

Report to/Rapport au :

**Finance and Economic Development Committee
Comité des finances et du développement économique**

and Council / et au Conseil

**October 29, 2012
29 octobre 2012**

Submitted by/Soumis par : Kent Kirkpatrick, City Manager / Directeur municipal

*Contact Person / Personne ressource: Saad Bashir, Director, Economic Development/
Gestionnaire, Développement Économique
613-580-2424 ext. 22339, Saad.Bashir@ottawa.ca*

CITY WIDE / À L'ÉCHELLE DE LA VILLE

Ref N°: ACS2012-CMR-OCM-0015

**SUBJECT: ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION PLAN
UPDATE**

**OBJET : MISE À JOUR DU PLAN DE MISE EN ŒUVRE DE LA STRATÉGIE
DE DÉVELOPPEMENT ÉCONOMIQUE**

REPORT RECOMMENDATIONS

**That the Finance and Economic Development Committee (FEDCO) recommend
that Council:**

- 1. Receive the update to the Economic Development Strategy Implementation Plan and associated programs as described in this report; and**
- 2. Approve the 2013 Work Program as presented in this report, subject to budget approval.**

RECOMMANDATIONS DU RAPPORT

**Que le Comité des finances et du développement économique recommande au
Conseil :**

- 1. De prendre connaissance de la mise à jour du Plan de mise en œuvre de la stratégie de développement économique et des programmes connexes, tel qu'il est expliqué dans le présent rapport;**
- 2. D'approuver le programme des travaux pour 2013, tel qu'il est décrit dans le présent rapport, sous réserve de l'approbation du budget.**

EXECUTIVE SUMMARY

ASSUMPTIONS AND ANALYSIS

On July 13th 2011, Council approved the report entitled, Economic Development Strategy Implementation Plan (ACS2011-ICS-CSS-0007). This report detailed the implementation and spending plan for a series of economic development initiatives and tools that resulted as part of the Economic Development Strategy, “Partnerships for Prosperity” (ACS2010-ICS-CSS-0011), which was approved one year prior.

As part of the Strategy Implementation Plan Report recommendations, Council directed Economic Development staff to continue to refine and update investment option scenarios in consultation with internal and external stakeholders and present recommendations as part of the annual draft budget process for the years 2012, 2013, and 2014. This report responds to this recommendation by presenting investment options for 2013.

This Executive Summary provides a high level overview of the Department’s accomplishments from 2011/12, the proposed work program for 2013, and the associated spending plan.

Accomplishments for 2011/12

The numerous accomplishments by Economic Development since Council’s approval of the Economic Development Strategy Implementation Plan in July 2011 are categorized into 10 main areas, each of which is described briefly below and in more detail in the body of the report.

1. Creation of Invest Ottawa

The restructuring of the Ottawa Centre for Regional Innovation (OCRI) into Invest Ottawa, and the relocation of this organization to 80 Aberdeen Street, is Economic Development’s most visible accomplishment of 2012. With support and direction from Economic Development, Invest Ottawa has:

- created a one-stop shop for entrepreneurs, inward foreign direct investment, and export market development;
- delivered significant support for local entrepreneurs through the Entrepreneurs-in-Residence services, consultations, and workshops;
- created a Business Outreach Program to introduce Ottawa businesses to City departments and related government agencies;
- developed an investment attraction video for prospective business looking to learn more about/invest in Ottawa;
- produced 12 entrepreneur and business success videos; and
- begun the process of developing profiles to provide baseline information and strategic business development planning for five key business sectors in Ottawa (Life Sciences, Wireless, Defence and Security, Cleantech, and Photonics).

2. Creation of a Film, Television and Digital Media Office

The 2012 transition from the Ottawa-Gatineau Film and Television Corporation (OGFT) to the Ottawa Film, Television and Digital Media Office has been completed. As part of this process, a new Commissioner of Film, Television and Digital Media has been appointed, and a Working Group of industry representatives has been formed to advise on the strategic direction of the office. To make the best use of shared resources and synergistic business networks, the office has been co-located within Invest Ottawa at 80 Aberdeen Street.

3. Creation of the City of Ottawa and the Ottawa MacDonald-Cartier International Airport Authority Shared Vision for Economic Development

On March 28, 2012, Council approved the City of Ottawa and the Ottawa MacDonald-Cartier International Airport Authority Shared Vision for Economic Development. This vision formally recognizes the economic importance of the Airport as part of Ottawa's economy and defines a common vision statement and objectives that guide how the City and the Airport Authority will work together to stimulate economic growth and optimize contributions to employment.

4. Fostering Entrepreneurship

Economic Development undertook a number of initiatives in 2012 to help local entrepreneurs, the most prominent of which was the creation of Invest Ottawa, a one-stop-shop for entrepreneurs (as noted above).

Together, Economic Development and Invest Ottawa have also developed and implemented a Business Outreach Program that has assisted local entrepreneurs to hone their value proposition for municipal markets.

In 2012, Economic Development also assisted Carleton University's Lead To Win program and its student-oriented counterpart (Ottawa Young Entrepreneurs), and continued its work with the Ottawa Community Loan Fund (OCLF) in order to provide access to capital for individuals with sound business plans, but without access to conventional financing.

5. Supporting the Business Improvement Areas (BIAs)

In addition to the successful expansion of the Barrhaven BIA and the Quartier Vanier BIA in 2012, Economic Development facilitated the creation of the Carp Road Corridor BIA and a new BIA for The Kanata North Business Park, bringing Ottawa's total number of BIAs to 18. Economic Development also supported the Mayor's initiative to create a Council of BIAs.

6. Encouraging Tourism Development

Economic Development recognizes that tourism is an important industry for the City of Ottawa. As such, Economic Development undertook the following initiatives in 2011/12:

- drafting of a Memorandum of Understanding (MOU) with Ottawa Tourism to jointly create a Major Events Office to bring large-scale sporting and cultural events to Ottawa;
- commissioning the development of “Discover Ottawa”, a mobile application that helps tourists find Ottawa attractions, accommodations, dining and entertainment venues during their stay; and
- assisting with the planning and execution of a successful trade mission to Beijing that Mayor Watson and a delegation of Ottawa businesses and tourism-related organizations took in July 2011.

7. Enhancing Ottawa’s Investment Attraction Profile

In 2012, Economic Development staff undertook a number of initiatives intended to enhance Ottawa’s investment attraction profile including:

- working with Invest Ottawa to improve inward foreign direct investment and export market development;
- creating “Locate Ottawa”, an online GIS-based tool to assist site selectors and business investors looking to establish operations in Ottawa; and
- developing a “China Strategy” to capitalize on business and investment opportunities with this key trading partner.

