
<u>Committee Members</u>	<u>Areas of Responsibility</u>	
Councillor J. Baker, Chair	Economic Development	Museum Board
Councillor M. Kalivas	Planning	Library Board
Councillor S. Williams	Chamber of Commerce	Arts Centre
Mayor D. Henderson, Ex-Officio	DBIA	Tourism
	Heritage Brockville	

Page

CORRESPONDENCE

2-3

1. Brockville Competitive Index

Mr. Dave Paul, Director of Economic Development will review the report.

STAFF REPORTS

4-10

1. 2010-080-06
Economic Development Advisory Team

11-12

2. 2010-086-06
Renewal of Lease Agreement Calbrock Enterprises Ltd. and Apex Logistics Inc. Part of Block 54, Strowger Blvd./Schofield Ave.

NEW BUSINESS - REPORT FROM MEMBERS OF COUNCIL

CONSENT AGENDA

MOTION TO MOVE INTO CLOSED SESSION

THAT pursuant to *Municipal Act*, 2001, Sections 239 (c), Council resolve itself into the Committee of the Whole, In Camera, closed to the public to consider:

1. a proposed or pending acquisition or disposition of land by the municipality or local board.



Brockville Competitive Index

COST CENTRES

Industrial Property Taxes
 Commercial Property Taxes
 Residential Property Taxes
 Water Rates-Multi Residential
 Electricity Rates
 Natural Gas Rates
 Connectivity / Bandwidth
 Sewer Rates
 Industrial Property Sale Price
 Building Permit Fees
 Development Charges
 Housing/Detached
 Apartment Rental
 Labour Cost
 Facility Cost
 Transportation Cost
 Corporate Taxes
 Research Development

Recreational Cost

Golf Membership
 Ice Rink / Park Rentals
 Theatre/Cinema Pricing
 Health / Fitness Memberships

NON COST CENTRES

Education

Level of Achivement
 Literacy Test
elementary Overall Performance Rate
secondary Overall Performance Rate
 Graduation Rate
post secondary Placement Success (#1)
St. Lawrence Quality Education (#1)
College Employers Feedback (#1)

Highly Competitive	Competitive	Lower Competitive
X		
		X
	X	
X		
X		
	X	
X		
X		
X		
X		
	X	
X		
	X	
X		
X		
X		
X		
X		
	X	
X		
	X	
	X	
X		
	X	
X		
X		
X		

Brockville Competetive Index

		Highly Competitive	Competitive	Lower Competitive
NON COST CENTRES				
Labour				
	Labour Relations	X		
	100 Competetive Occupations from a list of 500 positions		X	
Social/Cultural				
	<i>Vitality Index Elements</i>			
	Arts, Heritage, Culture	X		
	Life Long Learning	X		
	Physical Space	X		
	Environment	X		
	Ability to Learn	X		
	Personal & Economic Security	X		
	Safety / Security	X		
	BioDiversity			
	Natural Tourism Product Infra.	X		
	Man Made Tourism Product Infra.			X
Creative Class Data				
	Creative Class Workers	X		
	Creative Occupations	X		
	Population Growth			X
	Level of Univeristy Grads			X
	Level of College Grads	X		
	% of establishments in Creative Base			X
	CFIB Local Gov't Sensitivity to Business	X		
	CFIB State of Business Attitude	X		

Data Source:

- 1 . BMA Municipal Study 2009 Brockville Comparative Analysis
- 2 . Ontario Ministry of Agriculture Food and Rural Affairs (Labour Positions)
- 3 . Community Vitality Index 2009 (Quality of Life) Centre for Innovative Entrepreneurial Leadership
- 4 . Financial Post Canada Markets 2010
- 5 . Brockville Community Profile
- 6 . KPMG 2010 Edition Competetive Alternatives (Business Location Cost Centres)
- 7 . Fraser Institute (Education Literacy and Accomplishment Index)
- 8 . Statistics Canada
- 9 . Canadian Federation of Independent Business Survery 2009
10. Martin Prosperity Institute 2009 - Canada's Creative Corridor
11. Ministry of Colleges & Universities KPI Report 2010

