



**ECONOMIC DEVELOPMENT  
ADVISORY COMMITTEE  
MEETING AGENDA**

**THURSDAY, JUNE 9, 2016**

**7 P.M.**

**LEKSAND ROOM  
AURORA TOWN HALL**

PUBLIC RELEASE  
June 3, 2016



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

**DATE:** Thursday, June 9, 2016

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

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**1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE  
THEREOF**

**2. APPROVAL OF THE AGENDA**

RECOMMENDED:

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

**3. RECEIPT OF THE MINUTES**

**Economic Development Advisory Committee Meeting Minutes of  
May 12, 2016**

pg. 1

RECOMMENDED:

THAT the Economic Development Advisory Committee meeting minutes of May 12, 2016, be received for information.

**4. DELEGATIONS**

**5. MATTERS FOR CONSIDERATION**

- 1. Memorandum from Manager of Long Range & Strategic Planning** pg. 6  
**Re: Development of an Attraction Strategy for the Hotel Industry**

RECOMMENDED:

THAT the memorandum regarding Development of an Attraction Strategy for the Hotel Industry be received; and

THAT the Economic Development Advisory Committee recommend to Council:

THAT \$25,000 be allocated in the 2017 Budget to support the development of an Attraction Strategy for the Hotel Industry.

**6. INFORMATIONAL ITEMS**

- 2. Memorandum from Manager of Long Range & Strategic Planning** pg. 9  
**Re: Economic Development Action Plan Update**

RECOMMENDED:

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

- 3. Memorandum from Manager of Long Range & Strategic Planning** pg. 11  
**Re: Call for Town of Aurora Business Ambassadors**

RECOMMENDED:

THAT the memorandum regarding Call for Town of Aurora Business Ambassadors be received for information.

**7. NEW BUSINESS**

**8. ADJOURNMENT**



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

**Date:** Thursday, May 12, 2016

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

**Committee Members:** Councillor Paul Pirri (Chair), Councillor John Abel (Vice Chair) (departed 8:05 p.m.), Don Constable (departed 8:05 p.m.) Marilee Harris, Javed Khan, and Bruce Walkinshaw

**Member(s) Absent:** Rosalyn Gonsalves

**Other Attendees:** Councillor Tom Mrakas, Anthony Ierullo, Manager of Long Range & Strategic Planning, Michael Logue, Program Manager, Economic Development, and Samantha Yew, Council/Committee Secretary

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

**1. DECLARATION OF PECUNIARY INTEREST**

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

**2. APPROVAL OF THE AGENDA**

**Moved by Javed Khan**  
**Seconded by Bruce Walkinshaw**

THAT the agenda as circulated by Legal and Legislative Services, with the following change, be approved:

New Business be discussed following Delegations.

**CARRIED**

**3. RECEIPT OF THE MINUTES**

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

**Moved by Don Constable  
Seconded by Councillor Abel**

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

**CARRIED**

**4. DELEGATIONS**

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

Mr Lindeblom gave an overview of Toronto Global, and outlined the history of the strategy, organizational structure, funding sources, the role of York Region, and the potential benefits of the strategy. The Committee inquired about the role of the Chamber of Commerce, and the benefits of the Toronto Global in relation to the Town's economic development.

**Moved by Councillor Abel  
Seconded by Bruce Walkinshaw**

THAT the delegation by Doug Lindeblom be received for information

**CARRIED**

**5. MATTERS FOR CONSIDERATION**

None

**6. INFORMATIONAL ITEMS**

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

Staff provided an update and informed the Committee that Bell Canada could be implementing a small cell pilot project in Aurora. The Committee expressed their support and discussed various aspects of the project.

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

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

**CARRIED**

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

Staff provided background to the memorandum and noted that there is positive employment and business growth.

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

THAT the memorandum regarding Aurora Employment & Industry Trends be received; *and*

*THAT the information in this memorandum be presented at a future Council meeting.*

**CARRIED**

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

**Moved by Javed Khan**  
**Seconded by Bruce Walkinshaw**

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

**CARRIED**

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

The Committee inquired about the benefits that Toronto Global could bring to the Town. Staff advised that it could attract more business.

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

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

**CARRIED**

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

Staff provided background to the memorandum and asked the Committee to provide ideas for a work plan. The Committee discussed the objective of the hotel, hotel development charges, feasibility studies, and the possibility of sending marketing materials to architectural firms that specialize in hotel design.

