

**CITY OF HAMILTON**

**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
***Economic Development and Real Estate Division***

<b>Report to:</b> Chair and Members Committee of the Whole	<b>Submitted by:</b> Tim McCabe General Manager Planning and Economic Development Department
<b>Date:</b> May 21, 2008	<b>Prepared by:</b> Neil Everson (905) 546-2424 Ext. 2359

**SUBJECT: Terms of Reference for Council's Economic Development Advisory Committee and the Jobs Prosperity Collaborative of Hamilton Update - Revised (PED08102(a)) (City Wide)**

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**RECOMMENDATION:**

That the defined purpose / mandate, reporting relationship, structure and membership of Council's new Economic Development Advisory Committee, as set out in Report PED08102(a), be approved.

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Tim McCabe  
General Manager  
Planning and Economic Development Department

**EXECUTIVE SUMMARY:**

Pursuant to Council's direction initiated at the Committee of the Whole meeting on December 10, 2007, as part of the approval of the Economic Development Governance Review and MOVING FORWARD Plan, staff was required to report back to Committee of the Whole on a recommended mandate, reporting relationship, structure and membership of an Economic Development Advisory Committee. The Advisory Committee will be a joint public / private partnership with senior business and community stakeholders representing the Jobs Prosperity Collaborative (JPC) (formerly named the Hamilton Civic Coalition). It will also include two (2) ex-officio members being the Mayor and the Chair of the Economic Development and Planning Committee and Ward 6 Councillor Tom Jackson. Additionally, a description of the reporting relationship and the proposed mandate of this Committee have been set out in the report and related information on the JPC in Appendix B to Report PED08102(a). The Advisory Committee will be subject to the same rules and regulations as any other Council standing or sub-committee. The meetings will be open to the public and minutes

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will be kept by the Clerk's Division. The meetings of the Jobs Prosperity Collaborative are not open to the public.

Finally, a brief update on the activities of the JPC and the Business Ambassador Program are included at the conclusion of this report.

**BACKGROUND:**

On December 10, 2007, Hamilton City Council approved the ***Economic Development: MOVING FORWARD Governance Review, Organizational Change, Engagement with Community, and Enhanced Investment Funding (Report PED07306)***. As the title states, Report PED07306 launched a bold new direction for Economic Development in Hamilton that included its complete integration with the City's Planning and Economic Development Department. The purpose of this reorganization being to provide one-stop, seamless customer service delivery that would facilitate business attraction and retention, improve the local investment climate, and to establish Hamilton as the premier "Open for Business" municipality in Ontario.

City Council's approval of Report PED07306 was subject to an additional Council amendment as follows:

- (d) *That a Mayor's Jobs / Prosperity Collaborative Group be established to provide advice and strategic direction to Council, subject to:*
  - (i) *a report being submitted to Committee of the Whole no later than March 26, 2008, setting out the refined purpose / mandate, reporting relationship, structure and membership of the Collaborative.*
    - (aa) *That the membership includes the Mayor as an ex-officio member and Councillor T. Jackson as the City Council representative.*
  - (ii) *The Mayor's Collaborative Group model vs. other governance options be reassessed by Committee of the Whole for effectiveness in relation to past performance and value, and the relevance to the City's Strategic Plan and the business and economic environment at that time, by March 26, 2009.*

In accordance with the Council resolution, this report defines the following: the mandate of the Economic Development Advisory Committee, a recommended reporting relationship, and a recommended structure and membership of the Committee. As requested by Council at its April 7, 2008 meeting, the clarification regarding transparency of meetings has also been included in this revised report. It is important to note that substantial input in the preparation of this report was provided by Mark Chamberlain, Chair of JPC, Tim Dobbie, Director of JPC and Mary Lynn West-Moynes, Co-Convener of JPC.