May 13, 2010

**REPORT TO ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE –
June 1, 2010**

2010-080-06

ECONOMIC DEVELOPMENT ADVISORY TEAM

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

RECOMMENDED

THAT staff be directed to proceed with the establishment of an Economic Development Advisory Team as recommended in the 2010 Economic Development Strategy as prepared by WCM Consulting Inc., attached as Appendix B and C (Section 3, page 24 and Section 4, Figure 13), and further;

THAT the draft terms of reference attached as Appendix A, be utilized as the initial process to establish such a team structure and the related programming activities with the understanding that refinement and revisions will be required to continually advance the workings of the advisory team, and further;

THAT a slate of committed representatives/champions be presented to Council in the summer of 2010 for ratification.

PURPOSE

To establish an Economic Development Advisory Team for the purpose of implementing program activities as suggested in the economic development strategy 2010.

BACKGROUND

The Economic Development Strategy prepared by WCM Consulting Inc. recommended the formation of an advisory team for the purposes of driving the agenda of the Economic Development Strategy in specified areas of community economic development based on the metrics identified in the Economic Investment Action Case (EIAC)

- Concept of “champions” was the focus of this particular strategy on structure as a viable means to ensure the drivers of community economic development programming for both identified and committed in meeting certain targets and benchmarks associated with fostering future economic development growth and sustainability.

- The document focused on specific program deliverables associated for the advisory team in specific areas of:
 - Retention, Expansion and Aftercare
 - People Attraction / Telecommunications
 - Tourism Marketing
 - Entrepreneurship Attraction & Development
 - Workforce Development / Human Capital Focus
 - Supply Chain Development
- The economic development office would provide a limited coordination and support function with the various teams
- Specific economic development key performance measures with related benchmarking, is to be established by the teams and the need for an EIAC be developed for presentation to committee/Council for needed resources and budget considerations.

ANALYSIS

The formation of an Economic Development Advisory Team, encompassing a number of specified program directives, would mobilize committed community champions to achieve impacts for economic development programming and related results.

- Over twenty individuals interviewed with George Schrijver of the WCM Consulting Inc. team, had committed to advancing this team concept with specific interest identified by the earlier strategies noted (i.e. Entrepreneurship Attraction, Workforce Development etc.)
- It is envisioned that a four to six month period will be required to have the various committees within the Economic Development Advisory Team compile individual strategies and quests for resources necessary to advance their individual work plans. The Brockville and District Chamber of Commerce, Downtown Board of Management, 1000 Island Community Development Corporation and the 1000 Islands Region Workforce Development Board will ultimately provide their organizational resources to assist on the strategy implementations.
- An outline of the strategies and the collaboration of regional partner organizations are identified in Appendix A.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL CONSIDERATIONS

There are no immediate or direct financial requirements in the formation of an Economic Development Advisory Team. Future financial requests for the resources necessary to implement the individual strategies will be presented as a business case with ample


opportunities for committee/Council intervention in the assessment of these business plans.

CONCLUSION

The concept of volunteer community representatives will ultimately accelerate the outputs of the Economic Development Strategy as proposed by WCM Consulting Inc. The level of skill and networking connections of community leaders is an asset and a proven motivator to engage other people and organizations in the betterment of Brockville's positioning as a vibrant community



D. Paul
Director of Economic Development

D. Cyr
Director of Finance

for B. Casselman
City Manager

APPENDIX A

Preliminary Terms of Reference Economic Development Advisory Team

Mandate

- To provide leadership and guidance to ensure Brockville as a vibrant community for growth and sustainable development
- To assist the economic development office in developing a healthier and more dynamic and diverse business environment in Brockville
- To serve as knowledge, talent and resource pool for business and community and the economic development office
- To advocate and encourage community involvement in economic development and build associated partnerships
- To promote business and labour networking including capacity building
- To present new initiatives to Council based on an economic investment action case process identifying feasibility, risk and investment required for implementation

Membership Composition

- Membership to be composed of 8-10 Brockville community business minded champions
- Members willing to lead specific task success teams associated with identified priority areas as noted in the Economic Development Strategy
- Membership to be representative of community and business sectors
- Ex-officio members include one City Councillor and the Director of economic development
- Other ex-officio representation according to focus of strategy development

Meetings

- Structure, frequency and attendance to be determined by the Economic Development Advisory Team

Membership Term and Succession

- To be determined by the Economic Development Advisory Team consistent with established association format

APPENDIX A

Reporting

- The Economic Development Advisory Team will report through the Economic Development and Planning standing committee of City Council.

