



Economic Development and Planning Committee

Tuesday, February 7, 2017, 4:15 pm
City Hall, Council Chambers

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

Page

COMMITTEE AGENDA

Disclosure of Interest

Delegations and Presentations

- 4 - 11 1. Age Friendly Brockville
(Dawn Edgley, Project Lead)

Ms. Edgley will speak to the Committee regarding the Age Friendly Brockville project.

- 12 - 16 2. Economic Development Project Summaries and Briefing
(David Paul, Director of Economic Development)

David will provide an update on the following projects:

- *Industrial Employment Annual Report*
- *Brockville - Morristown New York Passenger Ferry Initiative*
- *UNESCO EuroMab Initiative*
- *Regional Economic Corridor Initiative*
- *Grants Update*
- *Rebranding alignment on Enterprise Centre and Immigration Centre to Regional Corridor*
- *Rails to Trails Festival*

Economic Development and Planning Committee
February 7, 2017

Correspondence

Nil.

Staff Reports

- 17 - 55 1. 2017-004-01
 Unesco Euromab International Centre

THAT EDP recommend to Council the approval for the City's Finance Department to issue tax receipts on donations towards the various work phases and business plan development cost to establish a UNESCO EuroMAB international centre in Brockville; and further,

THAT assistance be provided to the project's Canadian representatives through the guidance of EDAT on local planning, advocacy and economic matters associated with the project implementation and preparation of a formal prospectus.

56 - 60 2. 2017-009-02
 Age Friendly Brockville Update

THAT Council authorize the staff to apply for grants, specifically the Seniors Community Grant (SCG) program, the Age Friendly Community Planning Grant (AFCPG) and others as they become available, to allow the continuance of the pursuit of the City's Age Friendly designation.

THAT the Age Friendly Project Lead continue in an Advisory role on a volunteer basis until such time a grant is available;

And that the Economic Development department 2017 Work Plan allow for staff time to assist the Project Lead in securing the Age Friendly designation.

New Business - Reports from Members of Council

- 61 - 65 1. Establishment of a Water Advisory Committee
(Councillor Baker)

THAT the Committee support the establishment of a Water Advisory Committee with the Terms of Reference to be developed.

Economic Development and Planning Committee
February 7, 2017

Consent Agenda

Motion to Move into Closed Session

THAT pursuant to Municipal Act, 2001, Section 239, Sub. 2, (c), the Committee resolve itself into Closed Session to consider:

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

Report of the Committee from Closed Session

THAT the EDP Committee rise from Closed Session without reporting.

Adjournment

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for March 7, 2017.



Age Friendly Brockville

Making our Community the Best Place
to Grow Up and Grow Older



2015 - 2016 Steering Committee **AGE FRIENDLY BROCKVILLE**

Making our Community the Best Place to Grow Up and Grow Older





The Importance of Age Friendly Communities

The Association of Municipalities Ontario (AMO) Strengthening Age-Friendly Communities and Seniors' Services for 21st Century Ontario: A New Conversation about the Municipal Role (2016)

"Building on two previous AMO papers (2009 and 2011) this 2016 policy paper furthers the dialogue on the municipal role in facilitating age-friendly communities and providing services to seniors. It outlines key issues for municipal governments, including developing plans, providing community services including transportation and housing, providing long-term care, and ensuring services are culturally appropriate and relevant in northern and rural communities."



Strengthening Age-Friendly Communities and Seniors' Services for 21st Century Ontario: A New Conversation about the Municipal Role

Recommendation 4

AMO calls on the provincial government to continue to provide the Age-Friendly Communities Planning Grant and the Seniors Community Grant Program, and align their grant objectives, target populations, and funding cycles to amplify impact. The scope of these grant programs should also be expanded to include funding for small infrastructure and capital projects that improve accessibility of the built environment.



The Importance of Age Friendly Communities



Ontario
Professional
Planners
Institute

Institut des
planificateurs
professionnels
de l'Ontario

234 Eglinton Avenue East, Suite 201, Toronto, Ontario M4P 1K5

Tel: 416.483.1873 or 1.800.668.1448

Fax: 416.483.7830

Email: info@ontarioplanners.on.ca

Website: www.ontarioplanners.on.ca

Planning for Age-Friendly Communities A Call to Action

June 18, 2009

"planners cannot afford to be taken by surprise. Planners need to keep scanning the horizon and helping to put in place the infrastructure, accommodations, community supports and services necessary for the changing population needs of the future – not just those of today."



The Importance of Age Friendly Communities



Institute for
Research on
Public Policy
Institut de
recherche
en politiques
publiques

Age-Friendly Communities in Ontario: Multi-Level Governance, Coordination Challenges and Policy Implications

Because municipalities are on the front line of contact with the population, they are increasingly expected to employ an age-friendly lens in policy design, urban planning and service delivery; to play a key role in policy planning; and to develop a capacity for research. “

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www.agefriendlyontario.ca

Ontario AFC - East

Lookup Alphabetically >> [A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#)

Amprior, Town of
Brockville, 1000 Islands
Cornwall, City of
Haliburton, County of
Kawartha Lakes, City of
Kingston, City of
Leeds & The Thousand Islands,
Township of
Madawaska Valley, Township of
Northumberland, County of
Ottawa, Council on Aging
Petawawa, Town of
Peterborough, City and County of
Port Hope, Municipality of
Prince Edward County
Renfrew, Town of
Rideau Lakes, Township of
Tay Valley, Township of
[Port Hope](#)

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Funding provided by the Government of Ontario

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HOW COMMUNITIES ARE BECOMING MORE AGE-FRIENDLY



Age-Friendly Community Dimensions Study

A A A | Share

Home / Governing / Reports Studies and Plans / Age-Friendly Community Dimensions Study

The Township of Leeds and the Thousand Islands has retained MMM Group Limited, a WSP company, to assist the Township with the preparation of an Inventory of Age-Friendly Community Dimensions. This Inventory will consist of the first two steps in the Ontario Age-Friendly Community Planning process and will lay the foundation for developing an Age-Friendly Action Plan in the future. Through this process, the Inventory will promote and facilitate active and independent aging in the Township. This project is funded by the Government of Ontario.



Tay Valley, Township of

Creating Rural Foundations for Elder Independence in Tay Valley Township: Age-friendly Community Planning
This project will establish a steering committee representing the community and senior residents to conduct a needs assessment to develop an action plan to be included in the township's new strategic plan.

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Age Friendly Brockville



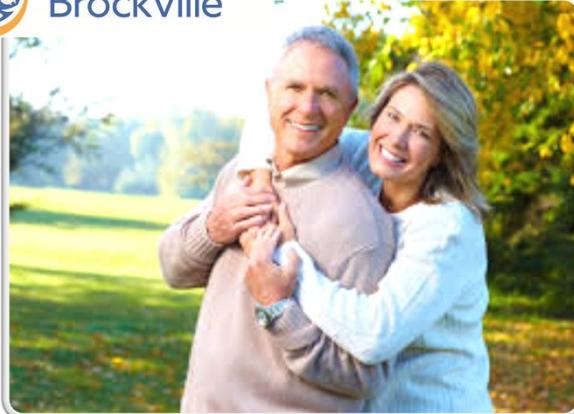
Achievement Highlights 2015 – 2016

- Funding, \$35,000
- Age Friendly Website: www.afbrockville.com
- Member of Ontario AF Network www.agefriendlyontario.ca
- Demographic / geographic profile
- Partnership with Trent University
- Stakeholder buy-in
 - Member of Senior & Long Term Care committee, Focus: Map local health care services
- Sharing best practices, quarterly meetings with SOAFN
- New funding strategies
- Hosted several local events to educate, engage community
- Community survey
 - Over 100 respondents

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Age Friendly
Brockville



COMMITMENT 2017

AGE FRIENDLY BROCKVILLE ACTION PLAN

**AFFORDABLE
ATTAINABLE
MEANINGFUL
MEASURABLE**

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Age Friendly
Brockville

AFFORDABLE

- AF Planning Grant
- Seniors Community Grant
- Other grants including: New Horizons, Trillium ect.
- Fundraising events
- Donations
- Eliminate duplicated efforts
- Leverage existing initiatives
- Share resources and knowledge where there is a lack of funding

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Age Friendly Brockville

ATTAINABLE

Action Plan:

A series of recommendations based on the 8 elements that the WHO has determined define an AFC

- What can we accomplish today?
- What are the priorities for local seniors?
- What are the priorities included in the city's strategic planning . What are the long term goals?
- AP Recommendations: 1-5 Year implementation period

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Age Friendly Brockville

MEANINGFUL

- Community Driven
- Engages Older Adults
- Compliments the core values of our community
- Promotes partnerships
- Benefits all members of the community regardless of age or ability
- Prioritizes the wants and needs of older adults
- Makes our community one of the best places in Ontario to grow up and grow older

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Age Friendly Brockville

AGE-FRIENDLY COMMUNITIES EVALUATION GUIDE USING INDICATORS TO MEASURE PROGRESS

MEASURABLE



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INPUTS	Resources and structures which act as key enabling factors such as:
• Local municipal and political commitment • Collaboration of multiple stake holder groups • Shared ownership by older people • Financial and human resources	
OUTPUTS	Interventions to create an age friendly environment
• PHYSICAL ENVIRONMENT • Design of public spaces a& buildings • Housing design & cost options • Transportation design	SOCIAL ENVIRONMENT Culture and recreation programs Communication & advocacy Health & social care services
OUTCOMES	Short/medium term changes achieved in creating and AF environment
• PHYSICAL ENVIRONMENT • Walkability • Accessibility of public spaces, buildings and transport • Affordability of housing • Safety	SOCIAL ENVIRONMENT Volunteer opportunities Participation in decision making Positive social attitude toward ageing and older adults
IMPACT	Long-term changes achieved as a result of improvements in AF environment
• HEALTH • WELL-BEING	

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Age Friendly Brockville

Making our Community the Best Place
to Grow Up and Grow Older

thank you!



Dawn Edgley,
Age Friendly Brockville Project Lead
afbrockville@gmail.com
(613) 802-0424
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BRIEFING ON CORPORATE CALLS AND ECONOMIC DEVELOPMENT PROJECT STATUS



Dave Paul

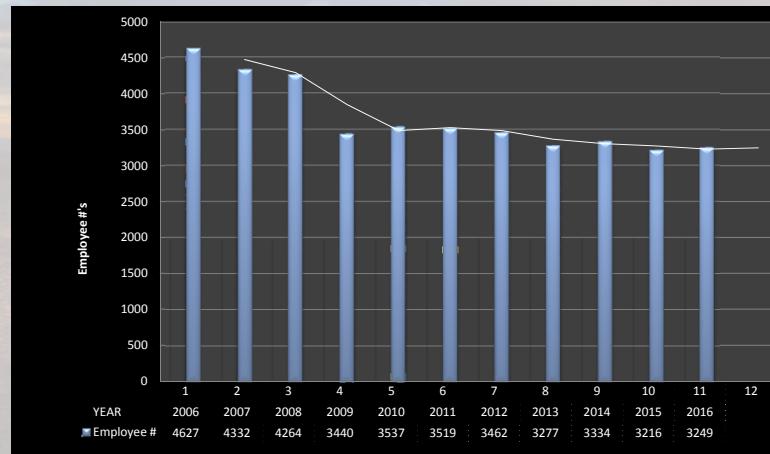
February 2017

- Brockville-Morristown Passenger Ferry Service
- UNESCO EuroMAB
- Regional Corridor Economic Development



- Industrial Employment Report

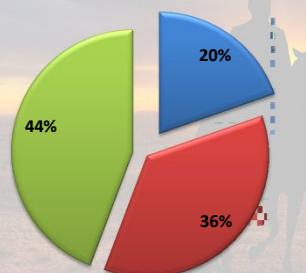
Brockville Manufacturing Employee Numbers 2006 - 2016



- Industrial Employment Report

2016 Labour Changes (of 61 Companies)

- Companies with an increase in labour 12
- Companies with a decrease in labour 22
- Companies with no change in labour 27



- Economic Development Directions Report

4 Where Does Brockville Need To Go?

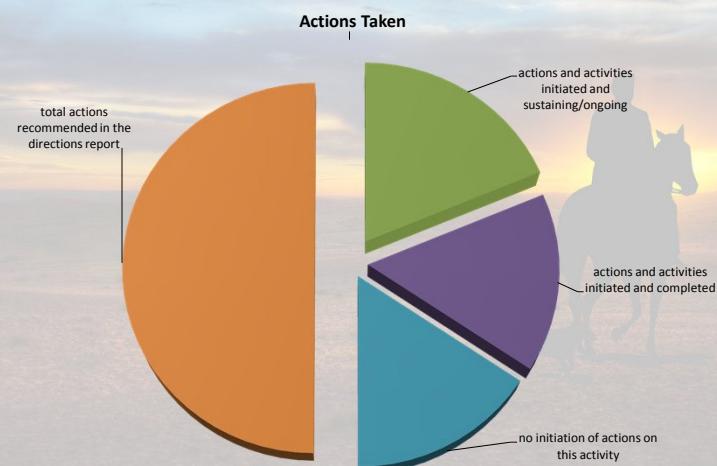
Based on the results of the preceding SWOT and competitiveness analysis, a variety of action areas have emerged fitting within five broad opportunity directions, summarized in Figure 2. Within each opportunity area rationales are provided for corresponding action items. Each theme is addressed in turn below.