8. Supporting Community Economic Development

Throughout 2011/12, Economic Development solicited proposals from non-profit organizations wishing to undertake novel projects with multiple benefits from an economic, social, environmental and arts and cultural perspective. From these proposals, Economic Development selected and supported several successful community economic development pilot projects including: a community bike share program; a farm incubation project; an energy retrofit and employment program; and a social enterprise immigrant training program.

9. Leading Special Projects

Economic Development is often given the opportunity to pursue unique prospects related to potential economic development opportunities for Ottawa. In 2011/12, this included the following activities:

- leading an Economic Development Francophone Stakeholders Forum to discuss issues relevant to the Francophone business community;
- leading the Council-approved celebrations of the 400th anniversary of Champlain’s First Voyage through Ottawa; and
- assuming the Secretariat role for the Mayor’s 2017 Task Force.

10. Supporting Economic Development-Related Events

Economic Development has successfully undertaken the organization and management of the following large scale events:

- a Tradeshow for Ottawa’s Light Rail Transit;

- the annual conference of the Association of Municipalities of Ontario;
- the inaugural Ottawa Immigrant Entrepreneur Awards; and
- Forecasting Ottawa's Economy, the City's inaugural "state of the economy" event.

Proposed Work Program for 2013

The Work Program for 2013 described in this section sets out Economic Development's plans for building on the momentum gained over the past year and a half and continuing to respond to the strategic priorities, objectives, and initiatives that have been laid out by the current term of Council. The proposed activities are categorized into 13 main areas of work, each of which is described briefly below and in more detail in the body of the report.

1. Invest Ottawa: Oversight and Partnership

Economic Development will continue to provide oversight, direction and support to Invest Ottawa, as it has done since the inception of the organization. In addition, Economic Development proposes to partner with Invest Ottawa on several existing and new programs, which will be discussed throughout this report. A total of \$3.7M from Economic Development's existing base budget is earmarked for this program in 2013.

2. The Film, Television and Digital Media Office: Advisory Role

Under the co-direction of Invest Ottawa and Economic Development, a new Film, Television and Digital Media Studio is being planned through a Request for Proposals (RFP) process. The City has committed \$1.5M in capital spending to this project to leverage government and private sector partnerships. Looking ahead to the next 12 months, Economic Development staff will continue to play an advisory role in the operations of the Film Office and will be thoroughly involved both the studio RFP and project execution process. There are no funding requirements for this program in 2013.

3. MacDonald-Cartier International Airport Authority: Partnership and Promotion

Economic Development's proposed work with the Ottawa MacDonald-Cartier International Airport Authority for 2013 involves enhancing the working relationship and creating a promotional campaign for the use of the airport lands as a transportation and logistics hub. There are no funding requirements for this program in 2013.

4. Continued Support for Local Entrepreneurs

Economic Development has consistently placed an emphasis on strengthening and accelerating the growth of new businesses and entrepreneurs in Ottawa. The Department will continue its support of local entrepreneurs through supporting the Born Global Program at Carleton University and financing of Micro-Credit Business Loans. In addition to these existing programs, consideration is also being given to the development of a Business Succession Program, a program matching and local businesses with national and international Requests for Proposals (RFPs), and a municipal pilots program. A total of \$135,000 from Economic Development's existing base budget is earmarked for this program in 2013.

5. Continued Support for the Business Improvement Areas (BIAs)

Economic Development will continue its support of the BIA Sustainability Program in 2013 in order to support the anticipated demand from existing and new BIAs. A total of \$110,000 from Economic Development's existing base budget is earmarked for this program in 2013. An additional \$50,000 is being sought for the creation of a Mural Grant pilot program in 2013.

6. Continued Support for the Major Events Office

In 2013, Economic Development will continue its support of the Major Event's Office as a way of attracting large-scale sporting and cultural events to Ottawa. Specifically, the Office will be pursuing events and competitions in figure skating, motor sporting, volleyball, rugby, track, karate, basketball and gymnastics. A total of \$550,000 from Economic Development's existing base budget is earmarked for this program in 2013.

7. Continued Enhancement of Ottawa's Investment Attraction Profile

Economic Development will continue to support efforts to enhance Ottawa's investment attraction profile. In addition to the Department's ongoing work with Invest Ottawa in this area, Economic Development will be seeking to implement action items from the recently drafted "China Strategy". A total of \$60,000 from Economic Development's existing base budget is earmarked for this program in 2013.

8. Continued Support for Community Economic Development Projects

Economic Development proposes maintaining the 2012 budget for Community Economic Development Projects with no additional resources required. If it is determined that continued investment in this area is warranted, further outreach will be undertaken in 2013 to uncover opportunities in the arts and culture sector and environmental sector where economic benefit is clearly evident. A total of \$205,000 from Economic Development's existing base budget is earmarked for this program in 2013.

9. Sesquicentennial Program

Economic Development will lead the strategic initiative of "supporting celebrations of Canada's 150th Anniversary". For 2013, consideration is being given to the following tasks associated with marketing Ottawa as a preferred destination for marking Canada's sesquicentennial in 2017:

- hosting a series of business development-focused events and outreach programs engaging key audiences and inviting them to host events in Ottawa;
- developing a website dedicated to documenting Ottawa's plans for 2017; and
- commissioning innovative marketing videos showcasing the City as a destination.

An additional \$200,000 is being sought to fund this program in 2013.

10. Research Program

Economic Development has grown its research capacity to be able to proactively undertake research projects, the results of which are to be used to inform the policy development process for the Department.

As part of this function, Economic Development has supported the development of an online data visualization platform that will enable the Department to easily create “scorecards or dashboards” with charts, tables, and analysis that explains data related to the economy of Ottawa at a citywide and ward-specific level. This tool will be ready to launch in early 2013.

In the summer of 2012, Economic Development undertook a survey of Ottawa businesses, the results of which will be used to set the context of the “business mood in Ottawa” at the “state of the economy” event being held in October 2012. Due to the success of this exercise, the Department intends to make this an annual activity.

A total of \$16,400 from Economic Development’s existing base budget is earmarked for this program in 2013.

11. Community Improvement Plans

Economic Development has also developed a comprehensive citywide Community Improvement Plan (CIP) program as part of the 2013 implementation plan. Although no additional funding is being allocated to this Program in 2013, the CIP program will provide incentives to businesses in areas of Ottawa that either require economic stimulus or redevelopment. The implementation and management of this program will be the responsibility of the Department. However, the selection of the applicant will be conducted in conjunction with Financial Services and Planning and Growth Management. As part of the annual management of the program, Economic Development will document any cash flows that will require providing tax incentives and, as a consequence, have budget pressures similar to what has been done in the implementation of the Brownfield Program.

12. Continued Work on Special Projects

Economic Development will continue its support of the following initiatives in 2013:

- convening Economic Development Francophone Stakeholder’s Forum to ensure that economic development policies, plans and programs are in line with the Francophone community needs; and
- implementing the City’s plans for celebrating and educating Ottawa residents about the 400th anniversary of Champlain’s First Voyage through Ottawa.