Note It's understood that the Economic Development Advisory Team will further refine this draft template and expand on the commentary required to ensure a suitable terms of reference for the task identified.

Economic Advisory Team Structure

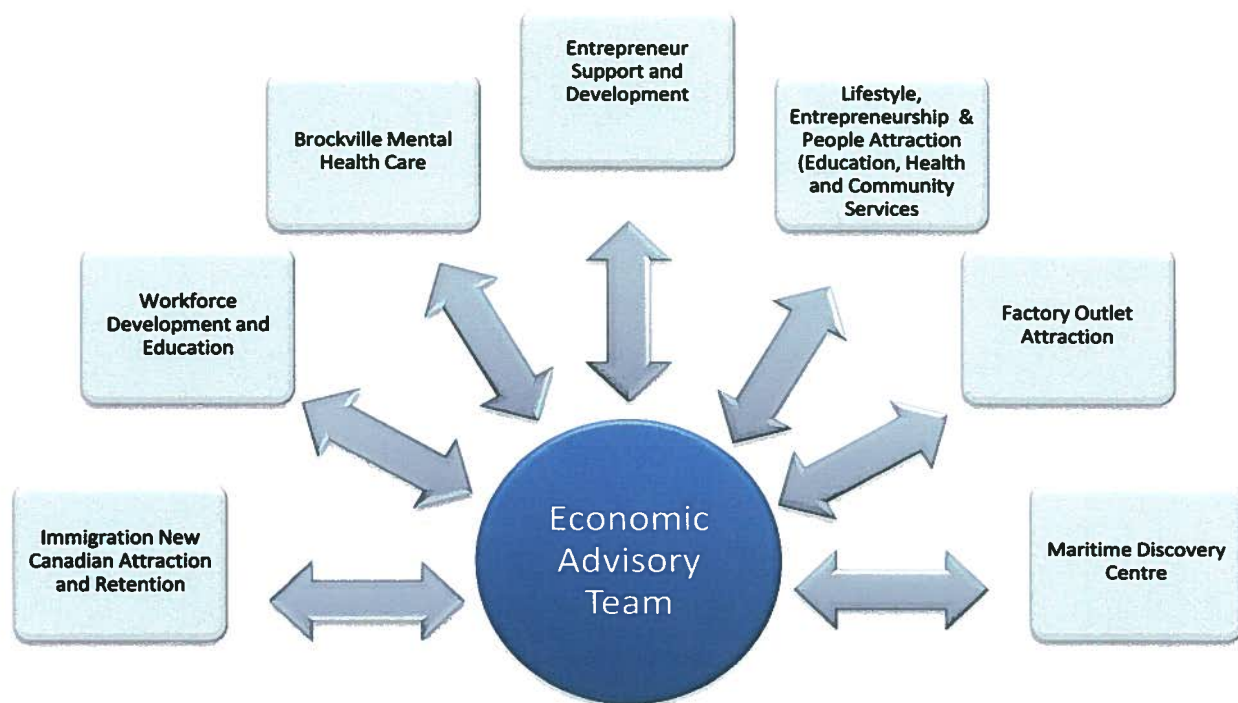
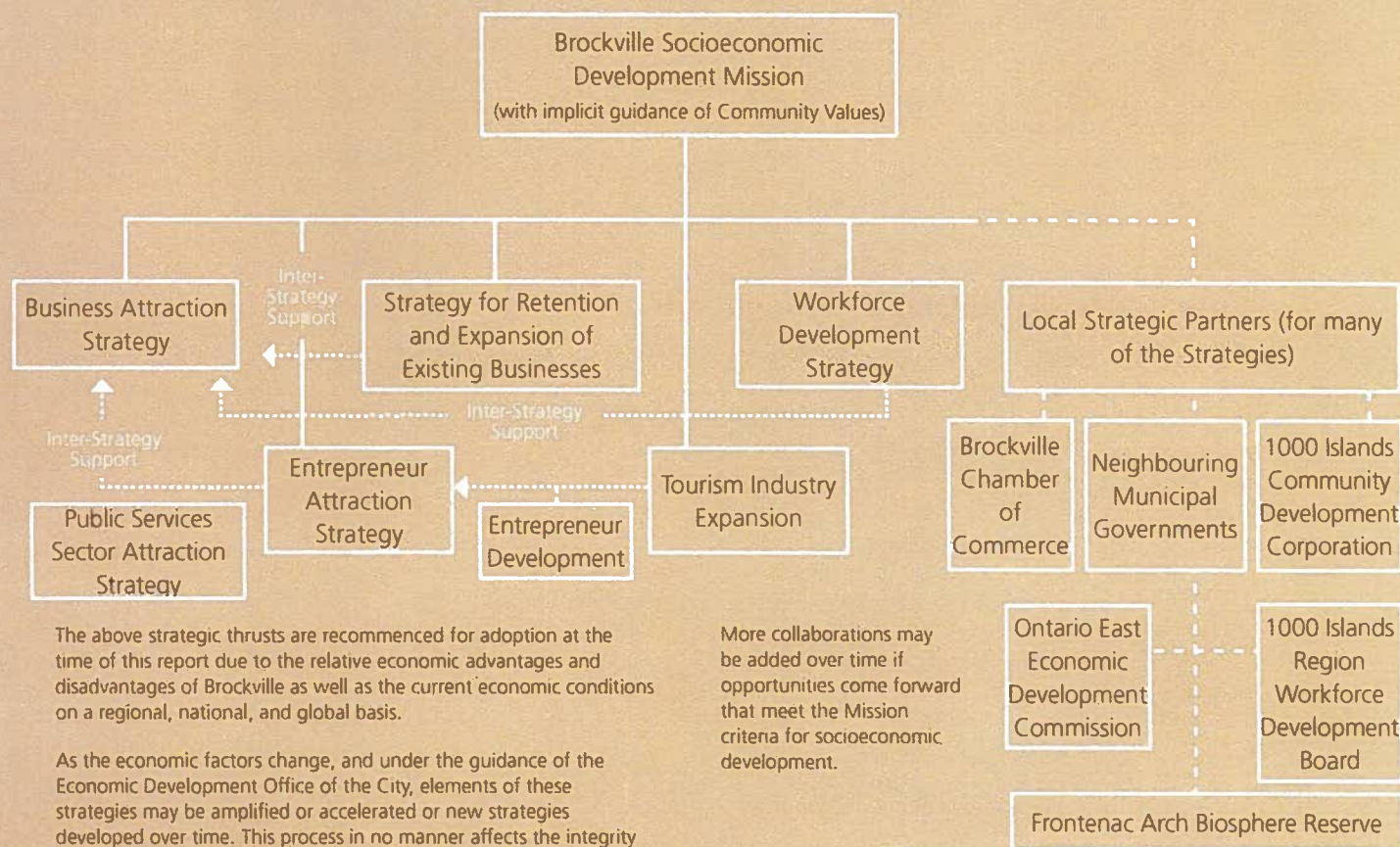


