition and credibility beyond the community.
- Former local cultural community members who can promote the community in their new place of residence.
- A cultural community member who has a passion for the community and have demonstrated their commitment to it through their involvement and support for local initiatives.

How to Recruit:

- Determine what local cultural communities the City would like to develop further relationships with (Indian, Chinese, Greek, Filipino, Pakistani, Vietnamese etc.)
- Brainstorm list of potential Ambassadors (1 or 2 key members to represent each cultural community); do they meet the criteria listed above?
- Determine best way to request their involvement in the program (personal request, email blitz, public information event etc.), and how they should indicate their interest (application process, verbal ‘ok’ etc.)
- Evaluate applications (first, determine evaluation process)
- Connect with chosen Ambassadors and invite them to training/orientation session.

Development of Tools and Training (\$ indicates need for financial resources)

- \$ Training sessions for all new Ambassadors (one on one with Economic Development staff, group sessions etc.) to give overview of Brockville benefits, how to communicate with ED staff regarding leads/follow up etc., understanding key information about City (any marketing strategies, upcoming/hot opportunities etc.)
- \$ New web page outlining BCBA program; could stem from Economic Development page on City of Brockville website. Web page could include Ambassador profiles, information about how to join program, benefits of joining, roles and responsibilities of an Ambassador etc., list of top 5 reasons to choose Brockville etc.
- \$ Summary of important information/popular FAQs about Brockville—print out and soft copies made available, easily accessible online resources for when they are travelling. Obtain feedback from Ambassadors—what information do they need?
- \$ Brockville business card with photo, contact details of Ambassador, back of card could contain top 5 reasons to invest in Brockville
- \$ Lapel pin or other means to identify them as Ambassadors

Identify opportunities for Ambassadors to use reference tools (listed above) in a networking and educational capacity and to connect Economic Development staff with their networks.

- As Economic Development staff want to become involved in local cultural events via Ambassadors, these opportunities should also be identified and the role of City staff should be secured.
- Ambassadors should be the ones to identify networking opportunities (trade shows, conferences, industry publications, conferences etc.) and commit to their roles at each event.
- Ensure Economic Development staff know of these commitments and touch base with each Ambassador prior to, and following events. Ensure Ambassador has materials and support they need to represent Brockville well.

Involving Ambassadors in prospecting

- Ambassadors will provide Economic Development staff with leads from their networking efforts.
- Ideally, the Ambassadors will also become involved with follow up meetings, familiarization tours etc. which will provide a familiar face to prospective investors, encouraging deeper discussions and further questions etc.

Ongoing communications with Ambassadors is critical to keep the program top-of-mind for them.

- Develop a simple communications plan with timelines and roles of various players ie. Economic Development staff.
- Good idea to share Ambassador success stories with other Ambassadors to inspire and encourage their commitment. (Dedicate a section of the e-newsletter to the Ambassador program?).
- Seek local media coverage to highlight Ambassador successes.

Recognizing Ambassadors

- \$ Publicly acknowledging Ambassador efforts is critical—media, recognition events and the offering of special events for networking opportunities are options to recognize Ambassador efforts.
- \$ Wall of Ambassadors—name on permanent wall plaque at City Hall/Economic Development office.

Program Evaluation

- Prior to program initiation, determine key performance indicators
- Who will be involved with the evaluation? Ambassadors? Economic Development staff? LIP Working Group?

Step 1: Recruitment—A Fall Information Session?

To promote the upcoming Cultural Business Ambassador Program, an event could be hosted by the City that would:

- Promote the program: to potential Ambassadors, and the general public
- Entice potential Ambassadors to become involved: via the provision of information regarding the benefits involved with becoming an Ambassador, program goals, tools and supports available to Ambassadors
- Provide an opportunity to apply to the program: have application forms available, relevant staff to answer questions about program

Who?

- Lead/Host: City of Brockville (Economic Development staff)
- LIP Working Group Members & Secretariat: Will provide support as required. Secretariat could speak to the benefits of a pilot program in Brockville and how the template will be offered to additional Leeds & Grenville communities in the future, importance of attracting and retaining newcomers etc.
- Additional community partners: Depending on the size and scope of the event, others such as the Small Business Enterprise Centre and Chamber of Commerce could be involved/in attendance, to show support for program and local businesses.
- Mayor/political players: To show support for program and local businesses.
- Existing Ambassadors: Could invite someone like Bhagwant Parmar to speak about his positive experiences as an Ambassador and business person.