Recommended Mandate

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With the Terms of Reference for the Advisory Committee, the primary purpose / mandate will be two-fold:

- To advise City of Hamilton Council on any matter as may be referred to the Advisory Committee from time to time by City of Hamilton Council, its Standing Committees or staff of the City of Hamilton
- In working in the form of a true collaborative, the Advisory Committee and the JPC would advise City of Hamilton Council on policies, procedures and strategic directions that should be considered for the purposes of fostering and advancing economic and business opportunities and the promotion of the City of Hamilton

More specifically, the advice to City Council and / or City staff will focus on the following areas:

- Business attraction, retention and marketing programs and activities;
- Service / Commercial Office sector attraction;
- Manufacturing retention and attraction;
- Competitiveness issues, policy and programs;
- Providing leadership on local business partnership initiatives; and,
- Other issues as requested / assigned by Committee or Council

Recommended Reporting Relationship to Committee and Council

Since this Advisory Committee's purpose was specifically established to deal with economic development related matters, the majority of their involvement and subsequent reporting will flow through the Economic Development and Planning Committee. However, depending on the nature of the referral or the topic of the policy, procedure, strategic direction, etc. in question, the Advisory Committee's submissions may be directed to another standing committee, Committee of the Whole and / or directly to Council.

It is anticipated that the Economic Development Advisory Committee will meet quarterly with additional meetings at the call of the Chair to address specific matters that have been referred for their input and may be time sensitive.

The Advisory Committee will be considered as a sub-committee of Council and thereby subject to all the applicable rules and procedures. All Advisory meetings will be open to the public, there must be a quorum of eight (8) voting members, minutes of meetings must be kept, conflict of interest guidelines, apply etc. However, similar to the Poverty Roundtable which the City also provides funding to, the JPC operates independent of the City of Hamilton and is not bound by the same rules and procedures as the Advisory Committee. The JPC meetings are not open to the public. The Mayor, Chair of the Economic Development and Planning Committee and Councillor Jackson are both participating members of the JPC and will report back regularly to members of Council on the activities of the Collaborative. Similarly, several senior staff are members of the

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JPC and also represent the City's interest and will be continually reporting back to Council through the Economic Development and Planning Committee.

Recommended Structure and Membership of the Advisory Committee

The following people, representing the JPC, are recommended to make up the permanent membership of the Economic Development Advisory Committee:

Mark Chamberlain – Trivaris (**Chair of Advisory Committee**)  
Mary Lynn West-Moynes – Mohawk College  
Tim Dobbie – Tim L. Dobbie Consulting  
Richard Koroscil – Hamilton International Airport  
Juergen Schachler – ArcelorMittal Dofasco  
Rankin MacGillivray – Nray Services Inc.  
Tyler McLeod – Hamilton Chamber of Commerce  
Demetrius Tsafaridis – Hamilton Steelcare  
Madina Wasage – Hamilton's Centre for Civic Inclusion  
Mario Frankovich – Burgeonvest Securities Ltd.  
Paul Faguy – Hamilton Health Sciences  
Syd Hamber – DTZ Barnicke  
Adi Irani – A. J. Clarke and Associates and representing the Hamilton / Halton Home Builders Association  
Carolyn Milne – Hamilton Community Foundation  
Mo Elbestawi – McMaster University  
Jeremy Freiburger – Arts Community  
Cathy McMaster – Agriculture Community  
President/CAO or Alternate – Hamilton Port Authority

City of Hamilton representation will include the following members of Council:

Mayor Eisenberger (ex-officio)  
Chairman of the Economic Development and Planning Committee (ex-officio)  
(*currently Councillor T. Whitehead*)  
Councillor Tom Jackson – Ward 6 (Council's representative)

In addition, the Economic Development Advisory Committee may also bring to the Committee meeting up to four (4) other members of the JPC depending on the specific issue under discussion at the time. The complete membership of the JPC is included in Appendix A to Report PED08102(a).

Jobs Prosperity Collaborative Update

*Name Change*

While the Hamilton Civic Coalition has been in existence for several years, it is only recently that the group has agreed to tackle, as a priority, the jobs issue in Hamilton. The group believes that a new name would be more appropriate which reflects the

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specific agenda and mandate. The new name that has been chosen is the ***Jobs Prosperity Collaborative (JPC) of Hamilton***.