FIGURE 2: STRATEGIC ECONOMIC FOCI AND ACTION AREAS FOR THE CITY OF BROCKVILLE



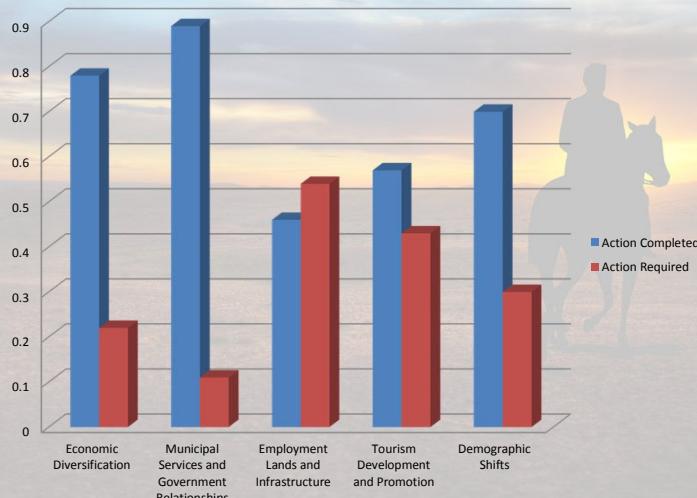
15 Miller Dickinson Blais – Brockville 2015 Economic Development Strategic Directions Update

- Economic Development Directions Report



- Economic Development Directions Report

Sub section Analysis



- Grants Approved
- Rails to Trails
- Brockville Arts Centre
- 2019 Tall Ships
- Marina Grant Status

- Employment Lands
 - Age Friendly
 - LCV Capacity
 - National Magazine Promotional Editorial
- Features



January 13, 2017

REPORT TO ECONOMIC DEVELOPMENT AND PLANNING – TUESDAY FEBRUARY 7, 2017

**2017-004-01
UNESCO EUROMAB INTERNATIONAL CENTRE**

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

RECOMMENDATION

THAT EDP recommend to Council the approval for the City's Finance Department to issue tax receipts on donations towards the various work phases and business plan development cost to establish a UNESCO EuroMAB international centre in Brockville; and further,

THAT assistance be provided to the project's Canadian representatives through the guidance of EDAT on local planning, advocacy and economic matters associated with the project implementation and preparation of a formal prospectus.

PURPOSE

To continue the UNESCO EuroMAB project initiated in October of 2013 in Brockville on the establishment of the first ever International Centre for Sustainable Rural Communities, and as such, securing the coveted UNESCO designation for the City of Brockville.

BACKGROUND

- The ICSRC project was launched in Brockville at the UNESCO EuroMAB conference in October 2013 by the Canadian Biosphere Reserves, Queens University and the Aquatarium acting as project proponents.
- The conference was attended by 150 delegates from 52 countries who approved the formation of an International Working Group and charging it with the task of preparing a Project Prospectus for EuroMAB approval
- The goal is to prepare the formal prospectus for approval for April 2017
- The funding required for completing this task has been secured in part and the tax receipt status will assist the committee in finalizing pending private sector donations and foundation grants to complete this phase of the project
- No city funds are being requested at this stage of the project

ANALYSIS

- To secure an international centre of the caliber and status noted herein would be a significant achievement and impact positively on marketing and branding for the City of Brockville

2017-004-01

UNESCO EUROMAB INTERNATIONAL CENTRE

Page 2

- The international delegations traveling to our community to utilize the centre would factor on our foreign tourism attraction and potential future investment in tourism product
- The UNESCO brand is highly desirable based on the feedback from Parks Canada, The Ontario Ministry of Tourism Sports and Culture, the City of Kingston and the St. Lawrence Parks Commission, all who have utilized in their own marketing programming
- There is no financial request for the City of Brockville on operational or capital contributions
- Further benefits and descriptions for the centre are noted in Appendix A

FINANCIAL CONSIDERATION

No direct financial exposure for either operations or capital to the City of Brockville

CONCLUSION

A positive business plan supporting the establishment of the subject centre would provide benefits to the City of Brockville on a major scale and compliment the operation of the Aquatarium.

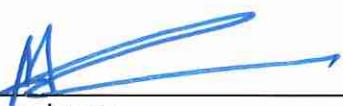
The fresh water research element to the centre mandate addresses the recommendation of the refreshed Economic Development Strategic Report (Appendix B; Sec.4.1, page 17)



D. Paul
Director of Economic Development



D. Dick, CA
Director of Corporate Services



B. Casselman
City Manager

Appendix A

International Centre for Sustainable Rural Communities

A UNESCO EuroMAB Initiative

To: City of Brockville Council

Proposal: That the Brockville City Council form a committee to allow the International Centre for Sustainable Rural Communities Project to receive donations and issue tax receipts for donations through the City of Brockville Finance Department

Introduction

The International Centre for Sustainable Rural Communities (ICSRC) will be located in Brockville. It will be the first of its kind in the world, it is anticipated that it will be a not-for-profit with charitable status, and that it will receive UNESCO designation. Its overall mission, vision and objectives are as follows:

Mission

We will inspire creative, innovative, and effective ways for people and nature to thrive together in rural communities. By linking Indigenous and traditional knowledge from rural communities with modern science, we will generate solutions to pressing local, regional, national and global challenges

Vision

A world in which thriving, inclusive and healthy rural communities are recognized as the key to a sustainable future for all

Objectives and Outcomes

- A physical and virtual hub for achieving the UNESCO Man and the Biosphere program Lima 2016 strategic objectives, focusing on building sustainable rural communities.
- A collective Centre for the support of sustainable development practices amongst the various players of the 52 member states of the UNESCO EuroMAB network.
- Dialogue, research and education to inspire and inform community leaders and the general public about pathways to achieving sustainable rural communities.
- Recognize and capitalize on Indigenous, traditional and scientific knowledge to produce innovative solutions for the challenges of biodiversity loss, climate change and sustainable development.

Benefits to Brockville

The Centre will bring significant benefits to the City of Brockville. It will provide a substantial opportunity to partner with that facility and to complement their multi-million

dollar investments in natural and cultural interpretive displays focusing on the role and on-the-ground impact of Biosphere Reserves locally, nationally and globally. Having been chosen as the project location proposed by 3 highly respected organizations, UNESCO, Queen's University, and the Canadian Biosphere Reserves Association, Brockville has the opportunity to take advantage of those very prestigious brands.

A globally sanctioned initiative in research and education adds substantial credibility to Brockville's reputation and opens new doors to opportunities for job creation, both direct and indirect, in research, education, manufacturing (through research spin-offs), and the service sector. The focus on sustainability and the related "green" economic sectors is very timely with the huge new financial commitments being made by all 3 levels of government for new infrastructure and programs to mitigate and adapt to climate change and to address the wide-ranging issues related to environmental stewardship.

The ICSRC project offers Brockville an opportunity to coalesce a leadership role with the small rural communities of Eastern Ontario on the challenges of sustainability and resilience, and to assist them in overcoming the traditional concerns of competition with a fresh, new opportunity for cooperation on pressing, if not fully recognized, challenges

Project Status

The initial phase of the project received funding from the City of Brockville Economic Development department and private donors for the meeting of a EuroMAB Working Group and freshwater round table in November 2016 in order to advance the project. The completed work phases of the ICSRC project are as follows:

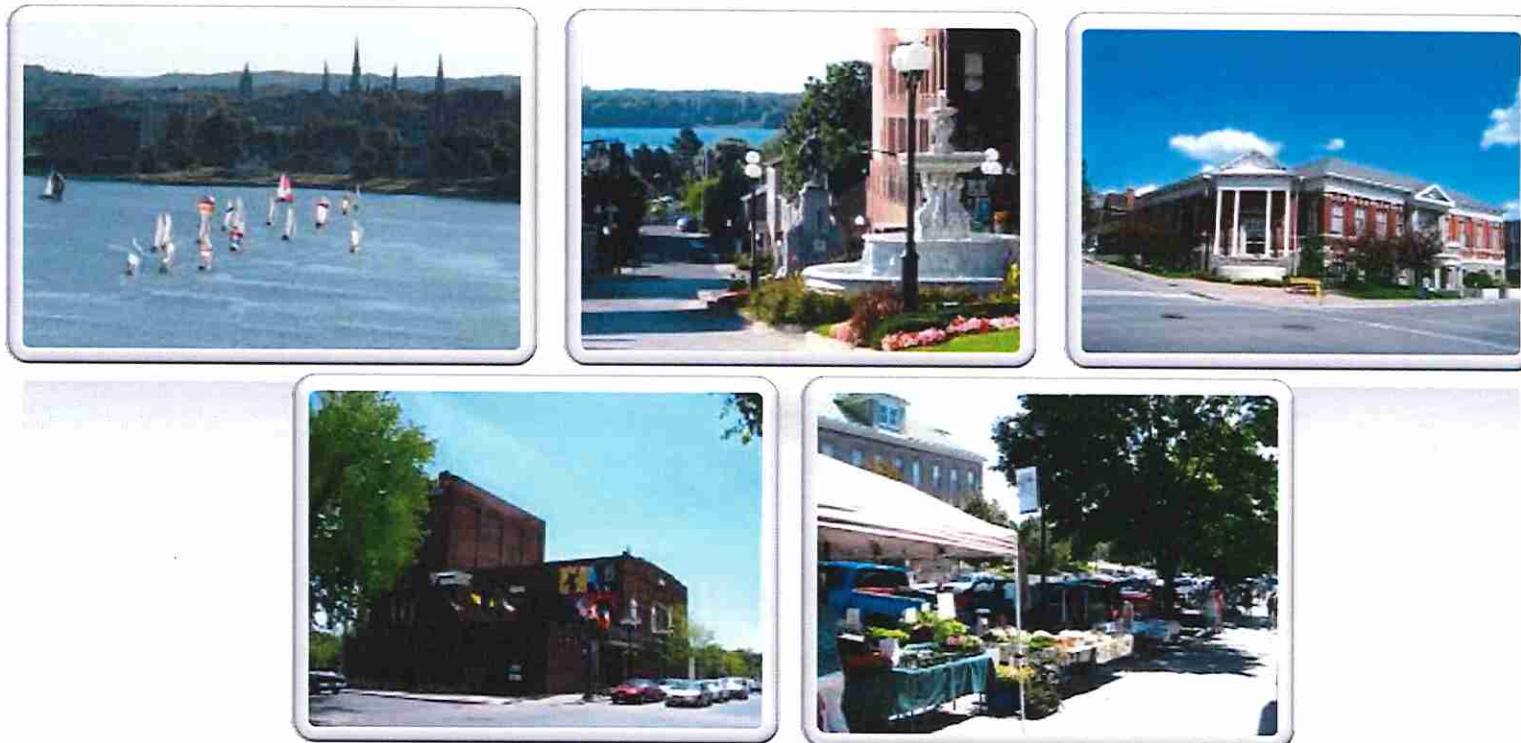
1. Review and refinement of requirements by Working Group
2. Freshwater round table session
3. Approvals of Canadian Biospheres and Canadian Biosphere Reserve Association

The next phases of the project require funding of approximately \$70,000, and the ICSRC is looking to private donors to fund this next phase in its entirety. The following work phases are for feasibility studies with which the ICSRC will produce a full business plan for the Centre. The business plan will then be used to seek major international, federal, and provincial funding. The anticipated costs associated with phases 4 to 10 of the project are outlined below, and the work phases will take place between January and October 2017. It should be noted that the budget presented below does not include the substantial in-kind contribution of the time and expertise of the ICSRC co-chairs, special advisors and working group members valued in excess of \$25,000 for phases 1 to 10 of the project.