Figure 9 | Overview of Recommended Current Strategies for the Brockville Socioeconomic Mission



A 'Business Retention and Expansion' program (BR&E) is a funded economic development tool, developed by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to aid rural communities in improving the local economy and local job creation. This would be an excellent starting point from which to gain an understanding of the challenges facing local industry and how the City, and others, can assist in removing barriers, encouraging retention and business growth.

The BR&E program structure involves the development of a task force and volunteers that visit companies to gather data based upon tried and tested parameters developed under this OMAFRA program. The data is then analyzed and the information used to assist in developing and achieving goals that will help build on existing opportunities as well as help make business connections with other businesses and new

opportunities. In addition, such visitation programs are an excellent method by which to learn how well the City puts forward an 'open for business' atmosphere. This vital impression is difficult to judge from within most City organizations and the feedback, taken in context, can help to correct activities and postures that, inadvertently, have an unwelcoming effect.

In a supporting role the Brockville Chamber of Commerce and the 1000 Islands Community Futures Development Corporation would be appropriate local partners in this activity.

'Business Retention and Expansion' is not a 'once in five years' activity. It must be carried out continuously through frequent contact with businesses and related organizations across Brockville. A visitation schedule should be developed to ensure that this discipline is maintained on a consistent basis.

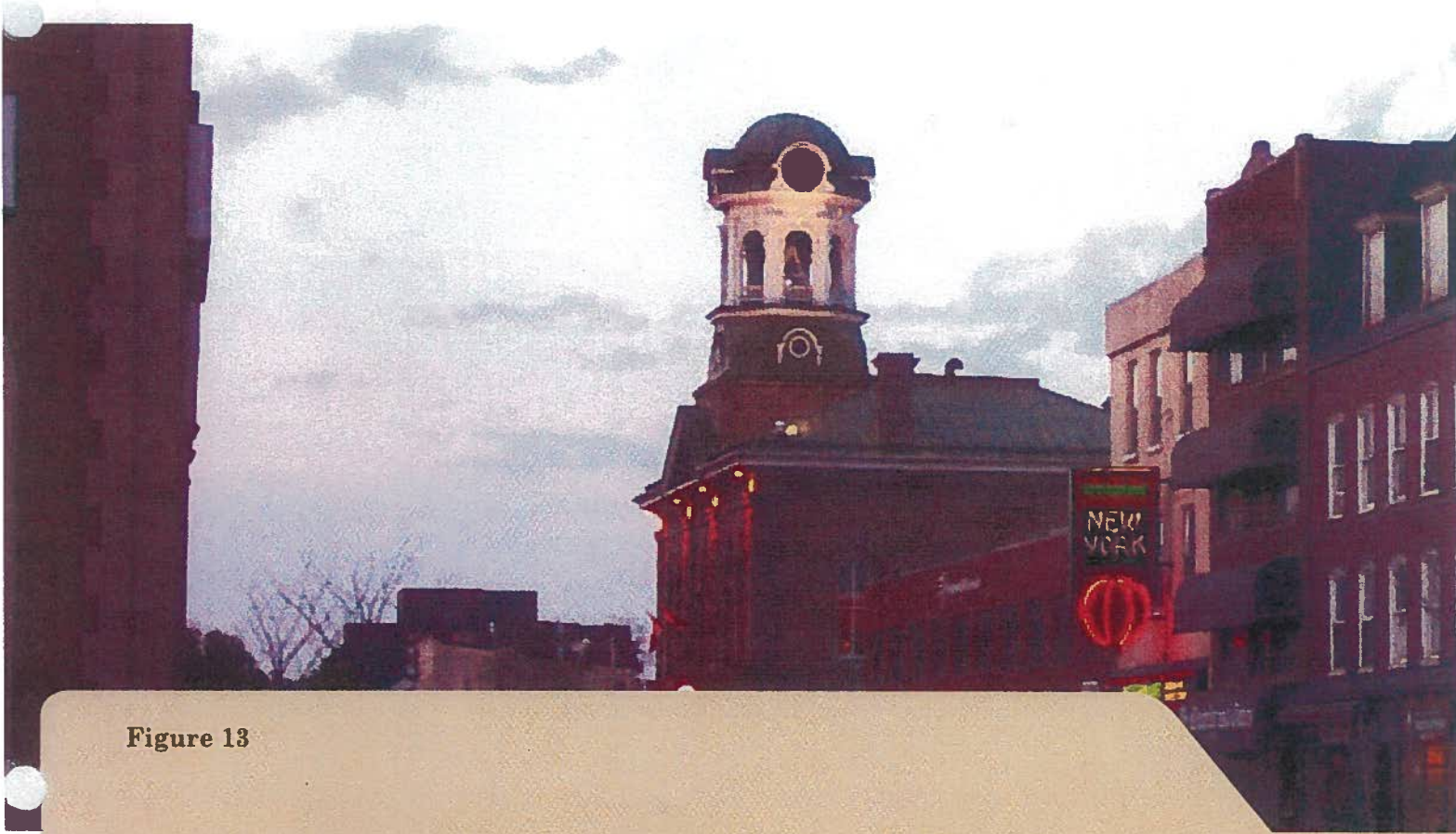
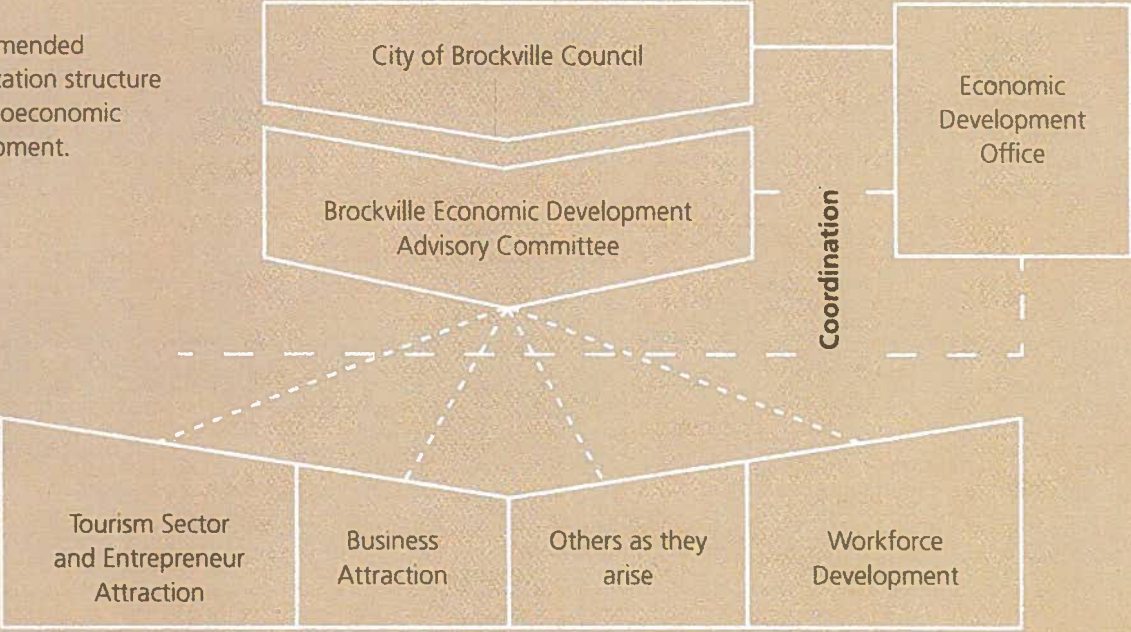