*Ambassador Program*

In the Fall of 2007, the JPC established a working group for the development of a Hamilton Business Ambassadors Program. The official launch of this program is expected to be in mid-September building on the Chamber's Economic Summit event of May 1, 2008 and the City's successes and commitment to Economic Development in 2008. The JPC has been working closely with City staff on this innovative program and it will incorporate technology that will be a first in Canada. In addition to engaging the City's business community, this economic development program will involve the Mayor and Council as well as senior staff.

**ANALYSIS/RATIONALE:**

Throughout the Province (and country), many municipalities have effectively employed a co-operative, public-private Economic Development model. The economic development function remains within the municipal structure either as part of the Planning Department or as a stand-alone department. However, the model fully engages the private sector by establishing Business Development Advisory Boards or other types of teams to strategically guide the operations and provide advice / counsel to the municipality. The Advisory Board / Team does not deal with routine operational matters of human resources, finance, information technology, etc. Instead, it provides arms length private sector expertise on strategic economic development matters / issues. The model recommended in this report is similar to other successful models assisting councils in other municipalities.

Three (3) of the best examples of organizations in Ontario that deliver effective, economic development services are found in Brampton, Mississauga and Brantford. In 2003, the City of Brampton reviewed their Economic Development function and examined different governance models. Brampton City Council approved the recommendation to maintain Economic Development as a City Department and to introduce two (2) Business Advisory Teams that reported directly to Committee of Council. The two (2) teams were *Business Development and Marketing* and a *Small Business Enterprise Board*. Brampton's Business Development and Marketing Team provide advice on the following areas:

- Competitiveness information, policy and programs;
- Economic Development ad campaign;
- Service / Commercial Office sector attraction;
- Manufacturing retention and attraction;
- Sister City protocol / trade missions; and,
- Film liaison.

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The Business Development and Marketing Team is made up of the following members:

- Manufacturing – two (2) members;
- Service Sector – two (2) members;
- At Large – two (2) members;
- Chamber of Commerce – one (1) member;
- Academia – one (1) member;
- BDDC / BDBA – one (1) member; and,
- Economic Development senior staff.

Membership on the Team is determined by a Selection Committee comprised of the Chair, Vice-Chair, and other members of the City of Brampton's Economic Development Committee.

Since 2003, the City of Mississauga has utilized an Economic Development Advisory Council - a model that the City of Brantford has also adopted in the last few years. The mandate of the Advisory Council is to provide advice and input to the City of Mississauga on matters relating to the attraction and retention of business in the community. More specifically, this includes:

- Identifying issues and ideas that impact the City's ability to attract and retain business;
- Providing leadership on local education / business partnership initiatives;
- Acting as sounding board in response to initiatives of the Economic Development Office as well as to business groups and associations in the community; and,
- Determining appropriate action to deal with issues and initiatives.

The membership of Mississauga's Economic Advisory Council is comprised of the Mayor plus ten (10) representatives of the business / education community plus three (3) staff members. This includes:

- |   |  |
|---|--|
| • Honourary Chair (1)                     | Mayor of Mississauga   |
| • Chair (1):                              | Appointed by the Mayor and the official spokesperson for the Economic Development Advisory Council |
| • Representatives (Maximum of Eight (8)): | Four (4) – Business Sectors<br>Four (4) – Education Sectors  |
| • Mississauga Chamber (1):                | Nominated by Chamber   |
| • City of Mississauga:                    | City Manager<br>Director of Economic Development<br>Manager of Economic Development                |

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Business representatives on the Advisory Council serve three (3) year staggered terms or serve at the call of the Mayor. The Chair serves for two (2) years or at the call of the Mayor. The Advisory Council establishes ad-hoc committees to deal with various issues and initiatives. This may include additional resources necessary to be added from the community or the City, as required. The Advisory Council meets four (4) to six (6) times per year with additional meetings as required.

**ALTERNATIVES FOR CONSIDERATION:**

Council can appoint its own membership for the Advisory Committee by enlisting interested parties instead of using the JPC as the base for its Advisory Committee.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Financial: None

Staffing: As this Advisory Committee is a sub-committee of Council, it would be anticipated that administrative support, minutes, etc. would be provided through Legislative Services, Clerk’s Division. This would be similar to Clerk’s Division role with the Municipal Heritage Committee (LACAC) for example.