It will significantly help to move this project forward if we are able to attract donations using the ability to issue tax receipts through the City of Brockville. We therefore ask for Council's consideration of this proposal.

The work phases to be completed are:

4. Post working group meetings – consultants input	\$15,000
Production and review of Working Group minutes	
Conversion of space program to preliminary floor plans	
Produce a preliminary sketch design (2 exterior elevations)	
Produce preliminary construction specifications and LEED options	
Complete construction cost estimate	
Develop operating cost estimates	
Outline virtual delivery options and costs	
Creation of preliminary website	
5. Economic analysis by consultant	\$20,000
Interview key market representatives for programs and confirm areas of opportunity listed by working group	
Speak with funding sources and identify parameters	
Establish guidelines for project success	
Produce capital budget, and operating budget	
Verify key sources of research funding	
6. Production of project prospectus	\$ 6,000
Tech writer creates text and other content based on materials generated from working group minutes, consultant reports, and economic analysis	
Drawings and budgets to be include	
Staff member coordinates proof reading and printing of 250 colour copies	
Project presentation created	
7. Consultations with UNESCO officials	\$3,500
Presentations to boards of key Canadian biosphere reserves, Canadian Commission for UNESCO and with UNESCO MAB officials	
8. Meetings with key partners	\$2,000
Discussions with key partners, foundations and donors in Canada, USA and Europe regarding project funding	
Submission of funding applications to federal and provincial programs	
Municipal discussions regarding federal infrastructure program as sources and related applications	
9. Incorporation and charitable status	\$1,000
Register centre as a not-for-profit and apply for charitable status.	
10. Administrative support	\$22,000
9 months of administrative support by contract employee.	
TOTAL	<u>\$69,500</u>



Brockville Economic Development Strategic Directions Update 2015

Millier Dickinson Blais – August 26, 2015

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1 Introduction

In 2009 the City of Brockville undertook a Corporate Analysis that resulted in an extensive and multifaceted planning process in four areas:

- Economic Development Strategy
- Integrated Community Sustainability Plan
- Downtown and Waterfront Master Plan and Urban Design Strategy
- Land Use and Growth Management Strategy

The emergent economic development strategy led to numerous high-level recommendations that advocated for processes that would build foundations for future development activities. The opportunities and corresponding actions outlined in this economic development strategic update shift the focus from the high-level directional adjustments of the previous strategy to more fine-grained, specific actions. The city completes an annual report on outcomes in order to track progress toward identified objectives.

A facilitated workshop was conducted with Brockville's community and business leaders to determine where future strategic directions are required to continue Brockville's economic development growth. The results were captured and incorporated into the strategic update in addition to reviews of progress since the previous strategy and socio-economic data from Statistics Canada. This strategic update contains three primary components:

- **Beyond the 2009 Economic Development Strategy** is a chapter dedicated to reviewing some broad directions of the previous strategy and a discussion of key activities undertaken by the City to move economic development forward in Brockville since 2009
- **Where is Brockville Now?** provides a strengths, weaknesses, opportunities and threats (SWOT) analysis and competitive advantages and disadvantages analysis to identify Brockville's current assets, challenges or barriers, and competitive positioning
- **Where does Brockville Need to Go?** translates the results of the preceding analyses into a series of opportunities and action areas, accompanied by performance measures, the role played by the local economic development office (as core or non-core focused), and potential partners to help translate actions into outcomes

2 Beyond the 2009 Economic Development Strategy

The most recent Economic Development Strategy undertaken by the City of Brockville was in 2009, in concert with three other key strategic documents, from which a primary master plan was constructed. The four strategic documents were:

- Economic Development Strategy
- Integrated Community Sustainability Plan
- Downtown and Waterfront Master Plan and Urban Design Strategy
- Land Use and Growth Management Strategy

At the time of constructing the four documents, a special effort was made to ensure continuities existed between them. It carried an emphasis on socio-economic wellbeing in conjunction with values and needs identified in the Integrated Community Sustainability Plan. Therefore, notions related to preparing the existing workforce and workforce of tomorrow for skilled labour and specialty trades or professions were key themes. In total, four themes represent the areas of attention articulated in the Economic Development Strategy:

- Investment attraction, retention and expansion
- Tourism industry expansion
- Entrepreneur attraction
- Workforce development

While interesting opportunities materialized within the themes, overall, one shortcoming of the strategy was that it lacked specific, actionable and measurable instructions because of an emphasis on macro-economic circumstances, conditions and organizational management. Exceptionally, content that shared overlap with the Integrated Community Sustainability Plan was accompanied by more specific actions and targets. Nonetheless, coming out of the 2009 Economic Development Strategy, the City of Brockville made progress within the strategic areas identified. The items discussed below represent specific examples of exercises and actions undertaken by the City or in which it supported a leadership role among other organizations or champions.

Residential Attraction – Since 2009, Brockville has made efforts to leverage its location along the St. Lawrence River and proximity to Ottawa and Montreal to draw more demographics to the area. Immigration became an area of strategic focus, resulting in Federal funding over a five year period beginning in 2013 and the creation of an ambassador network centred on local immigrant communities. Another direction taken was to market Brockville under a lifestyle initiative based



on a significant website overhaul and the introduction of social media presence in residential attraction. Retirees have also been a target for attraction because of the disposable income that typically accompanies the demographic, contributing to spending on local retail and services.

Waterfront Development – In conjunction with objectives to promote Brockville as a lifestyle location, waterfront development was identified as a means of improving the local quality of life. This included upgrades to Water Street and condominium developments such as Tall Ships Landing, each designed to attract more residents to the downtown core. Consistent with the Residential Attraction goal, downtown development goals marketed Brockville to silver spenders (i.e. retired people with large disposable incomes that initially discover Brockville via tourism and may want to take up residence). Aesthetic components of the waterfront development objective cross into the goals of other priority areas such as tourism, investment attraction and entrepreneur attraction.

Educating the Workforce of Tomorrow – The City of Brockville asserted itself early following the 2009 Strategy by attempting to attract a satellite university campus to the city. An agreement favoured by the City and Algoma University, would have led to a start-up program of initially 25 students, to be increased pending interest and uptake. Unfortunately, the Province failed to continue with the program of adding satellite campuses and initiatives across Ontario were suspended or cancelled. Nonetheless, the efforts undertaken by the City to identify possible partners and to provide Algoma with a vision and opportunity for expansion speaks to the commitment of the City to identifying and implementing actions that may lead to decreases in youth exodus and perhaps even draw young adults to the city. A more successful endeavor has been the City's facilitator role in bringing industry needs in touch with skills development through the brokering of a relationship between St. Lawrence College and the local workforce development board. The partnership is aimed at finding solutions to identified skills gaps.

Tourism Development and Attraction – In addition to improvements to the downtown core that has seen beautification and a push toward intensification of mixed-use living, the City has prioritized tourism development and associated sector growth through encouraging entrepreneurs to invest in local opportunities and championed two flag-ship initiatives that have enhanced tourism in the City. In 2013 the City played host to a Tall Ships Festival, which led to an annual spin-off festival participated in by two tall ships that offer visitors excursions among the 1000 Islands. In addition, the City has played a lead role in developing the Aquatarium, where the natural beauty of the 1000 Islands ecosystem, scenic views, activities, and education experiences come together. In development over the last two years, the Aquatarium is scheduled to officially open its doors later this year.

Regional Economic Development Collaborations – Following the 2009 Strategy, Brockville approached the United Counties of Leeds and Grenville in an aim to adopt a more regionally-centric approach to economic development. While the project did have some support, there were also complications associated with finding areas of common agreement and possible fears of competition. Though support is strong among Brockville industries toward a broader approach to



economic development, the various communities differ in interest. Ongoing interest in a regional approach still remains in Brockville, but because of the lack of reciprocity it has become a mid-term opportunity rather than an immediate priority.

City Infrastructure and Employment Lands – With growing interest in site development opportunities for business to business related services, light industrial manufacturing and logistics warehousing, Brockville has positioned itself as a community entering a renaissance of development opportunities. To address these and other demands for employment lands, the City has been working to bring another 130 acres of business park property in the northeast portion of the city online. Brockville's serviceable infrastructure is currently only running at half capacity for water and waste-water processing and can therefore accommodate significant demands for growth.

Entrepreneurial Support – Since the 2009 Strategy, support of entrepreneurs and their potential Brockville has been active in securing funding for a pilot program related to youth entrepreneurship. In addition, the city has managed to attract angel investors from Kingston and Ottawa in growing numbers since 2012. The City has also collected data on small business consulting professionals to identify sector potential and has established a summer-company program for students with entrepreneurial business ideas. The target demographic of retirees the City is seeking to attract may also become part of the consultant economy as well as offer mentorship opportunities to young entrepreneurs embarking on their own careers.

As the examples above illustrate, some matters though well-intentioned and locally supported, become challenges that cannot be overcome by the efforts of Brockville alone. Other matters are more easily brokered and arranged by the City but also involve engagement with other partners or stakeholders. A common thread is that the economic development initiatives unfolding since the 2009 strategy share the need to form and maintain solid relationships and distinguish the roles different partners or participants play.

The strategic initiatives outlined in the previous strategy formed a high-level or macro blueprint for the management, structure and operations of the City's economic development prospects that was essential at the time. Because of the high-level orientation of the previous strategy, specific opportunities for economic development that resonate more directly at the local level were not a strong component of the strategy. Going forward, the strategic recommendations outlined in this update will be rooted in a more detailed and action-oriented set of opportunities applicable to Brockville's specific economic development aspirations.

3 Where Is Brockville Now?

This section provides an overview of the current on-the-ground economic reality in Brockville, derived by consultations conducted with business and community leaders and review of Statistics Canada data. These sources inform a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and subsequent discussion of competitive advantages and disadvantages.

3.1 Strengths, Weaknesses, Opportunities and Threats

The items identified in the SWOT Analysis represent the workshop contributions of community and business leaders in combination with previous development progress and Statistics Canada Data. Because of the subjective perspectives offered by participants during consultation, some contributions illustrated gaps in understanding or opportunities to inform stakeholders of possible misconceptions. Where misconceptions exist they have been identified and addressed accordingly.

Figure 1 explains how different elements of a SWOT Analysis are associated with generating strategic actions. Each element of the SWOT is taken in turn below.

FIGURE 1: FEATURES AND IMPLICATIONS OF A SWOT ANALYSIS

How Defined Strategically?		Strategic Action
Strengths	Unique or very strong factors that provide current competitive advantage	<ul style="list-style-type: none">▪ Protect it▪ Further develop or capitalize upon it
Weaknesses	Areas of current competitive disadvantage relative to competition	<ul style="list-style-type: none">▪ Strengthen it▪ Reposition it to eliminate the weakness (in reality or by creating alternative perceptions)
Opportunities	Situations that can result in new jobs, tax assessment, investment readiness, etc.	<ul style="list-style-type: none">▪ Feasibility testing▪ Action planning
Threats	Situations that can result in lost investment and decline in community strength	<ul style="list-style-type: none">▪ Risk assessment▪ Contingency planning



3.1.1 Strengths

Waterfront – Waterfront space is at a premium in most cities. Brockville boasts a large waterfront with diverse sceneries, activities, amenities and living arrangements, and an above average amount of public access and connectivity. The waterfront as an attraction also has positive spin-offs for local retail, food service and commerce from late spring through autumn.

Gateway to the 1000 Islands – The 1000 Islands represent an often quoted natural asset, a traditional part of the tourist draw and growing education-related development opportunities. Also, Brockville borders on the Frontenac Arch Biosphere, a UNESCO World Biosphere reserve, established in 2002.

Quality of life – The combination of location, scenery, amenities and population characteristics make for a positive quality of life valued by residents and visitors. The community is valued as a great place to raise a family with all needed amenities nearby, and an affordable cost of living that outperforms larger nearby urban centres such as Ottawa and Kingston.

Continued demand for industry – Despite the recent economic recession, Brockville remains a location of interest for investment in food production, life-sciences, and advanced manufacturing and logistics sectors.

Location – Proximity to Ottawa, Montreal, Kingston, Toronto and United States make Brockville an inviting place for entrepreneurs and industry that need to access those markets. Brockville has access to over 1 million people within an hour's travel.