When?

- October (keep election in mind) or November
- Breakfast, lunch, after work, dinner? What time slot works best for business owners and others who may be interested?

Where?

- Brockville Convention Centre?

Costs

- Refreshments and venue rental
- Printing of draft Business Ambassador packages (info booklet, application forms, examples of business cards etc.)
- Promotions via media

APPENDIX J

Participants Other than Local Immigrant Entrepreneurs

Community	Katie Nolan Economic Development Officer, Ministry of Agriculture, Food and Rural Affairs, Kemptville, Ontario	Line B. Lønnum Consular Officer, Royal Norwegian Embassy, Ottawa, Ontario
Dawn Edgely Age Friendly Brockville Initiative, City of Brockville, Ontario		Immigration Services
Kimberly Heath Senior Pastor, Wall Street United Church, Brockville, Ontario	Karen Poste Manager, Economic and Strategic Initiatives, City of Belleville, Ontario	Julie Case Settlement Worker, TR Leger Immigrant Services/ TR Leger Services aux Immigrants, Brockville, Ontario
Matthew Raby Executive Director, Upper Canada Leger Centre for Education and Training, Brockville, Ontario	Kara Turner Project and Community Engagement Coordinator, Local Immigration Partnership, Smiths Falls, Ontario	Loretta Corbeil Project Coordinator, Leeds & Grenville Immigration Partnership, Brockville, Ontario
Economic Development/ Municipal	Ann Weir Economic Development Manager, United Counties of Leeds & Grenville, Brockville, Ontario	Michael Harris Executive Director, KEYS Job Centre, Kingston, Ontario
Neil Carbone Director of Community Development, Prince Edward County, Ontario	Embassies & Chambers of Commerce	Melissa Francis Project Manager, Leeds & Grenville Immigration Partnership, Brockville, Ont.
Cyril Cooper Manager of Economic Development, Smiths Falls, Ontario	Bruce Shapiro President, The Canada–Africa Chamber of Business, Toronto, Ontario	Bill Macheras Trade Commissioner and InfoCentre Manager, Global Affairs Canada, Toronto, Ont.
Amber Coville Communications and Community Engagement Coordinator, Local Immigration Partnership, Smiths Falls, Ontario	M. Hakan Cengiz Counsellor, Turkish Embassy in Ottawa, Ontario	Madelaine Nerenberg Program Manager, Immigrant Services, KEYS Job Centre, Kingston, Ontario
Matt Gilmer Economic Development Coordinator, Municipality of North Grenville, Kemptville, Ontario	Frank Hartmann Culture and Communication, Embassy of the Federal Republic of Germany, Ottawa, Ontario	Special Thanks to:
Doug Malanka Mayor, Township of Augusta, Ontario	Maarten den Ouden Trade officer, Kingdom of the Netherlands in Canada, Toronto, Ontario	All participants Jeanette Johnston Wendy Onstein Peter Au Sue Watts Daphne Lane Alice Wang