An additional \$28,000 is being sought to fund the 400th anniversary of Champlain’s First Voyage through Ottawa in 2013.

13. Continued Support for Economic Development-Related Events

Recognizing the benefits of hosting events for key audiences in Ottawa in 2012 (including increased dialogue with stakeholders and the broader community), Economic Development will replicate the Ottawa Immigrant Entrepreneur Awards, a “state of the economy” event, and the annual conference of the Association of Municipalities of Ontario. In addition, consideration is being given to launching an annual business competition as a way of encouraging and accelerating the growth of new businesses and entrepreneurs in Ottawa. A total of \$100,000 from Economic Development’s existing base budget is earmarked for this program in 2013.

Additional Staff Resources

Despite the list of accomplishments for 2012, Economic Development is a small Department with only six full-time employees (FTEs). In addition to its planned work activities, the Department is often called upon to respond to unforeseen opportunities (e.g., a proposal from the Portrait Gallery of Canada, the Ontario Lottery and Gaming Corporation casino plans), as well as challenges (e.g., the sell-off of Nortel, the downsizing of the Federal Government). The Department also regularly responds to internal requests for information (e.g., determining the economic impact and value uplift of the new Light Rail Transit system) and project facilitation (e.g., Councillors often request assistance on sub-municipal economic development initiatives such as those targeted to specific areas of the City or underdeveloped neighbourhoods).

As a result, it is not uncommon for Economic Development staff resources to be diverted from planned activities and assigned to emergent and ad hoc initiatives. Though unanticipated, these activities are valuable and worthy of the investment of staff resources.

Without additional staff resources to be able to respond to unforeseen work requirements, the Department’s planned activities can be delayed or given insufficient attention. There are a number of recurrent activities that exert pressure on existing resources (e.g. contributing to the City’s *Official Plan* and *Infrastructure Plan*; facilitating between the private sector and City Departments). In addition, requests by certain community partners (e.g., the Francophone community in Ottawa) and stakeholders (e.g., the Ottawa Local Immigration Partnership) to assist with strategies, programs, initiatives and events contribute to an increased annual work load.

In order to continue to respond to the priorities established by Council and to accomplish the additional work programs that Economic Development has planned for 2013, a requirement for additional staff resources has been identified. Specifically, two additional FTEs are needed: one to fill the gap resulting from the secondment of one FTE to the Major Events Office and one to diversify the skill set of the team.¹ An

¹ Since Economic Development will assume all responsibility for the Community Improvement Plan program proposed in this report, the Department will need to dedicate staff resources to the implementation and ongoing management of this program. This will include making decisions on applications in consensus with representatives from Financial Services and the Planning and Growth Management Department.

additional \$270,000 is being sought to fund the required staff resources in 2013 (includes contract settlements, increments, and benefit adjustments).

Proposed Spending Plan²

The following table outlines Economic Development's proposed spending plan for 2013.

Table 1:

Existing Base Budget	
1. Invest Ottawa	\$ 3,665,000
2. Fostering Entrepreneurship	
2.1 Born Global Program	\$ 55,000
2.2 Micro Credit Business Loans	\$ 80,000
3. Support for Business Improvement Areas (BIAs)	
3.1 BIA Sustainability Program	\$ 110,000
4. Tourism Development	
4.1 Major Events Office	\$ 550,000
5. Supporting Community Economic Development (CED)	
5.1 Support to social enterprises & projects	\$ 90,000
5.2 Support to rural non-profit enterprise	\$ 15,000
5.3 Support for other CED projects	\$ 100,000
6. Departmental Operating Budget	
6.1 Economic Development Scorecard	\$ 11,400
6.2 Annual Business Survey	\$ 5,000
6.3 Implementation of China Strategy	\$ 60,000
6.4 Economic Development-Related Events	\$ 100,000
6.5 Other (compensation, professional services)	\$ 739,513
<i>Sub-total for existing</i>	\$ 5,580,913
2013 Ask	
1. Continued Support for BIAs	
1.1 Mural Grant Program	\$ 50,000
2. Sesquicentennial Program	\$ 200,000
3. Continued Work on Special Programs	
3.1 Celebration of Champlain's First Voyage through Ottawa	\$ 28,000
4. Departmental Operating Budget (2 new FTEs, contract settlements, increments and benefit adjustments.)	\$ 270,000
<i>Sub-total for additional</i>	\$ 548,000
TOTAL Funding (2012 existing and 2013 ask)	\$ 6,128,913

² This does not include the \$1.5M in capital spending that the City has committed to the Film, Television and Digital Media Studio project.

FINANCIAL IMPLICATIONS

The total funding required to implement the 2013 Work Program is \$6.129M, the details of which are outlined in the report. Of this requirement, \$5.58M is available within existing Economic Development budget. The additional \$548,000 is included in the 2013 Draft Operating Budget for Council consideration.

Similar to the tax-increment-based Brownfield grants, the Urban Revitalization CIP grants and the Employment-Related CIP grants will be identified as the applications are received and reviewed. Operating pressures associated with approved CIP grants will be brought forward through the budget process in the anticipated year(s) of payout and funded through the incremental taxes that will be generated from the community improvements. Depending on the CIP grants volume, an additional resource may be required in the Revenue Branch for the financial administration of these programs. In which case, a pressure will be brought forward through the budget process at that time.

PUBLIC INPUT/CONSULTATIONS

The Economic Development Department's major stakeholders and delivery agents, namely Ottawa Tourism, the Ottawa Tourism Development Council, the Chambers of Commerce, Invest Ottawa, Ottawa's post-secondary institutions, the community economic development and social enterprise community, and the BIAs are consulted on an ongoing basis.

RÉSUMÉ

HYPOTHÈSES ET ANALYSE

Le 13 juillet 2011, le Conseil a approuvé le rapport intitulé *Plan de mise en œuvre de la stratégie de développement économique* (ACS2011-ICS-CSS-0007), qui présentait en détail les plans de mise en œuvre et de dépenses d'une série d'initiatives et d'outils de développement économique s'inscrivant dans la Stratégie des partenariats pour la prospérité (ACS2010-ICS-CSS-0011), laquelle avait été approuvée l'année précédente.

Conformément aux recommandations de ce rapport, le Conseil a demandé au personnel du Service de l'innovation et du développement économique de continuer à peaufiner et à mettre à jour ses scénarios d'investissement en consultation avec des intervenants internes et externes et de présenter ses recommandations dans le cadre du processus d'établissement du budget préliminaire de 2012, 2013 et 2014. Le présent rapport donne suite à cette recommandation en présentant les options d'investissement pour 2013.

Le présent résumé donne un aperçu des réalisations du Service en 2011-2012, du programme de travail proposé pour 2013 et du plan de dépenses correspondant.