No commute, no travel – Many people in search of a comfortable work-life balance appreciate that all amenities exist within the city as well as infrastructure to accommodate business needs, resulting in less commuting and travel to and from work or to needed services.

Infrastructure capacity – The City's infrastructure can withstand significant future growth or expansion in water and waste-water infrastructure. Water facilities currently operate at less than 50% capacity, leaving room for significant growth. In addition, the city has a broadband infrastructure as advanced as Kingston and Ottawa, which many surrounding communities do not.

Strong corporate citizens – Brockville hosts a large number of locally developed businesses whose proprietors are engaged within the community and willing to use their influence and professional networks to support investment attraction. They are also actively engaged in civic life and the community more broadly.



Regional hub – Brockville is a regional hub for employment, major services, commerce and recreational activity. It attracts more working commuters than it loses to other communities on a daily basis. The strength results in minimized economic leakage and a net-export economy in terms of tourism attraction, goods and services.

Regional investment attraction marketing – Brockville is an active member of the Ontario East Economic Development Commission's (OEEDC) investment attraction partnerships in logistics, advanced manufacturing, and food processing.

3.1.2 Weaknesses

Lack of awareness of economic development resources – Knowledge of existing economic development related programs and tools may be limited among existing and potential business owners, leading to missed opportunities for to receive appropriate aid, guidance or support. In particular, small businesses and independent entrepreneurs may not be aware of the extent of services and resources that may help them, such as help with business plans, accessing capital and other supports.

Inconsistent merchant operating hours – The variability of merchant hours of operation makes for inconsistent offerings and potential perceptual challenges associated with the ability to accommodate tourism and client-related demands.

Oversaturation and non-diversity of restaurants and retail – Increases in the number of restaurants and retail can potentially dilute market share, leading to stagnation in available choices and difficulty for new ventures to gain entry without an accompanying growth in population or increases in tourism.

Lack of regional collaboration – Despite a willingness of Brockville to initiate regional collaborations, the City lacks reciprocity from surrounding communities.

Lack of developable land – Based on recent investment interest available industrial land may become limited in the near future.

Skilled Labour – Access to skilled labour is a continuous challenge to some manufacturers and health care sector employers.

Declining youth population – Declines in the population of young adults represents a shortage of human capital, potential skilled labour and the next generation of entrepreneurs. Moreover, the outflow of youth also demonstrates a loss of potential local spending as the demographic is normally within the prime family producing and career development ages of 25 to 44.



Stagnant immigration growth – Despite efforts, the immigration population in Brockville has declined between 2006 and 2011 census years.

Broadband infrastructure perceptions – Despite having broadband infrastructure that is on par with Ottawa and Kingston, there is a misperception Brockville's internet infrastructure is slow and does not have a wide bandwidth. While many rural communities surrounding the city do not have advanced broadband capabilities, Brockville is competitively positioned to meet residential and commercial broadband needs. The misperception is identified as a weakness because the myth continues to be perpetuated by some locals, thus hindering marketability.

3.1.3 Opportunities

Home-based professional business – Among the growing population of retired or semi-retired professionals in Brockville there is the potential to grow the number of home-based professional business, or "lone-eagles." In addition, growth in this sector can lead to mentorship opportunities for young entrepreneurs, or be used to leverage attraction of people from their professional networks to make similar decisions.

Logistics and distribution – Supply chain minimization is an established science that is leading to consolidation and efficiencies around the globe. Brockville is geographically well-positioned to capitalize on some aspects of this business.

Infrastructure capacity – Brockville's infrastructure capacity can accommodate many more industrial and residential developments, but because the community faces a shortage of developable land, alliances may need to be brokered with neighbouring municipalities to ensure investment grows in the region.

Centre of freshwater excellence – Concerns over water quality and adequate supply have become an important issue in Canada and the rest of the world. These concerns will become greater as the expanding human population puts more and more demand on this limited resource. Quality research and trained professionals capable of solving the complex problems related to sustaining or improving water quality to meet these demands is a projected area of growth in future employment forecasts. As a community on one of the largest freshwater ecosystems in the world, one that is trying established its waterfront as a destination (including the new Aquatarium) and a community that is near a number of important institutions that study these issues (e.g. St. Lawrence River Institute of Environmental Science, Queen's Engineering and Applied Science, Clarkson University Institute for a Sustainable Environment, University of Ottawa Earth and Environmental Sciences) there is an opportunity for Brockville to establish itself as an administration centre as well as a launching point for science that is conducted in the region. Furthermore, the proximity of the UNESCO Frontenac Arch Biosphere reserve may lend to opportunities associated with the development of a United Nations Centre for Sustainable Tourism at or near the Aquatarium.



Educational tourism – Building off the idea above, continue to promote opportunities for experiential learning via different tourism assets, such as the forth-coming Aquatarium and natural ecosystem, and in collaborations with St. Lawrence College and other nearby education institutions. Education opportunities include hydrogeology programs, scuba certification programs, marine biology and water-based science courses.

Multi-generational attraction – People nearing the age of retirement or that are in retirement are interested in locations such as Brockville because of its amenities and quality of life. The demographic is growing locally, representing an opportunity for using new arrivals as testimonials and ambassadors for attracting other retirees. At the same time, to counter-act the outflow of young adults, an opportunity exists to attract young adults to the area based on entrepreneurial, professional or trade-specific prospects.

Immigration attraction strategies – An opportunity exists to study what other communities have successfully accomplished in attracting a skilled immigrant labour force or entrepreneurs to their municipalities. Examples include Peterborough, Thunder Bay and North Bay.

Angel investment – Opportunities exist to continue the existing momentum in angel investor interest within the City.

Diversified manufacturing – Manufacturing can continue to diversify through growth in food processing, technology and supply-chain sectors via continual engagement with existing businesses and their networks, and through regionally oriented, sector specific working-groups within the OEEDC. Retaining a healthy manufacturing ecosystem will attract industries that identify advantages to being situated in Brockville.

All season tourism – Encourage tourism operations that can function year-round or be converted to suit seasonal conditions, including winter activities and festivals that will bring visitors to the community. The opportunity exists to also work with existing operators to expand or diversify their business offerings to capture clients year-round. The suggestion during the consultation was given for an all-season sport complex, as a possible draw.

Differentiating Brockville's waterfront – An opportunity exists for Brockville to differentiate its waterfront from other similar communities, particularly to the casual traveller. Case studies in successful waterfront marketing may bring forward best practices.

Economic development resources and services – A gap was identified related to misunderstanding the different resources and services offered by the City's Economic Development Office and other partner organizations, revealing an opportunity to better inform the business community of offerings.

Cruise ship and boat tour attraction – There is interest in attracting cruise ship and boat tours to the waterfront.



Waterfront taxi – An opportunity exists for entrepreneurs to develop water taxi services that allow visitors access to designated islands and excursions, including online and mobile-device booking and pre-payment options.

Farmers' market – An opportunity exists to enhance the promotion of the Farmers' Market to appeal to visitors and locals in conjunction with sustainability and buy-local values. Ensure it remains a component of waterfront promotion.

Craft brewing – Identify and collectively market craft brewers as a potential niche tourism sector.

Social media and marketing – The use of online marketing through social media may help differentiate Brockville from competitors and increase awareness of tourism assets. Cross-promotion between different amenities will also amplify exposure. For example, if local businesses use social media to help promote a local event, or when a restaurant promotes a local boat cruise. Small businesses can often benefit from online webinars that show how to effectively use social media in their marketing and promotion.

Regional approach – To address regional aspirations for investment attraction, a business plan can be created that argues a case for regional participation based on identified regional assets, benchmarks and projections. The business community must be engaged in the process as a voice for broader demand across the region in conjunction with ongoing brokering with other municipalities themselves. The Quinte Economic Development Corporation model was identified as a positive case study.

Certification designation – To enhance attractiveness to potential new residents and investment attraction, the City needs to continue to pursue certification designations such as being an age-friendly community, cycle-friendly community, and safe community, some of which have been achieved already.

3.1.4 Threats

Seasonal tourism - An over-focus on summer tourism attraction may result in large seasonal disparities in employment and income for operators.

Similar waterfront communities – Despite pride in Brockville's waterfront, the community struggles with differentiating itself from other communities along the St. Lawrence River and the 1000 Islands more specifically.

Cornwall and Kingston land availability – Given Brockville's shrinking available land and surrounding communities' lack of serviced land, prospective investors seeking 401 corridor access and/or access to the United States may choose Cornwall or Kingston as locations instead of the Brockville area.



Global economic/market conditions – Economic conditions imposed by the global economy may lead to off-shoring of local industry, plant-closures for multinational corporations in the City and/or reduced product demand for export industries.

Aging population – While increasing the overall appeal of the City to retirees remains of strategic interest to the City, an aging population also carries implications for local infrastructure that require advanced planning if complications are to be avoided.

Lack post-secondary education options – While St. Lawrence College provides some post-secondary education options, not all programs offered by the institution are available in Brockville, despite the need for specific trades and skill sets within the local workforce. In addition, a recent Algoma University satellite campus partnership was denied approval by the Province, leaving a continued gap in access to university-level courses for locals. The effect means that many young adults may relocate for education purposes at the risk of not returning upon completion of their programs or degrees.

Non-regional cooperation – Identified as a weakness, the lack of consolidated investment attraction at a regional level diminishes the competitiveness of the entire region, resulting in a threat to future development.

3.2 Competitive Advantages and Competitive Disadvantages

Competitive advantages are local assets or strengths that stand out among neighbouring or competing municipalities. Disadvantages are weaknesses or barriers relative to other municipalities. The intersection of different strengths and assets in Brockville can highlight competitive advantages if neighbouring communities are lacking in these qualities, while the inverse represents competitive disadvantages for Brockville, when other communities hold strengths and assets that Brockville does not.

Competitive Advantages

Diversified Economy – Brockville's economy boasts a mix of small and medium sized enterprises across diverse sectors including health care and social services, manufacturing, educational services, public administration, construction and transportation and warehousing. Even within the manufacturing sector there is diversification between heavy and light levels of industry, food production and supply chain materials. Public institutions including municipal and county government, health care, judiciary and school administration employ many residents at reasonable wages within an



affordable community. The tourism sector and retail/personal services also contribute to the diversity of local enterprises. When recessions occur Brockville's unemployment rate does not waver as acutely as the Provincial median. Therefore, its diversified economy ensures Brockville is never at the mercy of extreme changes in a specific sector.

Low labour costs – Brockville faces a double-edged sword in regard to labour costs. Many jobs in Brockville do not pay as well as in other areas of Ontario, with the city's annual household income being approximately \$15,000 below the Provincial median. The advantage is that the labour force is inexpensive, which positions the city well for potential investment attraction in need of unskilled labour. If there were more skilled labour within the existing workforce or employers that demanded it and trained up the workforce, the median household income distribution would be higher, and unskilled labour-related advantages would be reduced.

Strategic location – While there are some challenges in differentiating Brockville from some neighbouring communities with similar assets, Brockville's location as being within one hour of Kingston and Ottawa, neighbouring the United States, two hours from Montreal and four hours from Toronto make it a particularly great location for any industry that relies on any two of these cities for supplies or market access. Brockville is in the 'sweet spot'. The city is also on a main CN Rail line and VIA Rail train route along the Montreal-Windsor Corridor. Brockville's industrial park is within minutes of Highway 401 and sits on the shore of the St-Lawrence River and watershed. All of these factors combine to make the City competitive in attracting investment and a potential hotbed for entrepreneurs looking to escape congested cities such as Ottawa or Toronto.

Active and engaged corporate citizens – Many owners of large businesses in Brockville are residents of the city and are active in civic life. In other large businesses, executive and senior management are the face of the companies within the community. These corporate citizens are devoted to the broader economic wellbeing of the community and go to lengths to remain involved in different facets of growing the local economy. The local Chamber of Commerce and Business Improvement Association are active within the business community. These different stakeholder groups also work with the economic development office by providing feedback, advice or support on local initiatives. A number of ambassadors have emerged from within the corporate community participate in investment attraction, angel investment attraction or attracting specific demographics to the area. In short, the business community and its engagement in broader society make it an important ally of the City and champion for local and regional growth.

Competitive Disadvantages

Employment land availability – Brockville faces depletion of employment lands. While an employment lands strategy is in development to identify opportunities for amelioration, including partnerships with neighbouring municipalities or annexation of lands, the lack of available development land may mean Brockville loses out to communities such as Kingston and Cornwall that boast a combination of available serviced land and proximity to markets.