APPENDIX K

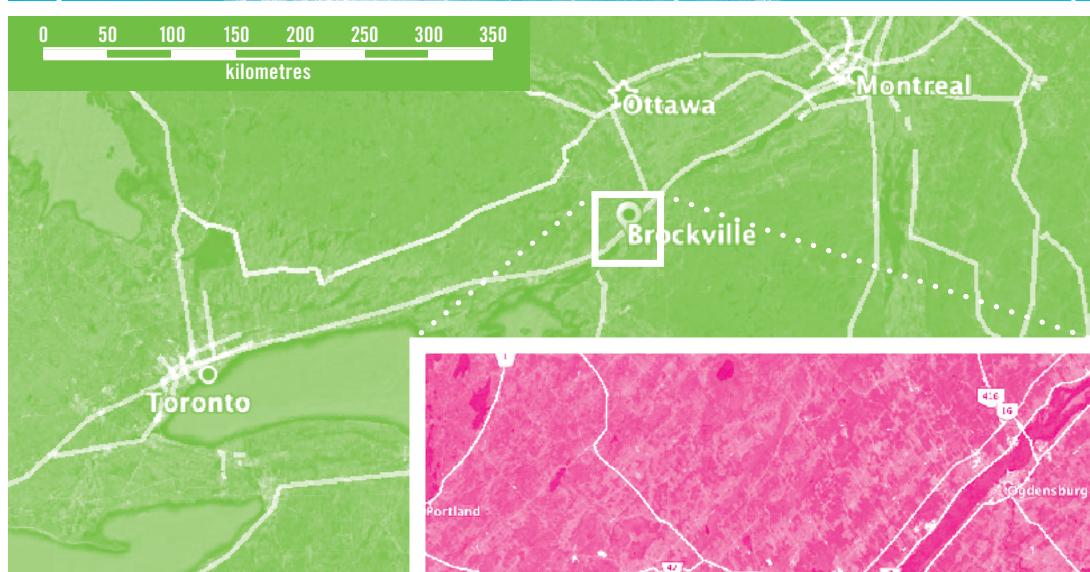
List of Participants/Participant Demographics

Criteria for participation
 was based on whether or not entrepreneurs self-identified as an immigrant. While some local entrepreneurs fit into the technical definition of an immigrant, they did not see themselves as immigrants because they had been in the country for so long and therefore did not feel like they would have much to contribute (and also therefore did not self-identify as an "immigrant entrepreneur").

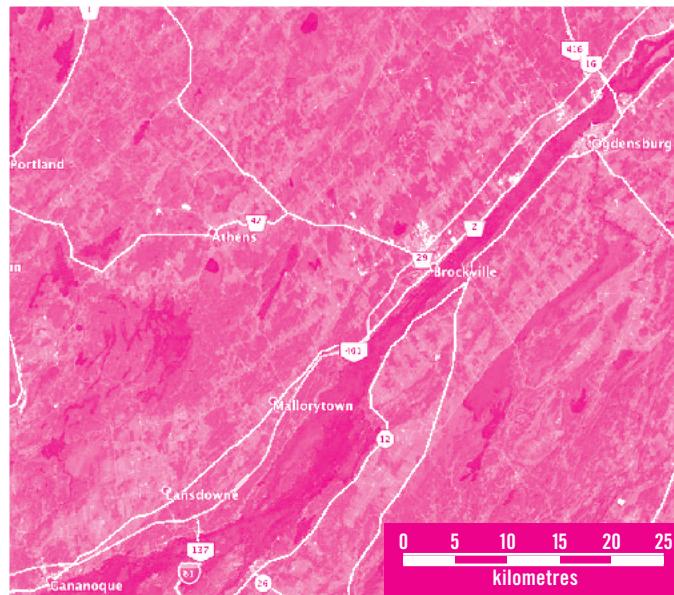
Name	Age	Country of Origin	Years in Canada	Education	Reason for Immigrating
Ahmed Khadra (Kinda Electronics)	50s	Syria	31	University	Political Instability/Safety
Bhagwant Parmar (Travelodge Brockville)	60s	India	35	University	Political Instability/Safety
Businessman of Indian descent (Small technical shop)	70s	Kenya	49	College/Technical School	Political Instability/Family in Ontario
Businessman of Middle Eastern descent (Food service establishment)	30s	Lebanon	3	Some University	Family in Ontario/Married a Canadian
Businesswoman of Middle Eastern descent (Large international organization)	40s	Lebanon	20	University	Child of refugees/Family in Quebec
Cor Schreurs (The Works)	50s	The Netherlands	2	University	Adventure/Business Expansion
Eric van Rijswijk (Bodega Wines)	60s	The Netherlands	40	University	Parents Immigrated
Gui Qing (Jo) Lu (Studio 9)	40s	China	10	College/Technical School	Married a Canadian
Guru Khosa (Tandoori Mint)	30s	India	10	University	Family in Ontario/Opportunity
Helen Cooper (Dive Brockville Adventure Centre)	50s	England	30	High School	Parents Immigrated for Employment Opportunity
Iran Saidi (Bebe's Salon)	60s	Iran	30	College/Technical School	Refugee/Safety
Jag Chawla (Apex Industries)	70s	India	48	University	Adventure/Opportunity
Janine van Boxtel (Handy Ma'am)	40s	The Netherlands	40	College/Technical School	Parents Immigrated for Employment Opportunities
Kasif Riaz (Computer Liquidators)	40s	Pakistan	17	University	Employment Opportunities
Monique van Someren (The Works)	50s	The Netherlands	2	University	Adventure/Business Expansion
Mr. Patel (Health care industry)	30s	India	12	University	Better Opportunity for Family/Friends in North America
Self-Employed Woman of European descent	50s	The Netherlands	6	University	Partner's Job Opportunities
Tan Masong (Nakon Thai)	30s	Thailand	10	Some University	Married a Canadian/Political Instability/Safety
Trang Le (Trang Le Salon)	30s	Vietnam	25	College/Technical School	Refugee/Safety
Val Kines (The Second Cup)	80s	England	60	High School	Adventure