Réalisations de 2011-2012

Les nombreuses réalisations du Service de l'innovation et du développement économique, depuis que le Conseil a approuvé le Plan de mise en œuvre de la stratégie de développement économique en juillet 2011, sont classées dans dix catégories principales, lesquelles seront décrites brièvement ci-dessous et abordées plus en détail dans le corps du présent rapport.

1. Création d'Investir Ottawa

La réalisation la plus visible du Service pour l'année 2012 est la restructuration du Centre de recherche et d'innovation d'Ottawa (OCRI) en Investir Ottawa et le déménagement des locaux de l'organisme au 80, rue Aberdeen. Grâce au soutien et aux directives du Service, Investir Ottawa a pu :

- créer un guichet unique pour les entrepreneurs, attirer des investissements directs étrangers et développer le marché des exportations;
- fournir un soutien considérable aux entrepreneurs locaux à l'aide des services d'entrepreneurs en résidence, de consultations et d'ateliers;
- créer un programme de relations d'affaires permettant de mettre des entreprises d'Ottawa en contact avec des Services de la Ville et des organismes gouvernementaux pertinents;
- créer une vidéo de promotion des investissements à l'intention des entreprises intéressées à investir à Ottawa ou à en savoir davantage à ce sujet;
- produire 12 vidéos sur la réussite d'entrepreneurs et d'entreprises;
- commencer l'élaboration de profils visant à fournir des renseignements de base et une planification stratégique en matière de développement opérationnel pour cinq secteurs d'activité fondamentaux à Ottawa (sciences de la vie, sans-fil, défense et sécurité, technologie propre et photonique).

2. Création du bureau du film, de la télévision et des médias numériques

Entamée en 2012, la transformation de la Société de développement du film et de la télévision d'Ottawa-Gatineau (OGFT) en bureau du film, de la télévision et des médias numériques d'Ottawa est maintenant terminée. Dans le cadre de ce processus, un nouveau commissaire de l'industrie du film, de la télévision et des médias numériques a été nommé, et un groupe de travail formé de représentants de l'industrie a été mis sur pied pour définir l'orientation stratégique du bureau. Afin de tirer le meilleur parti possible des ressources partagées et des réseaux d'affaires synergiques, le bureau a été installé dans les locaux d'Investir Ottawa, au 80, rue Aberdeen.

3. Création de la vision commune du développement économique de la Ville d'Ottawa et de l'Aéroport international Macdonald–Cartier

Le 28 mars 2012, le Conseil a approuvé la vision commune du développement économique de la Ville d'Ottawa et de l'Aéroport international Macdonald–Cartier. Cette vision reconnaît officiellement l'importance de l'aéroport pour l'économie d'Ottawa et définit des objectifs ainsi qu'un énoncé de vision communs, qui guideront la Ville et l'administration de l'aéroport dans leur travail visant à stimuler la croissance économique et à maximiser la création d'emplois.

4. Promotion de l'entrepreneuriat

En 2012, le Service a lancé des initiatives visant à aider les entrepreneurs locaux, la plus importante d'entre elles étant la création d'Investir Ottawa, un guichet unique pour les entrepreneurs (voir ci-dessus).

Ensemble, le Service et Investir Ottawa ont également élaboré et mis en œuvre un programme de relations d'affaires qui a permis aux entrepreneurs locaux de bonifier leur proposition de valeur pour les marchés municipaux.

La même année, le Service a également contribué au programme *Lead to Win* de l'Université Carleton ainsi qu'à son équivalent étudiant (*Jeunes Entrepreneurs*). De plus, elle a poursuivi sa collaboration avec le Fonds d'emprunt communautaire d'Ottawa (FECO) afin d'offrir des fonds aux personnes qui détiennent des plans d'affaires rigoureux, mais qui n'ont pas accès aux sources de financement traditionnelles.

5. Soutien des zones d'amélioration commerciale

En plus d'avoir agrandi avec succès les zones d'amélioration commerciale (ZAC) de Barrhaven et du quartier Vanier en 2012, le Service a contribué à la création des ZAC du chemin Carp et du parc d'affaires de Kanata Nord, ce qui fait monter à 18 le nombre de ZAC dans la ville. Le Service a également appuyé l'initiative du maire visant la création d'un conseil des zones d'amélioration commerciale.

6. Stimulation du développement touristique

Le Service reconnaît l'importance de l'industrie touristique pour la Ville d'Ottawa. Voilà pourquoi il a pris les initiatives suivantes en 2011- 2012 :

- rédaction, en concertation avec Tourisme Ottawa, d'un protocole d'entente préliminaire visant la création conjointe d'un bureau des grands événements dans le but d'attirer des événements sportifs et culturels de grande envergure à Ottawa;
- création de *Découvrir Ottawa*, une application mobile qui permet aux touristes séjournant à Ottawa de découvrir les attraits touristiques, les lieux d'hébergement, les restaurants et les salles de spectacles que recèle la capitale;
- participation à la planification et à l'exécution d'une mission commerciale réussie à Beijing, à laquelle ont participé le maire Watson et une délégation d'entreprises et d'organisations du secteur du tourisme d'Ottawa en juillet 2011.

7. Amélioration de l'image d'Ottawa auprès des investisseurs

En 2012, le Service a mis en œuvre des initiatives visant à améliorer l'image d'Ottawa auprès des investisseurs. Il a notamment :

- collaboré avec Investir Ottawa afin d'attirer des investissements directs étrangers et de développer le marché des exportations;
- créé *Situé Ottawa*, un système d'information géographique en ligne pour guider les prospecteurs et les investisseurs qui s'intéressent au marché d'Ottawa;
- développé une stratégie d'ouverture à la Chine afin de tirer profit des possibilités d'affaires et d'investissement avec cet important partenaire commercial.

8. Soutien du développement de l'économie locale

En 2011-2012, le Service a sollicité des propositions d'organismes sans but lucratif qui souhaitent entreprendre de nouveaux projets aux multiples retombées économiques, sociales, environnementales, artistiques et culturelles. Parmi ces propositions, le Service a choisi et financé plusieurs projets pilotes efficaces visant le développement de l'économie communautaire, notamment un programme de vélo-partage communautaire, un projet d'incubation agricole, un programme d'emploi et d'amélioration énergétique et un programme de formation sur l'entreprise sociale à l'intention des immigrants.

9. Direction de projets spéciaux

Le Service a souvent l'occasion de poursuivre des possibilités uniques en matière de développement économique à Ottawa. En 2011-2012, il a pu participer aux activités suivantes :

- organisation du forum sur le développement économique à l'intention des francophones afin d'aborder les questions d'intérêt pour le milieu des affaires francophone;
- mise en œuvre du plan approuvé par le Conseil pour la commémoration du 400^e anniversaire de l'expédition de Samuel de Champlain à Ottawa;
- prise des responsabilités de secrétariat du groupe de travail du maire pour 2017.