Lack of skilled labour and declines in youth – An out migration of young adults in combination with limited local options for post-secondary education has resulted in a local skilled labour shortage. Though the trend is endemic of most communities with populations smaller than 100,000 in Ontario, the proximity to Ottawa, Kingston and even Montreal as locations for post-secondary education take their toll on labour-force competitiveness, which can hold implications for investment attraction and small enterprise development. In addition to out-migration competitor communities with post-secondary institutions such as the above listed also draw students from other areas increases the competitiveness of those host communities, especially if they remain post-graduation. Thus, Kingston and Ottawa will always likely hold some competitive advantage over Brockville in regard to skilled labour availability, by virtue of their populations and institutions, but Brockville could reclaim some competitiveness if it had greater offerings in post-secondary education.



4 Where Does Brockville Need To Go?

Based on the results of the preceding SWOT and competitiveness analysis, a variety of action areas have emerged fitting within five broad opportunity directions, summarized in Figure 2. Within each opportunity area rationales are provided for corresponding action items. Each theme is addressed in turn below.

FIGURE 2: STRATEGIC ECONOMIC FOCI AND ACTION AREASFOR THE CITY OF BROCKVILLE





Following each opportunity area is a table that outlines the following:

- Action Areas – This is a sub-heading below the opportunity area indicating where one or more corresponding actions fit within the broader opportunity
- Specific Actions – This listing identifies individual areas where activities are undertaken in support of an action area
- Key performance measures – These are identified means of tracking progress of specific actions recognized by the Economic Developers Association of Canada and Ontario Ministry of Agriculture, Food and Rural Affairs
- Core / Non-core Focus – A means of identifying actions that would traditionally fall within the operations of an economic development and tourism office¹ (core) or another municipal or partner jurisdiction (non-core) in which the economic development office plays a facilitator or support role but does not directly lead
- Possible Partners – Identified organizations (public, private or non-profit) that would be helpful in fulfilling action areas

¹ The City of Brockville is responsible for capital tourism development and infrastructure, while the Brockville Chamber of Commerce administers marketing and communications related to tourism.



4.1 Economic Diversification

The economic diversification opportunity area builds on existing strengths resulting in four priority action areas, summarized below in Figure 3. Diversification implies strength in multiple industry sectors so as to afford stability within the local economy, encourage innovative and interconnected business ecosystems and broaden assessment revenues and spin-off economic benefits. Retail is not discussed as a means of encouraging economic diversification because it is more often a result of a strong growing economy and healthy population rather than a driver. Tourism, also being a component of a diversified economy, has its own opportunity area discussed below.

FIGURE 3: ECONOMIC DIVERSIFICATION ACTION AREAS AND RATIONALES

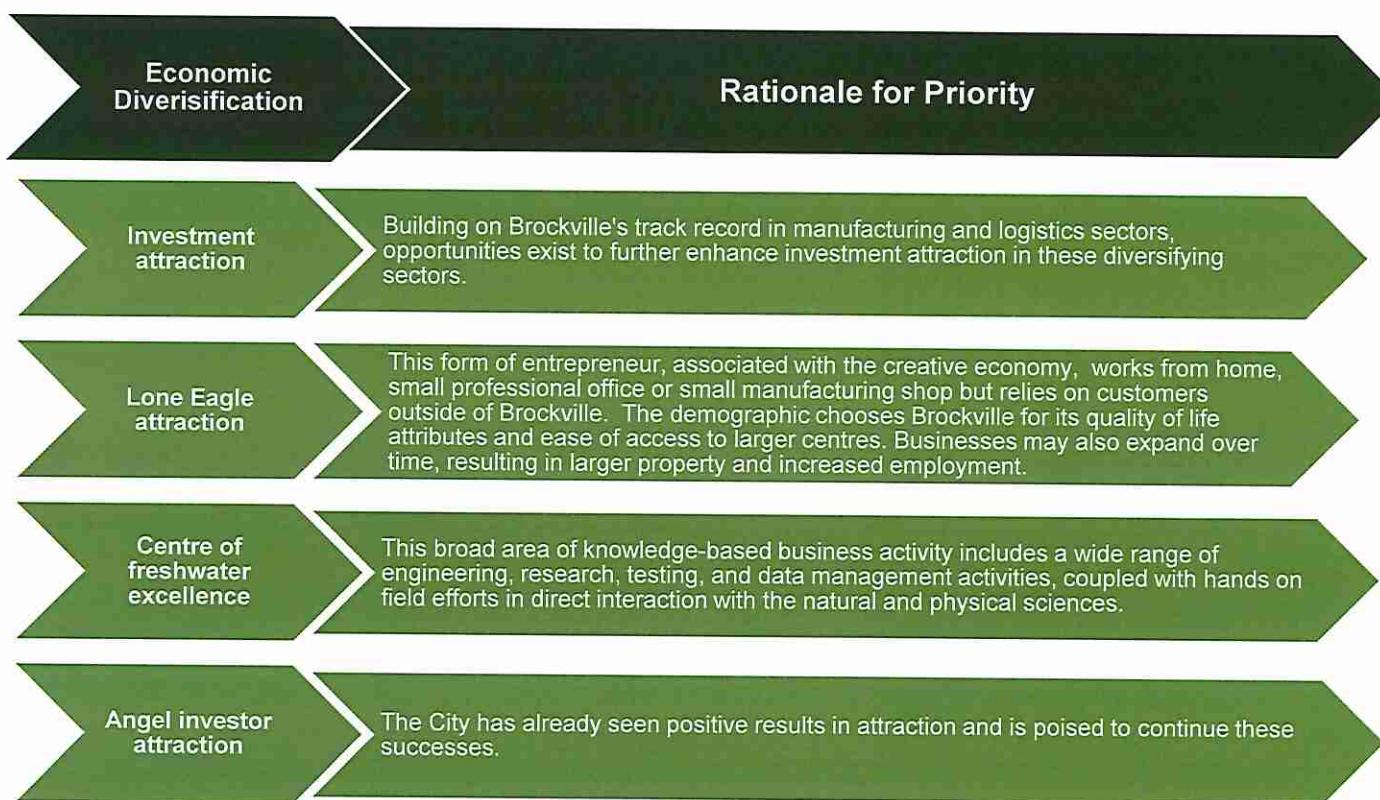


FIGURE 4: STRATEGIC ACTIONS FOR ECONOMIC DIVERSIFICATION

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Investment attraction	<ol style="list-style-type: none"> Conduct a value-chain analysis for manufacturing sector to identify gaps and opportunities for specific industry attraction that would be a good fit for local ecosystem and benefit from existing businesses and food sector Work with local manufacturers to leverage supply chain networks to entice relocation or expansion to Brockville Work with OEECD sector teams devoted to investment attraction in advanced manufacturing, food production and life-sciences, technology and logistics to increase regional appeal of Eastern Ontario 	<ol style="list-style-type: none"> List of potential industry leads obtained that fit identified gaps Identify key industry ambassadors to connect EDO with supply chain components; list of leads developed; contact established and results recorded; follow-ups conducted; progress monitored OEECD Sector Team memberships obtained and contribution to groups at scheduled intervals 	<ol style="list-style-type: none"> Core Core Core 	Local industry OEECD and other municipalities
Lone Eagle attraction	<ol style="list-style-type: none"> Identify potential lone eagle hot-spots in different sub-sectors and market opportunities and advantages of Brockville toward those sub-sectors Initiate Lone Eagle working group consisting of local practitioners to aid in strategic planning and outreach Create a zoning designation for home-based industry, which sets out parameters for safety, space requirements and sanctioned activities Initiate awareness program Examine licencing costs to encourage uptake 	<ol style="list-style-type: none"> Analysis of industry sectors based on Canadian Business Patterns data for 2008 and 2014 to track growth in Brockville and competitor communities Working group goals identified; regular meetings and follow-up; progress monitored Zoning bylaw changed, refer to Fort St. John, BC as case study Number of social media followers and shares; number of website hits; number of engagements where designation was promoted; press coverage Number of licences sold 	<ol style="list-style-type: none"> Core Core Non-core Mixed Non-core 	Existing Lone Eagles community Planning department and CAO to lead, EDO to aid in outreach and promotion



Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Centre of freshwater excellence	<ol style="list-style-type: none">1. Understand all channels of water-based environmental research and programs being completed by universities, non-governmental organizations and provincial/federal government.2. A Freshwater Excellence Team should be established to bring local experts together on an ongoing basis to advise and direct economic development efforts.3. Complete feasibility study for establishment of a Centre to identify the economic potential of the initiative.	<ol style="list-style-type: none">1. Degree to which Brockville is home to this work or potential home to this research2. Community-based partnerships will help to steer marketing campaigns and approaches, and provide real-time sector-based intelligence while ensuring that efforts are based in practical understandings of the target industry's needs3. Understanding of the return on investment for such a Centre	<ol style="list-style-type: none">1. Core2. Core3. Core	Aquarium, St. Lawrence College, private sector
Angel Investors	<ol style="list-style-type: none">1. Continue to leverage existing network of local business connections to other cities, specifically Ottawa and Kingston2. Attendance at Investor Networking functions in Ottawa and Toronto	<ol style="list-style-type: none">1. Tracking of referrals from business community2. Number of functions being offered versus attended	<ol style="list-style-type: none">1. Core2. Core	Local business leaders with strong track records in networking abilities



4.2 Municipal Services and Government Relationships

This category brings together two areas that resonated within the SWOT and competitiveness analysis: municipal services and government relationships. For municipal services, challenges were identified in terms of bureaucratic hurdles and a lack of awareness of services and resources available to businesses or potential start-ups. The bureaucratic structure and practices are a challenge to businesses because of the different departments and levels of government requiring applications. The provision of clear and easy to find information for business operators about existing programs and services that may benefit them are scattered across multiple jurisdictions and offices.

It is one thing to be open for business. It is another thing to be open and ready for business. Good customer services will leave a positive impression, build and enhance business relationships, land deals for new development and ensure future referrals.

There are communities with processes in place to ensure excellence in client management and customer service for potential new investors and existing businesses. The Town of Ajax invented Ajax Priority Path², which uses a team of professionals to personally help companies navigate through the site plan approval process. Customers enjoy expedited site plan and building approvals, enabling them to fast-track their business plans. Priority Path was also accompanied by a strong branding strategy. The Township of North Grenville has also adopted a client-focused initiative, which has become part of its investment-readiness measures and drawn accolades from Ottawa-based developers, who are a key target market.



For government relationships there were notions raised regarding the relationship between the City, other neighbouring municipalities and United Counties of Leeds and Grenville. The consensus was in favour of a more unified and coordinated approach to investment attraction; however, the willingness for a regional approach is strained. The city has championed the position, but interest remains low among possible collaborators. While Brockville is open to enhancing regional development prospects, the urgency has shifted from a high priority to a long-term goal. Rather than advancing an aggressive agenda of integration Brockville will look to models of other successful regional partnerships such as the Quinte Economic Development Corporation model to identify best practices.