Figure 13

Recommended organization structure for socioeconomic development.



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28 May 2010

**REPORT TO THE ECONOMIC DEVELOPMENT & PLANNING COMMITTEE –
June 1, 2010**

2010-086-06

**RENEWAL OF LEASE AGREEMENT
CALBROCK ENTERPRISES LTD. AND
APEX LOGISTICS INC.
PART OF BLOCK 54, STROWGER BLVD./SCHOFIELD AVE.**

**S.M. SEALE
CITY CLERK**

RECOMMENDATION

THAT Council authorize the renewal of the lease agreement between the Corporation of the City of Brockville and Calbrock Enterprises Ltd. and Apex Logistics Inc. on lands described as Part of Block 54, being a parking lot and portion of vacant land attached to the paved parking lot, located at the northeast corner of Strowger Boulevard and Schofield Avenue, for a five year term commencing January 1, 2010 through to December 31, 2014; and

THAT the annual rental rate of Nine Hundred and Seventy-Five (\$1100.00) Dollars plus applicable taxes to be adjusted annually; and

THAT the revenues will be deposited in the Property Rent Revenue Account 1272-1410-0400.

BACKGROUND

On December 31, 2009 a three year Lease Agreement with Calbrock Enterprises Ltd. for the lease of a parking lot on the vacant lands at the corner of Strowger Boulevard and Schofield Avenue terminated.