10. Soutien des activités de développement économique

Le Service a fait preuve de ses talents en gestion d'activités au cours de la dernière année et demie; il a réussi à organiser et à gérer les grands événements suivants :

- salon professionnel du train léger d'Ottawa;
- conférence annuelle de l'Association des municipalités de l'Ontario;
- inauguration du Prix aux entrepreneurs immigrants d'Ottawa;
- *Prévoir l'économie d'Ottawa*, l'inauguration de l'événement municipal sur l'état de l'économie.

Programme de travail proposé pour 2013

Le programme de travail pour 2013, décrit dans la présente section, illustre comment le Service de l'innovation et du développement économique entend profiter de son essor des 18 derniers mois tout en continuant de donner suite aux priorités, aux objectifs et aux initiatives stratégiques définis dans le cadre du mandat actuel du Conseil. Les activités proposées sont classées en 14 catégories de travail principales, lesquelles sont décrites brièvement ci-dessous et abordées plus en détail dans le corps du présent rapport.

1. Investir Ottawa : Supervision et partenariat

Le Service continuera d'offrir des services de supervision, de direction et de soutien à Investir Ottawa, comme il le fait depuis la création de l'organisme. De plus, il propose

de collaborer avec Investir Ottawa sur plusieurs programmes présents et futurs (dont il est question dans le présent rapport). Dans l'enveloppe budgétaire consacrée au développement économique, 3 700 000 \$ sont affectés à ce programme en 2013.

2. Bureau du film, de la télévision et des médias numériques : Rôle consultatif

Dans le cadre d'un projet conjoint, Investir Ottawa et le Service prévoient créer un nouveau studio du film, de la télévision et des médias numériques au moyen d'un processus de demande de propositions. La Ville s'est engagée à investir 1,5 million de dollars dans ce projet afin de favoriser la création de partenariats entre le secteur privé et le gouvernement. Dans les 12 mois à venir, le personnel du Service continuera de jouer un rôle consultatif auprès du bureau du film et participera activement au processus de demande de propositions et à la création du studio. Il n'y a aucune exigence de financement pour ce programme en 2013.

3. Aéroport international Macdonald-Cartier : Partenariat et promotion

Les projets que le Service se propose de réaliser en collaboration avec l'administration de l'Aéroport international Macdonald-Cartier en 2013 comptent l'amélioration des relations de travail et la création d'une campagne promotionnelle visant l'utilisation des terres de l'aéroport comme centre de transport et de logistique. Il n'y a aucune exigence de financement pour ce programme en 2013.

4. Soutien continu des entrepreneurs locaux

Le Service a toujours mis l'accent sur le renforcement et l'accélération de la croissance des nouvelles entreprises à Ottawa. En 2013, il continuera d'accorder un soutien aux entrepreneurs locaux en appuyant le programme *Born Global* de l'Université Carleton et en finançant le microcrédit pour les entreprises. Outre ces programmes existants, le Service envisage d'élaborer un programme de relève dans le monde des affaires, un programme de liaison entre les entreprises locales et les demandes de proposition nationales et internationales ainsi qu'un programme de projets pilotes municipaux. Dans l'enveloppe budgétaire consacrée au développement économique, 135 000 \$ sont affectés à ce programme en 2013.

5. Soutien continu des zones d'amélioration commerciale

En 2013, le Service continuera d'offrir un soutien au programme de viabilité des zones d'amélioration commerciales (ZAC) afin de répondre à la demande prévue des ZAC actuelles et futures. Dans l'enveloppe budgétaire consacrée au développement économique, 110 000 \$ sont affectés à ce programme en 2013. Quelque 50 000 \$ supplémentaires sont demandés pour la création d'un projet pilote de subvention de création de murales en 2013.

6. Soutien continu du bureau des grands événements

En 2013, le Service continuera d'offrir un soutien au bureau des grands événements dans le but d'attirer des activités sportives et culturelles de grande envergure à Ottawa.

Plus précisément, le bureau visera l'organisation d'événements et de compétitions de patinage artistique, de sports motorisés, de volley-ball, de rugby, d'athlétisme, de karaté, de basketball et de gymnastique. Dans l'enveloppe budgétaire consacrée au développement économique, 550 000 \$ sont affectés à ce programme en 2013.

7. Amélioration continue de l'image d'Ottawa auprès des investisseurs

Le Service continuera d'offrir un soutien aux projets visant à améliorer l'image d'Ottawa auprès des investisseurs. En plus de sa collaboration actuelle avec Investir Ottawa à cet égard, il cherchera à mettre en œuvre des recommandations de la toute nouvelle stratégie d'ouverture à la Chine. Dans l'enveloppe budgétaire consacrée au développement économique, 60 000 \$ sont affectés à ce programme en 2013.

8. Soutien continu des projets de développement économique communautaire

Le Service propose de conserver tel quel le budget de 2012 pour les projets visant le développement économique communautaire, aucune ressource supplémentaire n'étant requise. S'il est déterminé que la poursuite de l'investissement dans ce secteur est justifiée, le Service élargira la portée du programme en 2013 afin d'offrir de nouveaux débouchés aux retombées économiques évidentes dans les secteurs de l'environnement et des arts et de la culture. Dans l'enveloppe budgétaire consacrée au développement économique, 205 000 \$ sont affectés à ce programme en 2013.

9. Programme du 150^e anniversaire du Canada

Le Service se chargera de l'initiative stratégique visant à « promouvoir les célébrations du 150^e anniversaire du Canada ». En 2013, il planifiera l'exécution des tâches suivantes visant la promotion d'Ottawa comme lieu de prédilection pour la commémoration du 150^e anniversaire du Canada en 2017 :

- tenir une série d'événements de développement commercial et lancer des programmes afin d'inciter des personnalités et des organismes influents à organiser leurs activités à Ottawa;
- élaborer un site Web où seront consignés les plans d'Ottawa pour 2017;
- commander une série de vidéos inédites pour promouvoir la ville comme endroit tout indiqué pour célébrer cet événement.

Quelque 200 000 \$ supplémentaires sont demandés pour le financement de ce programme en 2013.

10. Programme de recherche

Le Service a augmenté sa capacité de recherche pour pouvoir entreprendre activement des projets de recherche dont les résultats guideront le processus d'élaboration de ses politiques.

Dans le cadre de cette mesure, le Service a contribué à la création d'une plateforme virtuelle de visualisation des données. Cet outil lui permettra de produire facilement des « bilans ou tableaux de bord » comprenant des graphiques, des tableaux et des

analyses sur les données économiques de la ville d'Ottawa, tant à l'échelle de la ville que de ses différents quartiers. Il sera prêt à être lancé au début de 2013.

Au cours de l'été 2012, le Service a effectué un sondage auprès des entreprises d'Ottawa; les résultats serviront à situer le contexte de « l'ambiance commerciale d'Ottawa », lors de l'événement sur l'état de l'économie prévu en octobre 2012. Vu le succès de l'exercice, le Service compte en faire une activité annuelle.