² <http://www.ajaxfirstforbusiness.ca/en/ajax/prioritypath.asp>



FIGURE 5: MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIP ACTION AREAS AND RATIONALES

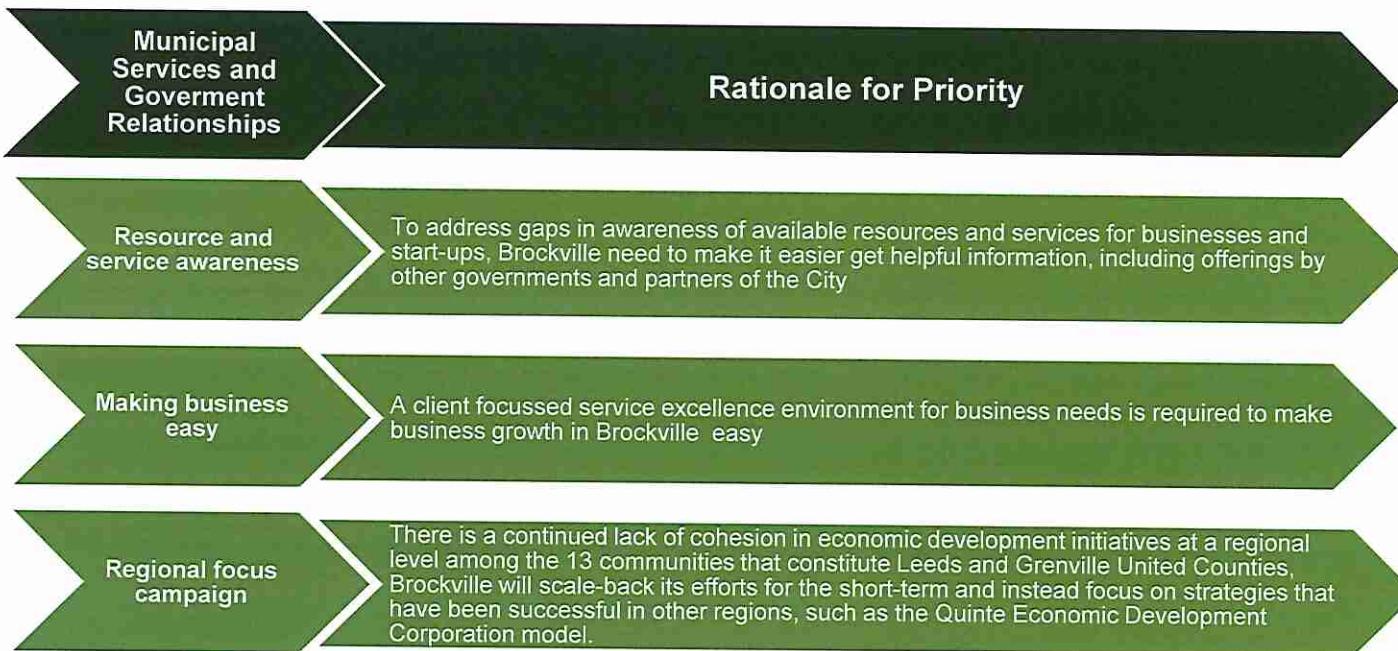




FIGURE 6: STRATEGIC ACTIONS FOR MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIPS

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Resource and service awareness	<ol style="list-style-type: none">1. Develop a comprehensive inventory of all economic development assistance tools available to small businesses in collaboration with the Counties, Chamber of Commerce, CFDC and OEDC; ensure the inventory is updated annually2. Devote a specific place on a designated website to sharing the inventory in a list form with clear explanations of each item3. Promote the site locally via social media, partner organizations and community champions	<ol style="list-style-type: none">1. Inventory completion2. Website visits3. Social media followers and shares; email blast tracking	<ol style="list-style-type: none">1. Core2. Core3. Core	Chamber of Commerce, CFDC, OEDC, Business leaders
Making business easy	<ol style="list-style-type: none">1. Identify a location to be a one-stop-shop for all business related needs2. Ensure staff are trained in customer-care best practices3. Identify redundant processes, forms or procedures that may add unnecessary hurdles or barriers to application or approval processes4. Eliminate redundancies or streamline multi-jurisdictional processes; this must be done across the local government and with the Counties	<ol style="list-style-type: none">1. Site selected2. Enrollment in customer-care course or webinar for all front-line staff3. Tracking of redundancies (possibly through consultation process)4. Agreements reached/confirmed	<ol style="list-style-type: none">1. Core2. Core3. Core4. Core	All municipal departments involved in approvals or application approval, CAO; Leeds and Grenville United Counties
Regional focus	<ol style="list-style-type: none">1. Remain open to regionally-oriented opportunities, but reduce level of local priority2. Undertake an analysis of the Quinte Economic Development Corporation's regional approach to determine applicability to Leeds and Grenville	<ol style="list-style-type: none">1. Retain open-door policy and track meetings where regional approaches were emergent themes2. QEDC Strategy obtained and studied, similar indicators isolated and identified in Brockville	<ol style="list-style-type: none">1. Core2. Core	Mayor, all municipalities in Leeds and Grenville; business leaders in each community; Quinte Economic Development Commission



4.3 Employment Lands and Infrastructure

As identified in the SWOT Analysis, Brockville faces the possibility of an employment land shortage. Steps have been taken by the City to assess its infrastructure capacity and expected employment land demands. The City's infrastructure can accommodate significant future growth, but land is in short supply. A forthcoming employment lands strategy will provide strategic advice to deal with employment land needs. The logical recommendation for this economic development strategy update is to defer to the strategic advice offered by the employment lands strategy. The only additional recommendation in that regard is to ensure a series of contingency options exists, including deal-making with neighbouring municipalities. The deal-making opportunity is addressed specifically as an action area, in addition to the recommendation that the City adopt strategic initiatives outlined in the employment land strategy and explore contingency options. The City, holding a service infrastructure that currently runs at half capacity, can service employment lands, while neighbouring municipalities are in the predicament of having employment lands but no servicing. Therefore, opportunities exist to forge agreements that would ensure the region benefits from investment attraction and multiple municipalities gain something they did not have before.

The other aspect of this section relates to telecommunications infrastructure, particularly the myth that Brockville has sub-optimal broadband connectivity. Because Brockville is located in an identified commercially competitive zone for customers, the city enjoys internet connectivity through major suppliers at the same level as large urban centres such as Ottawa and Kingston. Commercial and residential internet access comes at a cost, as is the same in any large urban centre. The larger the package, the higher the rates will be. While Brockville's internet infrastructure is secure, many surrounding communities do not have access to as advanced infrastructure or service options, which has resulted in a case where many people assume that Brockville's quality of broadband is the same as surrounding rural areas. Brockville needs to be proactive in its promotional materials by specifying its internet connectivity and broadband capacity as something on par with any large Ontario city. It also needs to continue to combat misperceptions when they are mentioned in media or by business or community leaders.



FIGURE 7: MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIP ACTION AREAS AND RATIONALES

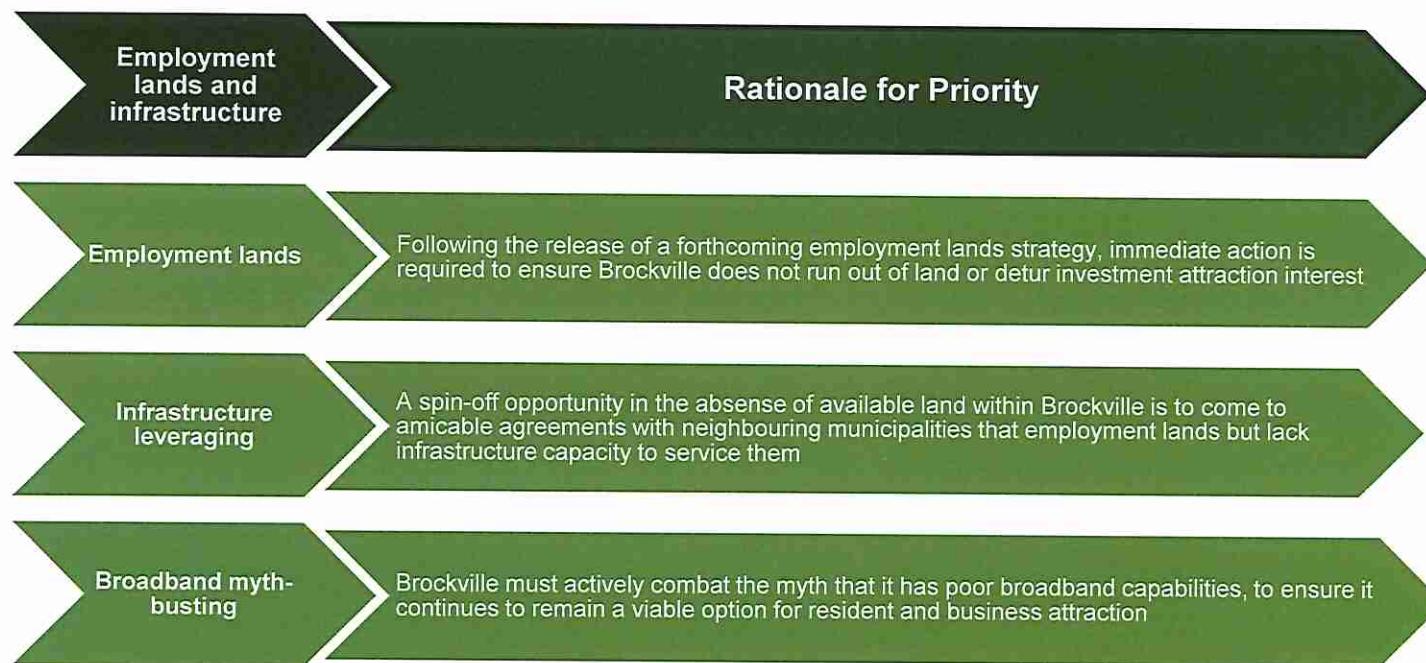




FIGURE 8: STRATEGIC ACTIONS FOR MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIPS

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Employment lands strategy and contingencies	<ol style="list-style-type: none">1. Implement employment lands strategy2. Identify contingency options (if not already specified in employment land strategy)	<ol style="list-style-type: none">1. Based on study currently being completed for the City2. List created; cost-benefits analysis conducted	<ol style="list-style-type: none">1. Core2. Core	Planning department
Infrastructure leveraging	<ol style="list-style-type: none">1. Identify neighbouring municipalities with prime lands requiring servicing2. Identify agreement principles for distribution of infrastructure capacity to neighbour in exchange for developable land	<ol style="list-style-type: none">1. Sufficient land available for business attraction	<ol style="list-style-type: none">1. Non-core	Mayor, CAO and Planning Department
Broadband expansion	<ol style="list-style-type: none">1. Include broadband accessibility details in all promotional materials2. Confront mistruths when they arise in media or among business or community leaders, supported by factual details	<ol style="list-style-type: none">1. Number of promotional materials circulated with newly added information2. Track instances and manner of response	<ol style="list-style-type: none">1. Core2. Core	Mayor; CAO



4.4 Tourism Development and Promotion

Tourism as a sector is strong in Brockville with many assets offering visitors a variety of experiences. The anticipation of the Aquatarium and Tall Ships Festival suggest further interest and asset development opportunities. In the lead-up to Canada's 150th anniversary, there may be opportunities to secure special funding for events or to connect local events to larger celebrations.

Nonetheless, Brockville is in a position where it requires differentiation from other nearby communities along the St. Lawrence River and 1000 Islands and runs the risk of dormancy issues during off-seasons. In order to ensure this key element of Brockville's diverse economy remains strong and grows, a series of actions have been identified to aid the tourism sector. Brockville's Chamber of Commerce is indicated on the City of Brockville's website as the key lead in tourism development and promotion, whereas the City administers capital tourism product and infrastructure development. At a higher level, the local regional tourism office (RTO), which spans from Quinte West to the Quebec border handles promotion of local assets to areas outside the region and offers support to tourism operators within the region in collaboration with tourism development offices in different communities. The role of the economic development office is to support, help promote and aid in tourism development initiatives.