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

THAT the memorandum regarding Development of an Attraction Strategy for the Hotel Industry be received; and

THAT comments provided by the Economic Development Advisory Committee be considered by staff when developing of an attraction strategy for the Hotel Industry.

**CARRIED**

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

**Moved by Bruce Walkinshaw**  
**Seconded by Javed Khan**

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

**CARRIED**

**7. NEW BUSINESS**

The Committee consented to discussing New Business following Delegations on Approval of the Agenda.

Councillor Abel advised that Council recently endorsed a Music Strategy, and provided copies of the Aurora Music Strategy to the Committee. The Committee discussed the Music Strategy and decided that currently it does not fit within the Committee's strategic priorities.

**New Business Motion No.1**

**Moved by Don Constable**  
**Seconded by Councillor Abel**

THAT the Aurora Music Strategy be received for information.

**CARRIED**

The Committee inquired about whether they have any input in the downtown revitalization strategy, and asked questions regarding the proposed patios on Yonge Street. Staff indicated that the Committee has not been directed to provide input, and that the patios would be a pilot program which is pending Council approval.

The Committee inquired whether the targets outlined in the Business Retention & Expansion Plan have been met for the year. Staff advised that they have not met the business visitation requirements as yet, however it is anticipated that they will meet the expected targets.

**8. ADJOURNMENT**

**Moved by Javed Khan**  
**Seconded by Bruce Walkinshaw**

THAT the meeting be adjourned at 8:50 p.m.

**CARRIED**

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





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**Town of Aurora**  
**Planning & Development Services**

## **MEMORANDUM**

**DATE:** June 9, 2016  
**TO:** Economic Development Advisory Committee Members  
**FROM:** Anthony Ierullo, Manager of Long Range and Strategic Planning  
**RE:** **Development of an Attraction Strategy for the Hotel Industry**

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### **RECOMMENDATIONS**

***THAT the memorandum regarding Development of an Attraction Strategy for the Hotel Industry be received; and***

***THAT the Economic Development Advisory Committee recommend to Council:***

***THAT \$25,000 be allocated in the 2017 budget to support the development of an Attraction Strategy for the Hotel Industry.***

### **BACKGROUND**

On April 26, 2016, Council approved the following motion directing the Economic Development Advisory Committee (EDAC) and staff to proceed with the development of an attraction strategy for the hotel industry:

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

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

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

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

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

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-2- Attraction Strategy for the Hotel Industry

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Staff initiated a preliminary discussion with EDAC in May to seek feedback on the Attraction Strategy for the Hotel Industry. Staff also attended the Potential Hotel Development meeting hosted by the Aurora Chamber of Commerce on May 25, 2016. Based on the feedback received, staff are proposing a phased approach that examines key issues and feasibility followed by a second phase that considers implementation strategies based on the knowledge gained through the process. A more detailed description of the proposed activities is described below:

### **Phase 1**

#### *Contextual Information*

- Location Decisions and Factors: Research and describe key factors that drive investor location decisions and contributing factors
- Hotel Development Cost Structure: General development cost guidelines for hotel construction giving consideration to full service, select service, limited service, and extended stay properties
- Funding Opportunities: Discussion of sources of funding, interest rates, debt/equity ratios, and amortization periods
- Return on Investment Decisions: Discussion addressing capitalization rates and typical return expectations
- Municipal Fees and Charges: Discussion on the impact of municipal fees and charges on hotel cost structures
- Historic Supply and Demand Analysis: Provide a historic supply and demand analysis for the GTA overall as well as the four major submarkets (ie. Downtown, Toronto Airport, Toronto East/North, and Toronto West)
- Hotel Sales Activity Analysis: Examination of recent hotel sales in the GTA as a comparative to the costs associated with new potential hotel development

#### *Needs Assessment*

- Stakeholder Consultation: Interviews with managers of local demand generators and persons familiar with development patterns in the local market. Examine opportunities to attract corporate business, meetings and conferences, tourist and leisure demand, government/other, and discounted demand. **This may be completed in partnership with the Aurora Chamber of Commerce.**
- Economic and Tourism Overview : Assess current economic factors that may impact the development
- Historic Market Performance: Selection of appropriate market comparables, review of the existing properties and recent market performance over the past 5 years.