Dans l'enveloppe budgétaire consacrée au développement économique, 16 400 \$ sont affectés à ce programme en 2013.

11. Plans d'améliorations communautaires

Dans le cadre du plan de mise en œuvre pour 2013, le Service a conçu un programme complet de plans d'améliorations communautaires à l'échelle de la ville. Bien qu'aucun financement supplémentaire ne lui sera accordé en 2013, le programme continuera de fournir des incitatifs financiers aux entreprises qui œuvrent dans les secteurs nécessitant une stimulation ou un réaménagement économique à Ottawa. La mise en œuvre et la gestion de ce programme relèveront du Service, mais le candidat retenu sera choisi conjointement avec le Service des finances et les Services de l'urbanisme et de l'aménagement de la Ville. Dans le cadre de la gestion annuelle du programme, le Service consignera tout flux de trésorerie qui entraîne le besoin d'offrir des incitatifs fiscaux et, par conséquent, qui a une incidence sur le budget (à l'instar de ce qui a été fait dans la mise en œuvre du Programme de réaménagement des friches industrielles). Il n'y a aucune exigence de financement pour ce programme en 2013.

12. Poursuite des projets spéciaux

En 2013, le Service continuera de soutenir les initiatives suivantes :

- organiser les prochaines rencontres du forum sur le développement économique à l'intention des francophones pour veiller à ce que les politiques, les plans et les programmes de développement économique répondent aux besoins de la communauté francophone;
- mettre en œuvre les plans de la Ville pour célébrer le 400^e anniversaire de l'expédition de Samuel de Champlain à Ottawa et faire connaître ce moment de l'histoire aux résidents.

Quelque 28 000 \$ supplémentaires sont demandés pour le financement des festivités du 400^e anniversaire de l'expédition de Samuel de Champlain à Ottawa en 2013.

13. Soutien continu des activités de développement économique

Vu les nombreux avantages de tenir des activités auxquelles sont invités des personnalités et des organismes influents d'Ottawa (notamment, l'augmentation de la communication avec les intervenants et l'ensemble de la communauté), le Service reprendra les activités suivantes tenues en 2012 : le Prix aux entrepreneurs immigrants d'Ottawa, un événement sur l'état de l'économie et la conférence annuelle de l'Association des municipalités de l'Ontario. De plus, il envisage de lancer un concours

d'entrepreneuriat annuel comme moyen de promouvoir et d'accélérer la croissance des entreprises en démarrage et des nouveaux entrepreneurs d'Ottawa. Dans l'enveloppe budgétaire consacrée au développement économique, 100 000 \$ sont affectés à ce programme en 2013.

Personnel supplémentaire

Malgré sa liste impressionnante d'accomplissements en 2012, le Service de l'innovation et du développement économique est un petit service qui compte seulement six équivalents temps plein. Outre ses activités prévues, le Service est souvent appelé à saisir des occasions inattendues (par exemple, une proposition du Musée du portrait du Canada ou des plans pour un casino de la Société des loteries et des jeux de l'Ontario), ainsi qu'à surmonter des obstacles imprévus (par exemple, la vente de Nortel ou la réduction des effectifs au gouvernement fédéral). De plus, le Service doit souvent répondre à des demandes internes de renseignements (par exemple pour déterminer les répercussions économiques et la hausse de la valeur du nouveau réseau de train léger) et faciliter des projets (entre autres, les conseillers de quartier demandent souvent l'aide du Service pour la mise en œuvre d'initiatives de développement économique inframunicipal destinées notamment à des quartiers précis de la ville ou à des quartiers sous-développés).

Par conséquent, il n'est pas rare qu'un employé du Service soit retiré d'une activité prévue et affecté à une nouvelle initiative. Un certain nombre d'activités qui se répètent exercent des pressions sur des ressources existantes (comme participer au Plan officiel et au Plan directeur de l'infrastructure de la Ville et faciliter les échanges entre le secteur privé et les services municipaux), ce qui augmente la charge de travail de l'effectif actuel. De même, d'autres groupes communautaires (comme la communauté francophone d'Ottawa) et d'autres intervenants (comme le Partenariat local pour l'immigration de la Ville d'Ottawa) lui demandent parfois de les appuyer dans leurs stratégies, leurs programmes, leurs initiatives et leurs événements, ce qui ajoute à la charge de travail souvent écrasante du Service.

Pour continuer de donner suite aux priorités définies dans le cadre du mandat actuel du Conseil et pour réaliser les programmes supplémentaires que le Service a prévus pour 2013, le Service aura besoin de personnel supplémentaire. Plus précisément, il devra engager deux nouveaux équivalents temps plein : un d'entre eux assumera le poste libéré par un des équivalents temps plein actuels, réaffecté au bureau des grands événements, et l'autre apportera de nouvelles compétences à l'équipe et viendra s'ajouter à l'effectif de réserve³. Quelque 270 000 \$ supplémentaires sont demandés pour l'ajout de ressources humaines en 2013, ce qui comprend le règlement des conventions, les augmentations salariales et la bonification des avantages sociaux.

³ Puisque le Service de l'innovation et du développement économique assumera l'entière responsabilité du programme de plans d'améliorations communautaires proposé dans le présent rapport, il aura besoin d'affecter du personnel à la mise en œuvre et à la gestion continue de ce programme. Cette responsabilité comprend la prise de décisions concernant les demandes, de concert avec des représentants du Service des finances et des Services de l'urbanisme et de l'aménagement.

Plan de dépenses proposé⁴

Le tableau suivant illustre le plan de dépenses proposé par le Service de l'innovation et du développement économique pour 2013.

Tableau 1 :

L'enveloppe budgétaire	
1. Investir Ottawa	3 665 000 \$
2. Favoriser l'entrepreneuriat	
2.1 Programme <i>Born Global</i>	55 000 \$
2.2 Microcrédit pour les entreprises	80 000 \$
3. Soutien des zones d'amélioration commerciale (ZAC)	
3.1 Programme de viabilité des ZAC	110 000 \$
4. Développement touristique	
4.1 Bureau des grands événements	550 000 \$
5. Soutien des projets de développement économique communautaire (DEC)	
5.1 Soutien des entreprises et des projets sociaux	90 000 \$
5.2 Soutien des entreprises rurales sans but lucratif	15 000 \$
5.3 Soutien d'autres projets de DEC	100 000 \$
6. Budget de fonctionnement du service	
6.1 Feuille de pointage du développement économique	11 400 \$
6.2 Sondage annuel des entreprises	5 000 \$
6.3 Mise en œuvre de la stratégie d'ouverture à la Chine	60 000 \$
6.4 Activités de développement économique	100 000 \$
6.5 Autres (rémunération, services professionnels)	739 513 \$
<i>Sous-total pour existants</i>	5 580 913 \$
Demandes pour 2013	
1. Soutien continu des ZAC	
1.1 Programme de subvention pour la création de murales	50 000 \$
2. Programme du 150 ^e anniversaire du Canada	200 000 \$
3. Poursuite des projets spéciaux	
3.1 Commémoration de l'anniversaire de l'expédition de Samuel de Champlain à Ottawa	28 000 \$
4. Budget de fonctionnement du service (deux nouveaux équivalents temps plein, règlements de contrat, augmentations et ajustements des avantages sociaux)	270 000 \$
<i>Sous-total des demandes</i>	548 000 \$
Financement TOTAL (budget de 2012 et demandes de 2013)	6 128 913 \$

⁴ Ce plan ne comprend pas le montant de 1,5 million de dollars que la Ville s'est engagée à investir dans le projet du nouveau studio du film, de la télévision et des médias numériques.