FIGURE 9: TOURISM DEVELOPMENT AND PROMOTION ACTION AREAS AND RATIONALES

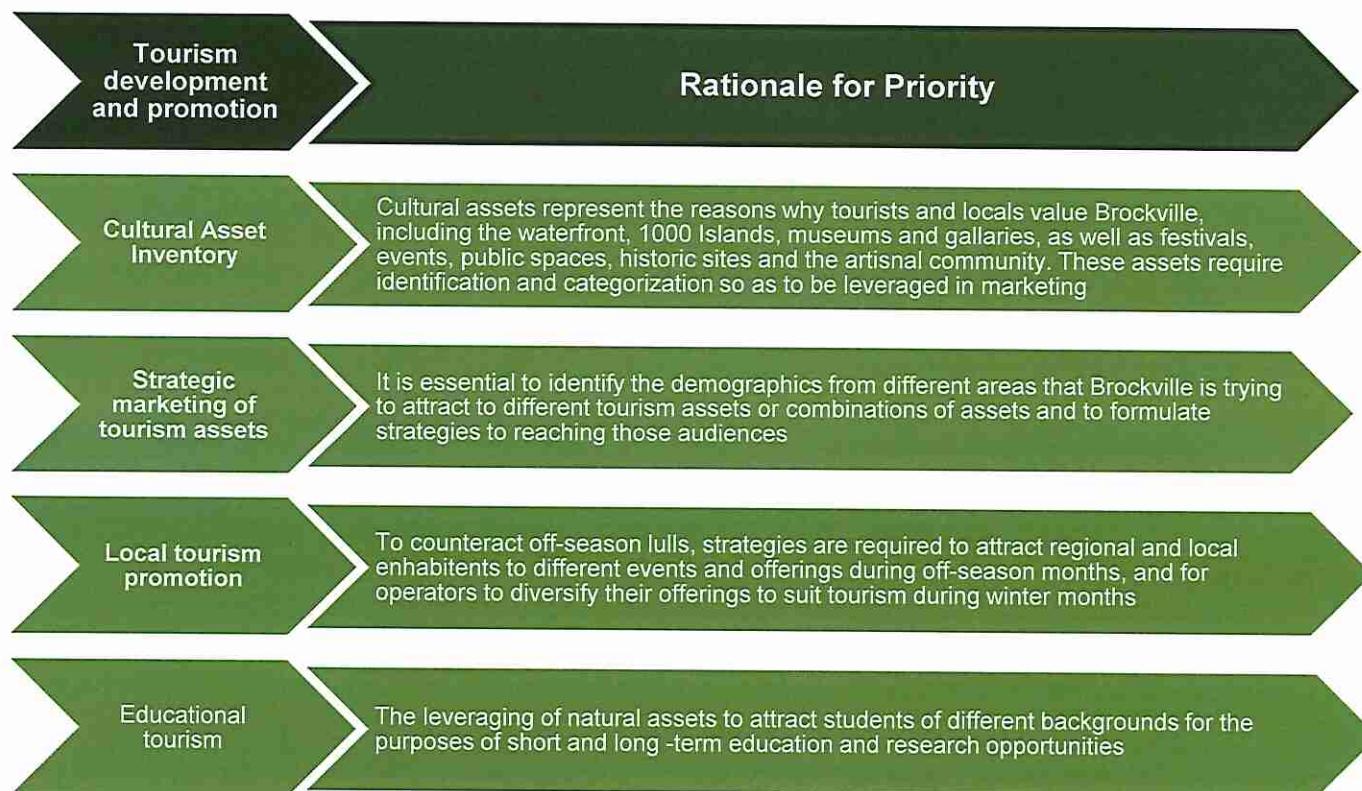


FIGURE 10: STRATEGIC ACTIONS FOR TOURISM DEVELOPMENT AND POMOTION

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Cultural asset mapping	<ol style="list-style-type: none"> 1. Undertake an asset mapping exercise to identify and categorize local cultural assets including tourism related amenities, sites and events; ensure the map is publicly accessible on relevant websites; a potential means of offsetting the cost is to collaborate across the Counties and a regional asset map or to apply for Community Futures Development Corporation funding 2. Identify assets that complement each other and ensure operators are aware of possible cross-promotion opportunities 3. Identify assets that differentiate Brockville from competitors and integrate findings into marketing strategies; Undertake case-studies in waterfront development to identify best practices 	<ol style="list-style-type: none"> 1. Asset mapping completion; web traffic tracking 2. Analysis of complimentary assets; notifications provided to operators 3. Promotional materials created demonstrating competitive distinctions 	<ol style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	Collaboration with Counties of Leeds and Grenville; Arts Council; Chamber(s) of Commerce; Frontenac Arch Biosphere
Strategic marketing of tourism assets	<ol style="list-style-type: none"> 1. Identify target demographics suitable to key cultural asset packages 2. Formulate outreach strategies for demographics and conduct outreach via tourism office and through Great Water Way regional tourism office (RTO) 3. Ensure operators are aware of social media techniques through workshops or access to webinars 4. Provide operators with methodologies for enhancing cross-promotion 	<ol style="list-style-type: none"> 1. Key demographics identified by age group, interests and geographic areas 2. Number of promotional materials sent; website hits; number of emails and newsletters received and opened 3. Number of participants 4. Ongoing feedback and check-ins 	<ol style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 4. Non-core 	Chamber of Commerce tourism office; Regional Tourism Organization; Community Futures Development Corporation

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Local tourism promotion	<ul style="list-style-type: none"> 1. Develop and promote year-round events and activities targeted at residents within the region surrounding Brockville and for Brockville residents to enjoy. Special emphasis is required on current lull periods where the City exhibits declines in external visitors. 2. Outdoor winter activities promoted regionally 3. Multipurpose Sportplex feasibility study conducted to determine marketability and uptake at regional level and potential for sport-tourism attraction; includes research about public-private partnerships and ROI projections 	<ul style="list-style-type: none"> 1. Events identified; radio and newspaper coverage tracked; online promotions tracked on website via traffic reports; social media followers and shares tracked; print materials distributed; schools outreach contacts 2. Same as above 3. Budget line item approved; study conducted; findings reported to Council 	<ul style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	Chamber of Commerce, CAO, Planning Department; Ministry of Tourism, Culture and Sport; OMAFRA; Private sector
Educational tourism	<ul style="list-style-type: none"> 1. Identify relevant education programs related to water, hydrogeology, biology and leisure studies in the surrounding region 2. Conduct outreach with department heads about learning opportunities, including internships (where applicable) 3. Create linkages between learning opportunities and local anchor assets such as the Aquatarium through marketing efforts, thereby associating activities with a specific place; this will require marketing a brand centred on learning 	<ul style="list-style-type: none"> 1. Inventory of programs and courses completed 2. Log of outreach, call-backs, follow-ups 3. Online traffic on designated information and promotional websites; hashtag use in social media 	<ul style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	Chamber of commerce tourism office, Aquatarium, regional education institutions of different age groups



4.5 Demographic Shifts

Brockville is aware of the need to grow its workforce and increase its population, and has taken some steps toward attracting new residents to the city. Census data indicates the population has increased by approximately 500 people between 2001 and 2011. Between these two census years, Brockville's largest growth age group was the pre-retirement and early retirement groups (55-74) for a total of about 1,400. On the other hand, the age group that suffered the largest declines was the 25 to 44 year old age group by approximately 1,000. The combined increase of the elderly age group and decrease in the young adult age group has resulted in a median age increase from 44.2 years in 2001 to 47.1 in 2011.

If the City wishes to continue to attract a retirement population, which is normally accompanied by property acquisition and discretionary spending, it will also need to ensure the proper age-friendly policies and infrastructure are in place to accommodate the growing demographic. On the other hand, Brockville is also faced with a challenge related to its declining young adult population, who represent the prime family producing and career development age group. The age group also represents future entrepreneurs and missing skilled labour. Brockville is in need of a youth retention and attraction strategy. Similarly, immigrant attraction can provide growing families, needed skills and entrepreneurship to the local economy.

This section addresses attraction actions for retired and semi-retired populations, young professionals and tradespersons, and immigrants. Central to retired and immigration attraction actions is the leveraging of personal networks of people already living in Brockville to people and groups that are already familiar with the city. These relationships are based on trust and familiarity with some of the local assets that are appealing to them. This has already been undertaken by ambassadors, and must continue.



FIGURE 11: MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIP ACTION AREAS AND RATIONALES

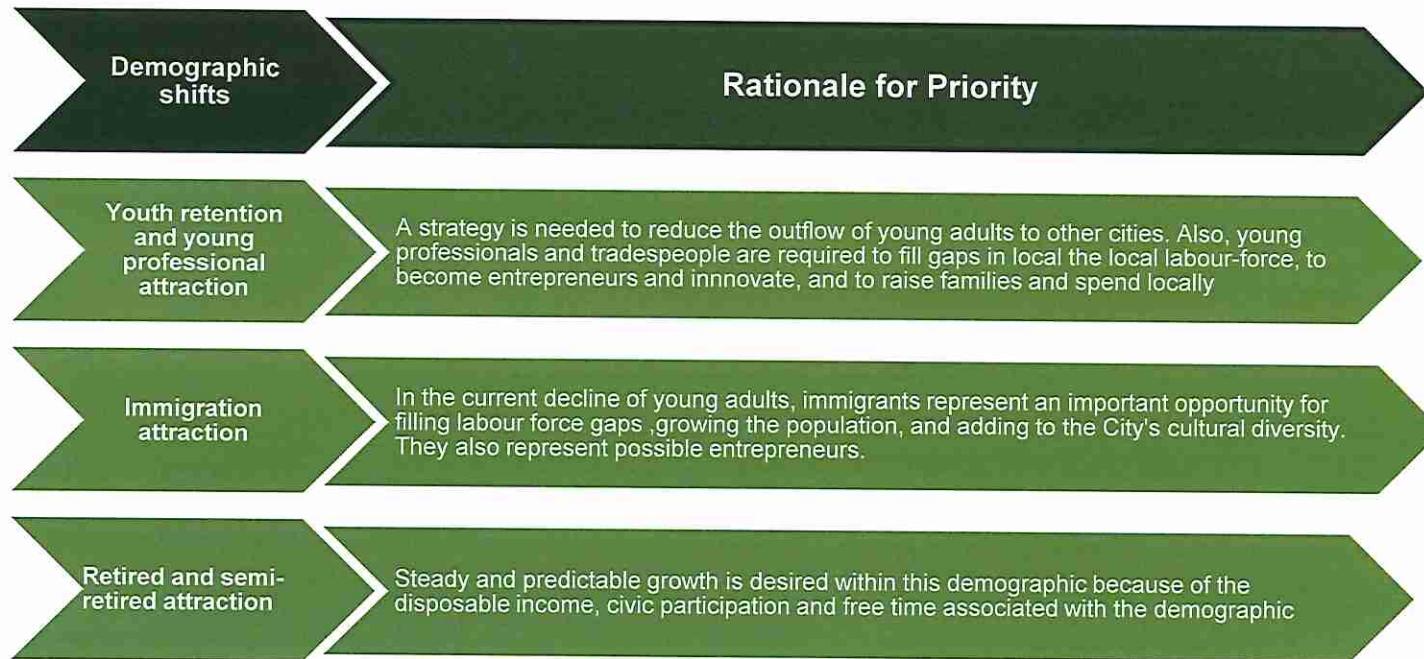


FIGURE 12: STRATEGIC ACTIONS FOR MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIPS

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Youth retention and young professional attraction strategy	<ol style="list-style-type: none"> 1. A formal strategy is required to identify applicable solutions to combatting outmigration of young adults 2. Implement strategic recommendations and monitor deliverables 3. Identify educational institutions in Ottawa and Kingston to target professionals and tradespeople emerging from studies seeking employment 	<ol style="list-style-type: none"> 1. Firm engaged for strategy and strategy delivered 2. Frameworks for performance measurement developed (population tracking, etc.) 3. Institutions identified; promotion of job opportunities coordinated; tracked by number of website hits and applicants 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 	Colleges and universities in Kingston and Ottawa; Chamber of Commerce for cross-promotion opportunities
Immigration attraction	<ol style="list-style-type: none"> 1. Continue to identify local champions with networks of former or current business colleagues, friends or family in other cities and promote relocation options and opportunities to them; target landed immigrants within personal networks 2. Ensure promotional materials are easily understood by communities whose primary language is not necessarily English 1. Undertake an age-friendliness strategy in pursuit of an age-friendly designation for the City 2. Market/promote the age-friendly designation to target audience and include in other information packages 	<ol style="list-style-type: none"> 1. Contact with ambassadors; estimates of discussions had and information packages shared 2. Quality control verification 3. Age friendly strategy completed; age friendly designation obtained 4. Number of materials distributed; social media hashtag shares 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 4. Core 	Community groups; local community leaders

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Retired and semi-retired attraction	<ol style="list-style-type: none"> 1. Continue to identify local champions with networks of former or current business colleagues, friends or family in other cities and promote relocation options and opportunities to them; target people looking for a change in pace 2. Undertake an age-friendliness strategy in pursuit of an age-friendly designation for the City 3. Market/promote the age-friendly designation to target audience and include in other information packages 	<ol style="list-style-type: none"> 1. Contact with ambassadors; estimates of discussions had and information packages shared 2. Age-friendly strategy completed; age friendly designation obtained 3. Number of materials distributed; social media hashtag shares 	<ol style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	Community groups; local community leaders

December 19, 2016

**REPORT TO ECONOMIC DEVELOPMENT & PLANNING COMMITTEE – FEBRUARY
7, 2017**

2017-009-02

UPDATE ON AGE FRIENDLY INITIATIVE

**D. PAUL
DIRECTOR OF
ECONOMIC
DEVELOPMENT
L. WHITE
MANAGER STRATEGIC
INITIATIVES**

RECOMMENDATION:

THAT Council authorize the staff to apply for grants, specifically the Seniors Community Grant (SCG) program, the Age Friendly Community Planning Grant (AFCPG) and others as they become available, to allow the continuance of the pursuit of the City's Age Friendly designation.