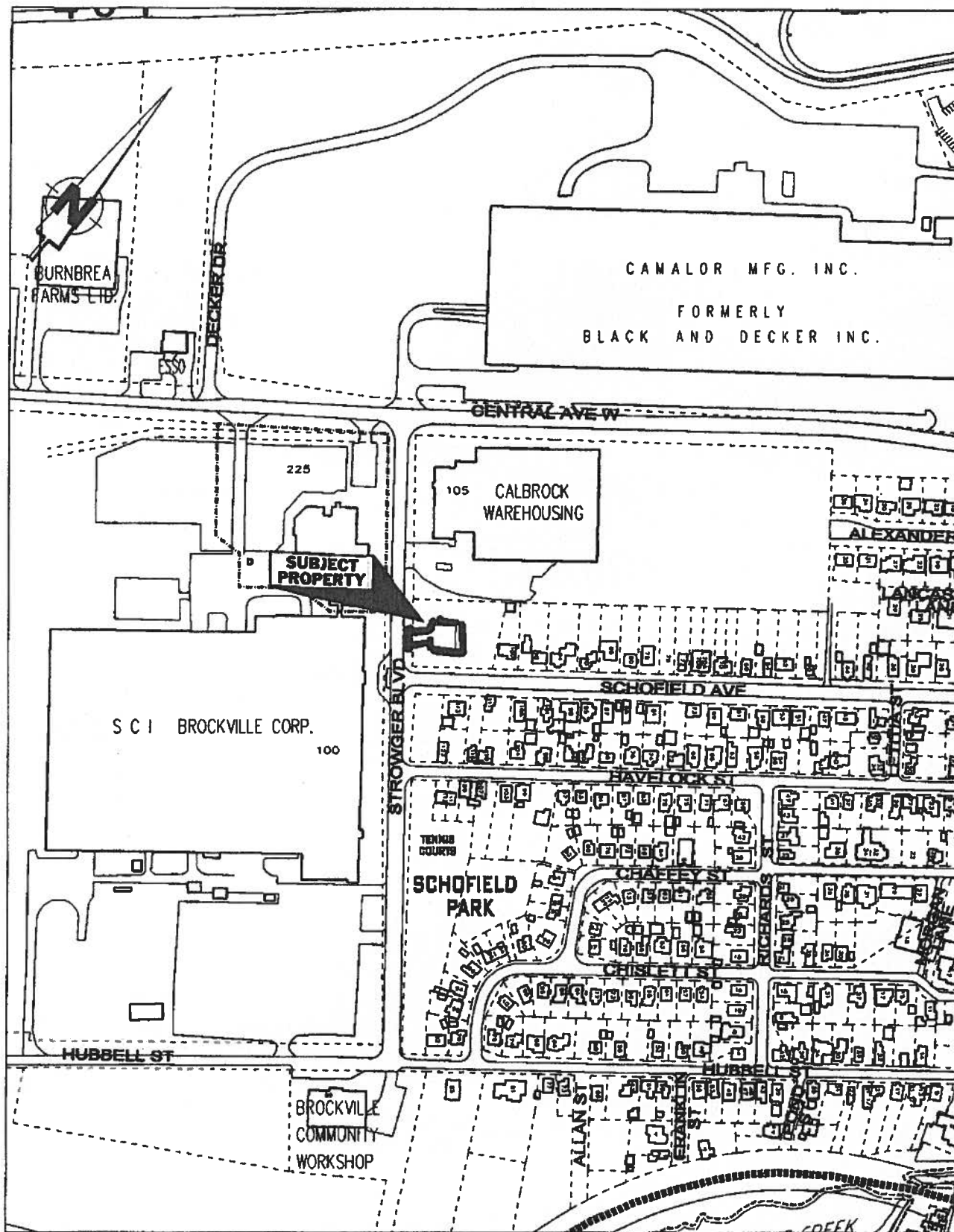
The Lessee's are responsible for all taxes, maintenance, snow removal and repair due to wear and tear of the leased lands.

FINANCIAL CONSIDERATION

The subject revenues from the lease will be deposited in the Property Rent Revenue Account 1272-1410-0400. The Consumer Price Index escalation clause of the lease will ensure appropriate lease rate increases for the term of this lease agreement.


S.M. Seale, City Clerk


for B. Casselman, City Manager



PLAN SHOWING AREA SURROUNDING CENTRAL AVENUE WEST & STROWGER BOULEVARD

DESIGN BY: D.C.D. OPERATIONS DEPARTMENT

DATE: 2007 02 01

Page 12 of SK 2007-21