Legal: None

**POLICIES AFFECTING PROPOSAL:**

None

**RELEVANT CONSULTATION:**

Interviews with the Mayor and all City Councillors  
Jobs Prosperity Collaborative members  
City Manager, Planning and Economic Development Department senior staff

**CITY STRATEGIC COMMITMENT:**

By evaluating the “**Triple Bottom Line**”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

**Community Well-Being is enhanced.**  Yes  No  
Partnerships are promoted.

**Environmental Well-Being is enhanced.**  Yes  No

**Economic Well-Being is enhanced.**  Yes  No  
Investment in Hamilton is enhanced and supported.

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**Does the option you are recommending create value across all three bottom lines?**

Yes  No

**Do the options you are recommending make Hamilton a City of choice for high performance public servants?**

Yes  No

Having expertise and guidance from the private sector will greatly assist staff in performing its role and responsibilities.

NE:db

Attachs. (2)

## JOBS PROSPERITY COLLABORATIVE

Roy Adams	Professor Emeritus	DeGroote School of Business
Richard Allen	Executive Director	Industry- Education Council
Jill Axisa	Exec. Assist to the President	McMaster University
Laura Babcock	President	POWERGROUP Communications
Doug Barber	Distinguished Professor-in-Residence	Faculty of Engineering McMaster University
Judith Bishop	Chair	Hamilton- Wentworth District School Board
Mark Chamberlain	President & CEO	Trivaris
Justin Cooper	President	Redeemer University College
Bill Curran	Principal	TCA / Thier + Curran Architects Inc.
Donna Cripps	President & CEO	St. Peter's Health System
Tim Dobbie	Director - JPC	Tim L. Dobbie Consulting Ltd.
John Dolbec	CEO	Hamilton Chamber of Commerce
Louise Dompierre	President & CEO	Art Gallery of Hamilton
Zach Douglas	President	McMaster Innovation Park
Mo Elbestawi	V.P. – Research & International Affairs	McMaster University
David Estok	Editor-In-Chief	The Hamilton Spectator
John Evans	Lawyer	
Neil Everson	Director, Economic Development and Real Estate, Planning and Economic Development	City of Hamilton
Paul Faguy	Executive Vice President, Clinical Support & Hospital Services	Hamilton Health Sciences
Len Falco	President & CEO	LCM ASSOCIATES, Management Consultants
Ron Foxcroft	CEO	Fluke Transport Limited
Mario Frankovich	President & CEO	Burgeonvest Securities Ltd.
Don Fraser	President	Hamilton & District Labour Council
Jeremy Freiburger	Executive Director	Imperial Cotton Centre for the Arts
Peter George	President & Vice-Chancellor	McMaster University
Syd Hamber	Senior Vice President	DTZ Barnicke
Vincent Isber	Regional V.P.- Greater Hamilton Market	Royal Bank of Canada
Adi Irani	President	Hamilton Halton Home Builders Assoc.
Tom Jackson	Council member	City of Hamilton
Morteza Jafarpour	Executive Director	Settlement and Integration Services Org.
Don Jaffray	Executive Director	Social Planning & Research Cnl. of Hamilton
Cheryl Jensen	VP, Technology, Apprenticeship & Corp. Training	Mohawk College
Paul Johnson	Executive Director	Wesley Urban Ministries
Lynda Lukasik	Executive Director	Environment Hamilton
Richard Koroscil	President & CEO	Hamilton International Airport
Rankin MacGillivray	President	Nray Services Inc.
Rob MacIsaac	Chair	Metrolinx (formerly GTTA)
Tyler MacLeod	Investment Advisor	Dundee Securities Corp. & Hamilton Chamber
Nick Marketos	Senior Advisor - Strategic Partnerships	McMaster University
Perry Mayer	Director	The Mayer Institute
Tim McCabe	General Manager, Planning and Economic Development	City of Hamilton
Carolyn Milne	President and CEO	Hamilton Community Foundation
Glen Peace	City Manager	City of Hamilton
Don Pether	Retired CEO	Dofasco
Mary Pocius	Executive Director	International Village BIA
Joe-Anne Priel	General Manager, Community Services	City of Hamilton