RÉPERCUSSIONS FINANCIÈRES

Le montant total des fonds nécessaires à la mise en œuvre du programme de travail de 2013 s'élève à 6 128 913 \$; les détails du calcul de ce montant sont fournis dans le rapport. De cette somme, 5 580 913 \$ sont disponibles à même le budget de développement économique existant. Les 548 000 \$ supplémentaires sont inclus dans le budget de fonctionnement provisoire de 2013 soumis à l'examen du Conseil.

Tout comme les subventions pour les friches industrielles, fondées sur une répartition par de nouvelles taxes, les subventions de plan d'améliorations communautaires pour revitalisation urbaine et les subventions de PAC liées à l'emploi seront déterminées au fur et à mesure que les demandes seront reçues et examinées. Les pressions de fonctionnement liées aux subventions de PAC approuvées seront prises en compte dans le cadre du processus budgétaire de l'année ou des années prévues de paiement intégral, et financées par les impôts supplémentaires qui seront obtenus grâce aux améliorations communautaires. En fonction du volume de subventions de PAC, des ressources supplémentaires pourraient être nécessaires pour permettre à la Direction des recettes d'administrer financièrement ces programmes. Si tel est le cas, une pression sera reportée dans le processus budgétaire.

CONSULTATIONS PUBLIQUES ET COMMENTAIRES

Sont consultés régulièrement les principaux intervenants et agents de prestation du Service de l'innovation et du développement économique, à savoir Tourisme Ottawa, le Conseil de développement touristique, les associations d'affaires, Investir Ottawa, les établissements postsecondaires d'Ottawa, le milieu de l'entreprise sociale et du développement économique communautaire et les zones d'amélioration commerciale.

BACKGROUND

On July 14, 2010, Council approved "*Partnerships for Prosperity*", which is the City's Five-Year Economic Development Strategy (ACS2010-ICS-CSS-0011). Subsequently, on July 13, 2011, Council approved the Economic Development Strategy Implementation Plan (ACS2011-ICS-CSS-0007). As part of this report, Motion No.16/12 was carried as follows:

- 1. Approve the Economic Development Strategy Implementation Plan, including the related 2011 spending plan, as outlined in this REVISED report;*
- 2. Direct staff to continue to refine investment option scenarios in consultation with internal and external stakeholders and present their recommendations as part of the annual draft budget process for the years 2012, 2013, and 2014; and*
- 3. Direct that, where major events require a future funding commitment that is beyond the current Events Office budget, staff submit a report to Council to obtain approval to borrow funds from the current year's Corporate Contingency Account, which would be repaid in the year of the event if the application is successful.*

In accordance with the above motion, the remainder of this report details:

- The successful implementation of economic development activities undertaken by

- Economic Development in late 2011 and the first half 2012;
- A Work Program for 2013 as determined in consultation with internal and external stakeholders that builds on the key program areas and initiatives that the Department has implemented over the past year, as well as exploring potential new areas for investment; and
- A proposed spending plan for 2013.

DISCUSSION

ACCOMPLISHMENTS FOR 2011/12

Economic Development's implementation plan for 2011/12 achieved preliminary results that are encouraging, and represent a significant increase in output from the Department, while at the same time utilizing the same number of resources that have been in place for the last few years. These accomplishments, which are categorized into 10 main areas, are discussed in more detail below.

1. Creation of Invest Ottawa

In 2011/12, Economic Development led the successful restructuring of the Ottawa Centre for Regional Innovation (OCRI) into Invest Ottawa. Through the last few years of its existence, OCRI had shifted its focus from economic development and business support to events management, school breakfast programs, industry cluster support, and other revenue generating activities. While these activities supported the financial goals of the organization, they did not meet the economic development needs of the City of Ottawa.

Through the reorganization, renaming and rebranding of OCRI into Invest Ottawa, the organization has been brought back on track with an entrepreneurship and business development focus and foreign direct investment, business retention, expansion and a trade development mandate. Events management has since been handed off to the Ottawa Chamber of Commerce and the Ottawa Business Journal, and the student training and support programs have been transferred to the newly formed Ottawa Network for Education (ONFE).

As part of the transformation, the organization has been relocated from a suburban location with poor transportation linkages to a central downtown location (80 Aberdeen Street). The following key organizations are now co-located with Invest Ottawa:

- The National Research Council's Industrial Research and Assistance Program (IRAP) and Industrial Technology Advisors;
- The Ontario Centres of Excellence;
- Eastern Ontario Regional Business Advisors;
- Ottawa's Young Entrepreneurs;
- The Ottawa Community Loan Fund;
- The Entrepreneurship Centre; and
- The Ottawa Film, Television and Digital Media Office.

The new location also includes an acceleration space that allows up to 70 entrepreneurs to have on-site access to business services. Locating start-up businesses in a shared space builds synergy, programming efficiency, easier access to programming and information and creates an environment conducive to business excellence and growth.

A new Board of Directors has been created with significant representation from the City of Ottawa, and a long-range financing arrangement between the City and Invest Ottawa has been negotiated to ensure continuity and planning that maintains an economic development focus.

With these changes, and with support and direction from Economic Development, Invest Ottawa has:

- created a one-stop shop for entrepreneurs, inward foreign direct investment, and export market development;
- delivered significant support for local entrepreneurs (e.g., Entrepreneur-in-Residence services, consultations, workshops);
- created a Business Outreach Program to introduce Ottawa businesses to City departments and related government agencies;
- developed an investment attraction video for prospective business looking to learn more about Ottawa; and
- begun the process of developing profiles to provide baseline information and strategic business development planning for five key business sectors in Ottawa (i.e., Life Sciences, Wireless, Defense and Security, Cleantech, and Photonics).