June 9, 2016

-3- Attraction Strategy for the Hotel Industry

- Facilities Recommendation: Identify and recommended an ideal facility program including the number, size, and mix of guestrooms, appropriate services and amenities, food and beverage options, and meeting space size and mix, as well as the appropriate type of hotel property to be developed and potential branding options
- Market Projections: Project annual supply growth for the market over the projection period based on a review of potential/proposed/under construction hotel properties in the competitive market. Projection of annual demand and ADR growth on a segment by segment basis for the competitive market based on market research and information gathered from interview with municipal officials and existing hotel operators.
- Property Market and Operating Projections: Project occupancy levels and ADR levels for project.

## **Phase 2**

### *Implementation Strategies*

- Identify implementation considerations for the Town of Aurora in order to maximize the potential of attracting a potential investor/developer
- Identify implementation considerations to maximize the project returns and identify areas where project returns may be enhanced
- Identify opportunities for targeted marketing and promotion to investors, relevant Architects, etc.

## **Next Steps**

In order to complete the above described scope of work, the Town would require the support of an external consultant with an estimated budget of approximately \$25,000. Staff are recommending that the request for funding be forwarded to Council for consideration as part of the 2017 budget process.



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**Town of Aurora**  
**Planning & Development Services**

**MEMORANDUM**

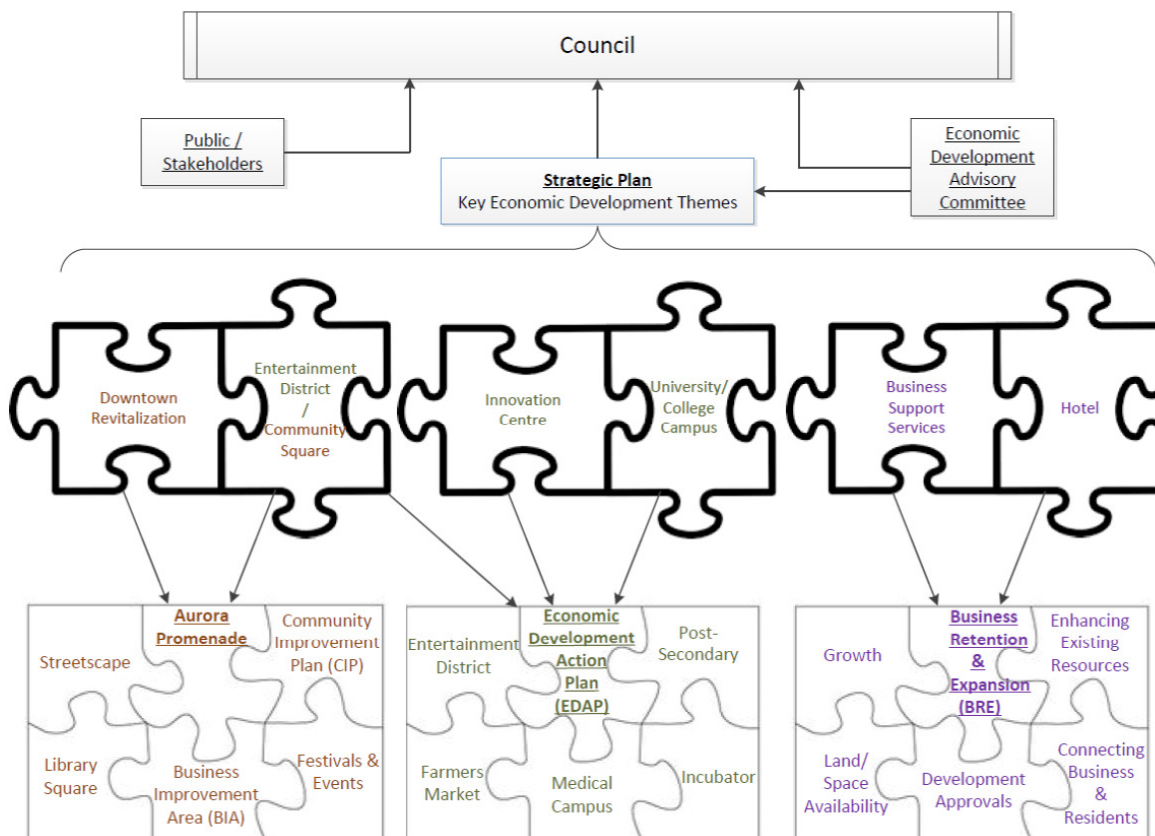
**DATE:** June 9, 2016  
**TO:** Economic Development Advisory Committee  
**FROM:** Anthony Ierullo, Manager of Long Range & Strategic Planning  
**RE:** Economic Development Action Plan update