THAT the Age Friendly Project Lead continue in an Advisory role on a volunteer basis until such time a grant is available;

And that the Economic Development department 2017 Work Plan allow for staff time to assist the Project Lead in securing the Age Friendly designation.

PURPOSE

To request Council authorization to apply for grants related to Age Friendly initiatives and to allow for staff to assist in this initiative.

BACKGROUND

In 2013, Brockville's City Council passed a resolution in theory, to support the local AF initiative for Brockville.

An age-friendly community (AFC) is a community where policies, services and physical spaces are designed to enable people of all ages to live in a secure and accessible physical and social environment. AFCs contribute to good health and allow people to continue to participate fully in society throughout their lifetime.

Report 2017-009-02

Update on Age Friendly Initiative

In 2010 the World Health Organization (WHO) launched the age-friendly movement in response to the escalating challenges posed by the converging trends of population aging and urbanization. The WHO mandates that AF initiatives be **community-led** with active participation of older adults, have the support of local government and collaboration with community stakeholders.

Ontario's population growth rate for people over 65 years is 3.5 times higher than that of the rest of the population. In response, the Provincial Government has committed to supporting communities who aim to become more AF in a number of ways including the development of the Age Friendly Community Planning Guide. The guide is designed to complement the unique and diverse characteristics, needs and wants of Ontario communities. Today there are over 65 cities and communities in Ontario who have committed to being part of the global AF network.

In 2014, \$35,000 was awarded by the Ontario Seniors Secretariat to employ Project Lead, Dawn Edgley to execute the first two of four of the projects phases. The four phases include:

- 1) Defining local principles,
- 2) Custom needs assessment,
- 3) Developing an action plan
- 4) Implementation and evaluation stage.

To date, the first two phases have been completed. A dedicated and diverse Steering Committee was established in 2016 and the group's accomplishments include:

- Research to understand the impact of aging in rural Leeds & Grenville and the impact of City services and amenities.
- Established a website to educate and help the public to become more connected.
- Leveraging existing initiatives and working together to develop new ones that benefit seniors.

ANALYSIS

The 2017 goal for the AF Brockville Steering Committee is to move forward with Phase Three - the development of Brockville's Age Friendly Action Plan in collaboration with the City of Brockville.

Report 2017-009-02

Update on Age Friendly Initiative

The Committee is committed to developing an action plan that complements the core values of the community and prioritizes the needs and wishes of older adults. The role of the Committee is to focus energies on small or larger initiatives that are realistically appropriate for the short or long term. The Action Plan will be affordable, attainable, meaningful and measurable.

Brockville's AF Action Plan will be developed using indicators relative to the key features of an AF community as identified by the WHO.

Formal approval of the Age-Friendly Brockville Action Plan will be required by the City of Brockville upon which time Age Friendly Brockville's application to the World Health Organization will be submitted recognizing Brockville as one of the Worlds Age Friendly Cities.

Benefits

Everyone benefits in an age-friendly community

- Seniors are supported to age actively, enjoy good health, and remain independent and involved in their communities.
- People of all ages and abilities benefit from safer, barrier-free buildings and streets, better access to local businesses and facilities, and more green spaces.
- Businesses benefit from the increased support and spending power of older customers, and are better able to support older workers.
- The community benefits from the increased participation of older adults in community life.

Communities that adapt age-friendly features become more desirable places to live, to visit and to spend time. They also reap economic benefits, injecting new vitality into local business.

POLICY IMPLICATIONS

As stated in the City's Official Plan, Brockville ensures that seniors will have a safe and healthy environment through planning for accessible and affordable housing with adequate opportunities for education, recreation and arts.

Specifically mentioned in the Official Plan:

Report 2017-009-02

Update on Age Friendly Initiative

The City shall encourage the development of low income housing geared towards seniors, which may include lower maintenance housing types such as condominiums and townhouses.

Aging-in-place for seniors shall be encouraged so that:

- i. individuals living in a non-healthcare environment will have access to municipal services and amenities so that they may carry out their daily life without having to relocate as their circumstances change; and*
- ii. where the above is not suitable due to the physical or mental condition of the individual, independent living, assisted living and skilled nursing is to be encouraged in residences for seniors, such as in a continuing care retirement community.*

Long-term care facilities that meet the needs of the community shall be encouraged.

The Age-Friendly designation contributes to the community credentials and accreditations. It also strengthens our residential attraction/relocation initiatives and the related economic impacts. This factor was duly noted in the 2015 Economic Development Strategy refresh:

- *Continue to identify local champions with networks of former or current business colleagues, friends or family in other cities and promote relocation options and opportunities to them; target people looking for a change in pace.*
- *Undertake an age-friendliness designation for the City.*
- *Market/promote the age-friendly designation to target audience and include in other information packages.*

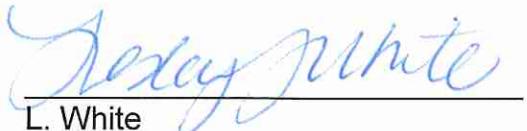
FINANCIAL IMPLICATIONS

To date, the City has been granted \$35,000 from the Ontario Seniors' Secretariat - Ontario's Action Plan for seniors. This has allowed for the Project Lead to be contracted for 10 months. Until further funding is secured, the Project Lead will continue with her role on a volunteer basis. The Manager of Strategic Initiatives will assist with this initiative when required.

Report 2017-009-02
Update on Age Friendly Initiative

CONCLUSIONS

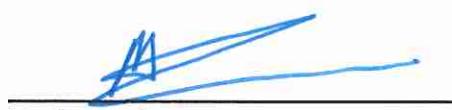
Continuing with the Age-Friendly initiative will allow the Steering Committee to continue with their plans while keeping the momentum as well as solidify the accomplishments to date.



L. White
Manager Strategic Initiatives



D. Paul
Director of Economic
Development



B. Casselman
City Manager



Excerpt from Council Meeting of December 13, 2016

1. Notice of Motion

**Establishment of a Water Advisory Committee
(Councillor Baker)**

Councillor Baker is providing notice that the following motion that was defeated at the FAO meeting of April 19, 2016 will be reconsidered at the next scheduled meeting of the Economic Development and Planning Committee:

*2016-027-02
Water Advisory Committee*

THAT the Finance, Administration and Operations Committee support the establishment of a Water Advisory Committee with the Terms of Reference to be developed.

CARRIED

April 14, 2016

REPORT TO FINANCE, ADMIN., AND OPERATIONS COMMITTEE – APRIL 19, 2016

2016-027-02

**WATER ADVISORY
COMMITTEE**

**PETER RAABE, P.ENG.
DIRECTOR OF ENVIRONMENTAL SERVICES**

RECOMMENDED

THAT Council continues to utilize the existing reporting mechanism and structure for receiving and reviewing information on the City's water and wastewater systems.

PURPOSE

To determine if additional oversight of the Water Systems Division is necessary.

BACKGROUND

During the 2016 budget process, Councillor Baker requested that City Council discuss the possibility of establishing a water oversight/advisory committee.

ANALYSIS/OPTIONS

The City currently has a number of mechanisms in-place that not only provides Council with the information that they require to make informed decisions but also makes sure that the systems are operated and maintained in an effective and efficient manner.

One of the most important mechanisms is the City's Drinking Water Quality Management System (DWQMS). This system is used to administer and direct the oversight of the City's Water System Division. It has been in place since 2009, when the MOECC required all municipalities that own and operate municipal drinking water systems, create a Drinking Water Quality Management System – Operational Plan as recommended from Part 2 of the Walkerton Inquiry. The purpose of the quality management approach is to protect public health by achieving consistent good practice in managing and operating a water system. The hallmarks of this approach include;

- The adoption of best practices and continual improvement;
- Real-time process control;
- The effective operation of robust multi-barriers to protect health;
- Preventative, rather than strictly reactive, strategies to identify and manage risk to public health, and;
- Effective leadership.

The province's Drinking Water Quality Management Standard specifies the minimum requirements for all drinking water quality management systems in Ontario and includes 21 defined elements.

These 21 elements form the foundation of the City's DWQMS – Operational Plan including defining the roles and responsibilities of all those involved, and establishes a reporting mechanism to ensure knowledgeable and informed decisions are made.

Element 9 "Organizational Structure" of the DWQMS outlines Council's role and responsibilities as the owner of the City's drinking water system. As such, under the Safe Drinking Water Act there is statutory standard of care for individuals who have decision making authority over the drinking water system. There are legal consequences for not acting as required by the standard of care, including possible fines or imprisonment. This authority cannot be delegated to a board or commission by Council and if a board or commission is established, they would also be subject to the same standard of care as a municipal Council.

Element 20 "Management Reviews" in the plan identifies that management review meetings are to be held at least once a year for the purpose of reporting the status of the DWQMS to Top Management. The City typically holds two meetings each year, exceeding the minimum standard. Personnel included in the management review meetings include the Supervisor of Water Systems, Chief Operator of Water Systems, Director of Environmental Services, Director of Corporate Services, City Manager, a member of Council and the Mayor. The agenda for the meeting includes, but not limited to, the following:

- List of incidents of regulatory non-compliance and adverse conditions
- List of deviations from critical control point limits and response actions
- Review of financial capital plan
- Results and efficiency of the risk assessment process
- Results of infrastructure review/planning
- Results of relevant internal and third party audits
- Results of regulatory compliance inspections
- Results of emergency response testing
- Summary of customer complaints
- Summary/trending of operational performance
- Raw water supply and drinking water quality trends
- Follow-up and status of action items from previous meetings
- Summary of Council Meeting minutes pertaining to DWQMS
- Changes in process or management that may affect drinking water quality
- Recommendation from improvements of the DWQMS
- Changes to Operational Plan
- Any relevant staff suggestions

The minutes of these meetings are made available to all Council members.

The City's DWQMS is subject to internal and remote external audits annually and on-site external audits every 3 years. This ensures that the DWQMS is being fully utilized as intended and ensures that there are continuous improvements to the document. The City's last external audit was completed in January 2016 where the auditor found the City's plan to be in compliance with the standard.

Other DWQMS elements that are reviewed on a continuous basis include infrastructure maintenance, rehabilitation and renewal, emergency management, and risk management.

In addition to these DWQMS management system, the Environmental Services Department prepares quarterly and annual reports for Council's review. The quarterly reports keep Committee, Council and the public current with performance and major operational aspects of the water and wastewater systems. The report typically includes the following:

Water System

- Compliance with Ontario Safe Drinking Water Act and Regulations
- Compliance with the City's Drinking Water License and Drinking Water Works Permit
- Details of adverse water quality incidents
- Monthly treated and raw water flows
- Summary of operational and maintenance work at the various water facilities
- Updates on the DWQMS
- Results of MOECC inspection reports
- Results of regulatory sampling
- Summary of Elizabethtown-Kitley water system
- Summary of water distribution service calls
- Details of watermain breaks
- Status of capital projects

Wastewater System

- Summary of operational and maintenance work at various wastewater facilities
- Summary of by-pass events
- Summary of wastewater collection service calls

On an annual basis the City is also required to provide reports to the MOECC. These reports confirm the City's compliance to provincial regulations and ensure that the quality of its water meets or exceeds provincial drinking water quality objectives. Copies of the reports are presented to Council for their review and approval.

The City is also subject to annual inspections by the Ministry of Environment and Climate Change. These inspections are rather detailed and focus on regulatory compliance rather than operations. Copies of the inspection report are provided to Council or made available.

The City's annual operating and capital budgets are prepared for the water and wastewater systems by Environmental Services Department staff. Projects are identified and included in the City's ten year rolling plan and presented to Council during budget meetings. The City's Asset Management Plan is an important tool used by staff in preparing the budget and is continuously reference during the preparation of the budget.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL CONSIDERATIONS

There are no costs at this time.

CONCLUSION

The City has in place a comprehensive management system and a number of reporting mechanisms to Council and the public for its water and wastewater systems. In doing so, the City ensures that it is able to operate the systems effectively and efficiently. This is demonstrated by the following:

- excellent MOECC inspection report results
- excellent internal and external DWQMS audit reports results
- low water and wastewater rates
- positive internal and external service delivery reviews

It is recommended that a Water Advisory Committee not be established and the existing reporting structure continues to operate.



P.E. Raabe, P. Eng.
Director of Environmental Services



B. Casselman
City Manager