MAP**Brockville, Ontario, Canada****Bordering the St. Lawrence River**

River, Brockville is situated in the Great Lakes watershed, in the eastern Canadian province of Ontario.



Brockville is an hour's drive south of Ottawa, the national capital, roughly halfway between Montreal and Toronto, within the densely populated Quebec City–Windsor corridor.



Served by two international bridges to New York state, Brockville is bisected by Highway 401, the busiest highway in North America. Known as the City of the 1000 Islands, the surrounding area offers ample opportunity for recreation on land and water.

NOTES

NOTES



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November 29, 2016

REPORT TO FINANCE, ADMIN. AND OPERATIONS COMMITTEE – DEC. 7, 2016

**2016-157-12
ARCHITECTURAL SERVICES
RAILWAY TUNNEL PHASE 2**

**COUNCILLOR D. LESUEUR, CHAIR
BROCKVILLE RAILWAY
TUNNEL COMMITTEE
C.J. COSGROVE, DIRECTOR
OPERATIONS DEPARTMENT**

RECOMMENDED

THAT MTBA Associates Inc. be retained to develop concepts for the former railway lands northeast of William and Brock Streets, including a public consultation process, for a fee of \$84,764.85 plus HST; and

THAT this expenditure be charged to account 9701101-9037001.

PURPOSE

The purpose of this report is to retain an architectural firm to prepare design concepts for the former railway lands at the north end of the Railway Tunnel.

ANALYSIS

Phase 2 of the Railway Tunnel project will be the development of the former railway lands northeast of William and Brock Streets. It is envisioned to include parking for cars and tour buses, a multi-purpose building for tourism/performing arts/meeting space/tour train administration, and other railway themed and heritage context-sensitive structures and displays (see Attachments 1 and 2).

A Request for Proposals was issued for architectural firms to develop at least three conceptual plans for the property, and to facilitate consultation with the public and stakeholders in order to ultimately propose a final concept plan with a construction cost estimate.

Proposals were received from Barry Padolski Associates Inc. (\$104,585), Civitas Architecture Inc. (\$45,000), MTBA Associates Inc. (\$84,764.85) and +VG Architects (\$49,440). The proposals were evaluated based on company and principal staff experience (10%), project team (20%), references (5%), understanding of project objectives (15%), quality of approach and work plan (15%), schedule, and level of effort (15%) and cost (20%).

The proposal from MTBA Associates Inc. received the highest ranking.

2016-157-12

Architectural Services – Railway Tunnel Phase 2

Page 2

POLICY IMPLICATIONS

The Purchasing By-Law (090-2005) and Procedure No. 1012 require Council approval for the retention of a consultant following the receipt of written proposals for all assignments in excess of \$30,000.

FINANCIAL CONSIDERATIONS

\$400,000 has been raised towards the Phase 2 project. \$240,000 has been paid, \$60,000 is in pledges and \$100,000 is a grant from a senior level of government. The grant can be used to cover the cost of this assignment.

CONCLUSION

MTBA Associates Inc. should be retained to develop concepts for the former railway lands northeast of William and Brock Streets.