**RECOMMENDATIONS:**

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

**BACKGROUND**

The following flow chart was endorsed by EDAC in May of 2015, as an overview of ongoing economic development activities, plans, and strategies, and the committee's advisory role.



June 9, 2016

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Plans and Strategies Update

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Subsequently, staff and EDAC discussed and proposed an update to the Economic development Action Plan, which was approved by Council in August 2015.

## **COMMENTS**

The following provides a brief update of the significant activities that have taken place since the approval of the revised Economic Development Action Plan.

### ***Broadband / Small Cell Technology***

**Major Puzzle Piece(s):** Business Support Services

**Smaller Puzzle Piece(s):** Growth/BR&E

Town staff hosted representatives from Bell on a tour of town sites mid-May 2016, and are working towards satisfactory wording on a proposed agreement to govern the potential partnership, with a target of bringing the proposal forward for Council approval mid-2016.

### ***Business Directory / Employment & Industry trends***

**Major Puzzle Piece(s):** Business Support Services

**Smaller Puzzle Piece(s):** Growth/Enhancing Existing Resources

Town staff are prepared to present the information from the May 2016 EDAC report to Council, regarding employment and industry trends 2014 to 2015.

Additionally, employment surveyors from York Region are hitting the field to collect 2016 business data, with a target to be starting in Aurora late June or early July. The Town will help to raise awareness of the employment survey by promoting marketing materials.

### ***Medical Uses in 2C Planning Area***

**Major Puzzle Piece(s):** Innovation Centre / Campus

**Smaller Puzzle Piece(s):** Medical Campus

Implementation of the proposed marketing activities, outlined in a memo to EDAC March 2016, is intended to coincide with bringing the lands to market. now The land owner (Emery Investments) is currently finalizing site servicing with a 2016 target.

### ***Downtown Revitalization***

**Major Puzzle Piece(s):** Entertainment District / Community Square

**Smaller Puzzle Piece(s):** Aurora Promenade / Festivals and Events

In May 2016, Town Council approved a multi-stage planning approach outlining milestones to assist with progress on Aurora's Cultural Precinct (a three-block area bordered by Yonge, Mosley, Larmont and Metcalfe streets). A repurposing study prepared by consultants for Aurora was also presented in May. These two visions will be the basis for public consultation over the summer and fall of 2016.



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**Town of Aurora**  
**Planning & Development Services**