Rene Quercia	District V. P., Greater Hamilton District	TD Canada Trust
Keith Robson	President and CEO	KJR & Associates
Juergen Schachler	President and CEO	Arcelor Mittal Dofasco
Darrel Skidmore	CEO	United Way of Burl. and Greater Hamilton
Kevin Smith	President and CEO	St. Joseph's Health Care
Mark Sproule-Jones	Victor K. Copps Professor of Urban Studies	McMaster University
Sandra Stephenson	Partner	Lazier Hickey LLP Lawyers
Mary Lou Tanner	Director of Planning & Transportation	Region of Halton
Judy Travis	Executive Director	Hamilton Training Advisory board
Roger Trull	Vice-President, UA/President University	McMaster University
Demetrius Tsafaridis	President	Hamilton Steelcare
Carl Turkstra	Chairman	Turkstra Industries Inc.
Steven Varey	District Vice President	Scotiabank
Madina Wasuge	Executive Director	Hamilton's Centre for Civic Inclusion
MaryLynn West-Moynes	President	Mohawk College
To be named	President/CAO or Alternate	Hamilton Port Authority
Fred Eisenberger – ex-officio member	Mayor	City of Hamilton

Revised as at April 1, 2008

**JOBS PROSPERITY COLLABORATIVE**  
**TERMS OF REFERENCE**

Appendix B to Report PED08102(a)

**Jobs Prosperity Collaborative**

- To deal with reports on major initiatives with jobs issues
- To approve major sections of the proposed work plan
- To take part in learning opportunities in regard to the jobs initiative
- To deal expeditiously with items being brought to the JPC by the Advisory Committee either at JPC meetings (the normal practice), or if necessary, through response to e-mail memos
- To discuss major initiatives involving the JPC
- **Overall – dealing with major issues on the Jobs Prosperity agenda ensuring that all voices of the JPC are heard**

**Steering Committee**

- To implement the 4 “top pocket” issues:
  1. Ambassador Group
  2. Economic leadership summit
  3. Mentorship program
  4. Living wage understanding
- To assist in strategy development
- To provide recommendations to JPC
- To prepare for JPC meetings
- To monitor the general progress of the JPC
- To monitor the activities of the Advisory Committee and its relationship with Hamilton City Council.
- **Overall, Strategy Development and JPC Agenda**

**Co-Conveners**

- To monitor the day-to-day progress of the work on the Jobs Prosperity Collaborative
- To be responsible for the consulting and research expenditures made in conducting the work of the JPC with particular reference to the ongoing relationship between Tim L. Dobbie Consulting and the JPC
- To provide financial oversight and reporting to the JPC
- To authorize bringing new members to the JPC
- To assist in the preliminary development of strategy in moving the JPC initiative forward
- To provide ideas for work program and monitoring of work results
- To coordinate efforts with partners of the JPC such as the City of Hamilton, the Chamber of Commerce and others
- To review agenda items enroute to either the Steering Committee or JPC
- To discuss and review the ongoing operation of the Advisory Committee to the City of Hamilton Council on economic development
- **Overall, week to week guidance, advice and direction**

**JPC Committees:**

**1. Advisory Committee to the City of Hamilton on Economic Development  
(Note: City Staff who are members of the JPC do not take part in this committee)**

- To meet with Hamilton City Council as required to discuss:
  - a) Issues requested by the Hamilton City Council
  - b) Issues requested by the Jobs Prosperity Collaborative
- To discuss and gain input from the JPC of all significant and major issues being discussed with Hamilton City Council
- To ensure that all matters raised at the Advisory Committee meetings with Hamilton City Council are relayed and reported to the JPC
- To be responsible for the relationship between the JPC and the City of Hamilton Council
- To assist the Co-conveners as required in suggesting or recommending additional JPC members attendance at specific Advisory Committee meetings.
- **Overall, providing advice to the City of Hamilton Council on economic development**