Councillor D. Lesueur, Chair
Brockville Railway Tunnel Committee



C.J. Cosgrove, Director
Operations Department



D. Dick, CPA, CA
Director of Corporate Services



B. Casselman
City Manager

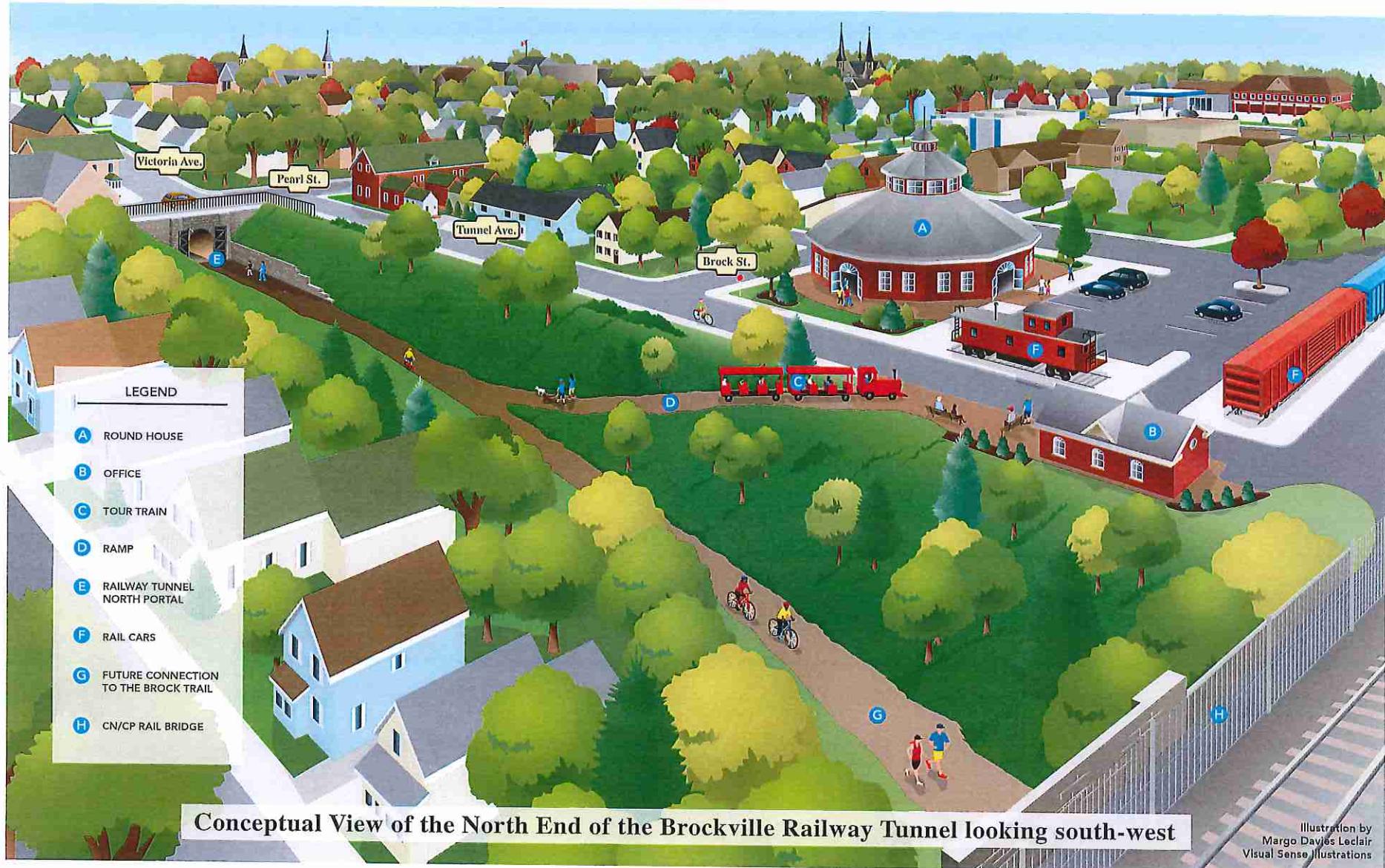




Illustration credit: Margo Davies Leclair, Visual Sense Illustrations

NORTH END OF THE RAILWAY TUNNEL AND THE ADJACENT PROPERTY