**MEMORANDUM**

**DATE:** June 9, 2016

**TO:** Economic Development Advisory Committee Members

**FROM:** Anthony Ierullo, Manager of Long Range & Strategic Planning

**RE:** Call for Town of Aurora Business Ambassadors

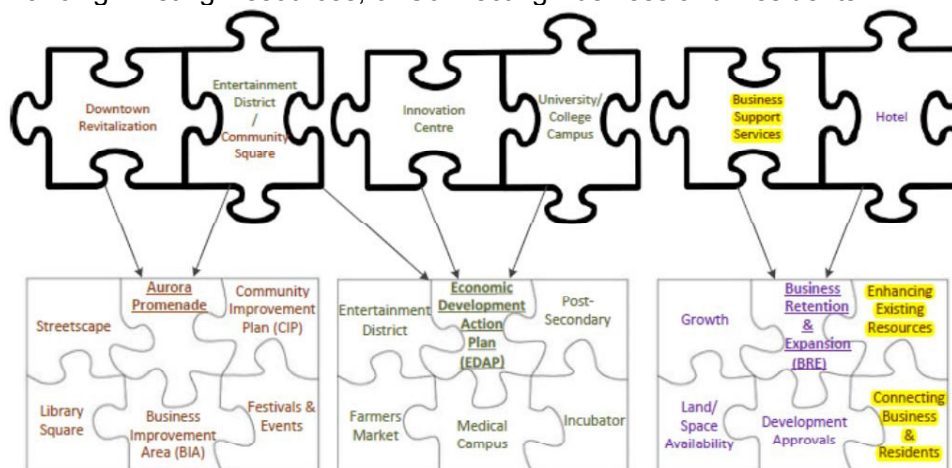
**RECOMMENDATIONS:**

***THAT the memorandum regarding Call for Town of Aurora Business Ambassadors be received for information.***

**BACKGROUND**

The Town of Aurora’s previous business ambassador program ran from the mid-1990’s to mid-2000’s. The Program solicited key business leaders outside the Economic Development committee to help promote Aurora as a first choice for new business and families. The program was based on the principle that existing, successful businesses are a unique touchpoint to attract new business.

After endorsement from the Economic Development Advisory Committee, staff received direction from Council to re-establish the Business Ambassadors Program in the fourth quarter of 2015. A business ambassadors program is supported through both the Business Retention & Expansion action plan, and the Economic Development Action Plan, and fits with the EDAC plans flow chart, under Business Support Services, and Enhancing Existing Resources, or Connecting Business and Residents.



June 9, 2016

-2- Call for Aurora Business Ambassadors

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## **COMMENTS**

A call seeking Town of Aurora Business Ambassadors was initiated with a Public Notice in the Town Notice Board on Thursday, June 2<sup>nd</sup> (see attached), plus advertisements in Aurora's newspapers, information on [www.businessaurora.ca](http://www.businessaurora.ca), and other communication channels. Interested parties are encouraged to apply with a cover letter and resume.

The business ambassadors program aims to provide many benefits, including:

- Creating economic development leads, and investments
- Promoting business-to-business communications
- Fostering better relations between the Town and Aurora business community
- Promote the Town of Aurora and its programs

A small but dynamic group of key business people will be sought who:

- Have a history of and/or commitment to positive civic involvement;
- Have international, national and provincial business connections;
- Have a high business contact rate in their normal business undertakings;
- Possess a high level of credibility in their business community;
- Are willing to be unabashed, enthusiastic supporters of the Town of Aurora

An Aurora Business Ambassador will be expected to:

- Promote Aurora whenever possible, during the course of normal business activities, as a place to live, work, and play, drawing from personal perspective.
- Pass on prospective clients to Town of Aurora economic development staff, so that formal contacts can take place.
- Provide feedback on the ambassadors program.

Tools available to Aurora Business Ambassadors will include:

- An introductory letter
- Town of Aurora Community Profiles
- Promotional items such as pins, pens, and Town-branded apparel
- Shortlist of other readily available resources and contacts

Business Ambassadors will be encouraged to participate in regular two-way communication with Town staff, and will be invited to a reception once a year to exchange information.

## **NEXT STEPS**

The call for business ambassadors will remain open over a month, closing on Monday, July 4, 2016. Staff will compile applications and forward them to Council for official selection at a closed session meeting, in a process similar to the selection of advisory committee members.

## **ATTACHMENTS**

Attachment 1 – Public Notice: Seeking Town of Aurora Business Ambassadors



**TOWN OF AURORA  
PUBLIC NOTICE**

**SEEKING TOWN OF AURORA BUSINESS AMBASSADORS**

Aurora Town Council invites key business people to apply to participate in:

**Business Ambassadors Program**

**Application Deadline: Monday, July 4, 2016**

**What is the criteria?**

Residents, business owners and employees in Aurora are encouraged to apply who:

- Have a history of and/or commitment to positive civic involvement;
- Have international, national and provincial business connections;
- Have a high business contact rate in their normal business undertakings;
- Possess a high level of credibility in their business community;
- Are willing to be unabashed, enthusiastic supporters of the Town of Aurora

For more information on roles and responsibilities for Business Ambassadors, please visit Aurora Town Hall, or the Town of Aurora's Economic Development website at [www.businessaurora.ca](http://www.businessaurora.ca)  
For more information, please call 905-727-3123, ext. 4227.

**What is the application process?**

Applicants meeting the above criteria must submit to the Town a cover letter and resume. Applications should be addressed to the Deputy Clerk and submitted by email to [pthoma@aurora.ca](mailto:pthoma@aurora.ca) or by fax at 905-726-4732. Applications can also be submitted by mail or hand delivered to 100 John West Way, P.O. Box 1000, Aurora, ON L4G 6J1.