2. Creation of a Film, Television and Digital Media Office

The 2012 transition from the Ottawa-Gatineau Film and Television Corporation (OGFT) to the Invest Ottawa Film, Television and Digital Media Office has now been completed. During 2011, Economic Development staff worked extensively with the OGFT Board of Directors to cease and legally dissolve its operations. Economic Development also consulted and worked with the National Capital Commission and the City of Gatineau on the disbanding of the OGFT and the creation of the new office.

To make the best use of shared resources and synergistic business networks, the new office has been co-located within Invest Ottawa. Economic Development established the mandate and organizational structure of the new office and led the hiring process for a new Commissioner of Film, Television and Digital Media. The Commissioner was retained in January 2012 and a Working Group of industry members was formed shortly thereafter to advise the strategic direction of the office. During the transition period, OGFT's full-time employees were temporarily transferred to City Hall and placed under the supervision of Economic Development until they were successfully transferred to the Invest Ottawa Office.

Under the co-direction of Invest Ottawa and Economic Development, a new Film, Television and Digital Media Studio is being planned through a Request for Proposals (RFP) process. The City has committed \$1.5M in capital spending to this project to leverage government and private sector partnerships.

3. Creation of the City of Ottawa and the Ottawa MacDonald-Cartier International Airport Authority Shared Vision for Economic Development

On March 28, 2012, Council approved the City of Ottawa and the Ottawa MacDonald-Cartier International Airport Authority Shared Vision for Economic Development. This vision was developed in partnership by Economic Development and the Airport, in consultation with City departments such as Planning and Growth Management and OC Transpo.

This vision formally recognizes the economic importance of the Airport as part of Ottawa's economy and defines a common vision statement and objectives that guide how the City and the Airport will stimulate economic growth and optimize contributions to employment.

The document also outlines opportunities through which both organizations can work in partnership. These include areas such as increasing the presence of multinational companies in Ottawa and proactively identifying route expansion opportunities. Jointly, both groups will engage with economic development stakeholders who see the intrinsic value of the airport to conduct and grow business, as well as to facilitate travel for the tourism industry.

To reaffirm the shared vision, the City's *Official Plan*, Transportation Master Plan, Infrastructure Master Plan, Development Charges By-law and other related plans will, where appropriate, acknowledge the importance of the shared vision. The same will be done for the Airport's Strategic Plan, Airport Master Plan, Land Use Plan and Employment Sector Strategy.

4. Fostering Entrepreneurship

Over the past year, the City has invested significantly in entrepreneurship. The most prominent investment has been the creation of Invest Ottawa, a one-stop-shop for entrepreneurs. In the first six months of 2012:

- Entrepreneur-in-Residence services (2,200 hours) have been delivered to over 280 companies;
- 30 new companies have been located in the accelerator;
- an additional 20 new companies have been located in the Ottawa Young Entrepreneurs section of the accelerator;
- 3,000 consultations have been conducted with entrepreneurs;
- 139 workshops have been delivered to more than 2,300 participants; and
- a satellite Entrepreneurship Centre at La Cité collégiale's Trim Road campus which will provide a variety of French workshops available to students and Ottawa's east end francophone community.

In addition, Economic Development and Invest Ottawa have developed and implemented a Business Outreach Program to introduce Ottawa businesses to City departments and related government agencies. This program assisted local entrepreneurs in honing their value proposition for municipal markets, while at the same

time helping to solve business issues and impediments, and improve efficiencies within City operations.

In 2012, Economic Development also assisted Carleton University's Lead To Win program and its student-oriented counterpart (Ottawa Young Entrepreneurs) with the funding of 29 subsidized work stations in the business accelerator at 80 Aberdeen Street.

Through its support for micro-credit business loans, the Department also continued to provide funding for access to capital for individuals with sound business plans, but without access to conventional financing.

5. Supporting Business Improvement Areas (BIAs)

Over the past 12 months, Economic Development has supported the BIAs in the following ways:

- Helped to facilitate the creation of the Carp Road Corridor BIA;
- Began the process of developing BIAs in the Kanata North Business Park, Sunnyside Old Ottawa South and Elgin Street;
- Helped with the expansion of the Barrhaven and the Quartier Vanier BIAs;
- Awarded 14 grants (amounting to \$98K in 2011) through our BIA Research Grant Program including:
 - Retail commercial market research in Barrhaven;
 - Customer and visitor research for the Byward Market BIA;
 - Economic development research and an airport economic impact study for the Carp Road Corridor BIA;
 - Strategic planning research for the Quartier Vanier BIA;
 - Research on beautifying storefronts and the best promotional vehicle for the Somerset Chinatown BIA;
 - A traffic management study for the Glebe BIA; and
 - A retail traffic management analysis and a retail gap analysis for the Bells Corners BIA.
- Committed to awarding 10 new grants in 2012 (amounting to an anticipated \$104K). These grants would be used to conduct research on festivals, gap analysis, formations and expansions, retail and visitor experience and enhancement techniques for economic growth; and
- Supported the Mayor's initiative to form a Council of BIAs.

6. Encouraging Tourism Development

Ottawa's tourism sector is the third largest industry in Ottawa after the public service and the high-tech industry. Annually, this industry sees 7.5 million visitors to the city and approximately \$1.4 billion dollars in revenue. Economic Development recognizes the importance of tourism to Ottawa, and undertook the following tourism-related initiatives over the past year and a half.

a. Creation of a Major Event Office

Attracting large-scale cultural and sports events to Ottawa has been integral to the City's strategy for bolstering the tourism industry in this region. In 2011, a Memorandum of Understanding (MOU) between the City of Ottawa and Ottawa Tourism was drafted to set out the parameters for the creation of a Major Events Office.

As part of the MOU, the City of Ottawa has agreed to provide a full-time staff position on an annual secondment basis and annual funding payments of \$550,000 to be used by the Major Events Office to support major event attraction initiatives. The MOU also states that Ottawa Tourism agrees to provide office space for the Major Events Office; staff support; and to comply with all the terms and conditions contained in the Secondment Agreement entered into by Ottawa Tourism and the City of Ottawa.

Within these parameters, the Major Events Office is responsible for proactively targeting and attracting a diverse set of major events that return significant economic impact and national and international exposure to the city, investing in new and existing events with high growth potential, and establishing a "one-stop shopping service" for bid and hosting groups. The Office is off to a successful start, having secured the following events over the past year:

- The 2012 NHL All-Star Hockey Game;
- The 2012 JUNO Awards;
- The 2012 Ontario Gymnastics Championships;
- The 2012 W-League Soccer Championships;
- The 2012 Rugby World Cup 7s Qualifiers;
- The 2013 Canadian Comedy Awards;
- The 2013 ITU Duathlon World Championships;
- The 2013 National Gymnastics Championships; and
- The 2013 and 2014 CIS Men's Basketball Championships.

b. Development of the "Discover Ottawa" Mobile Application

In 2012, Economic Development assisted with the development of a mobile application that helps tourists find attractions, accommodations, dining and entertainment events and locations to maximize their enjoyment of Ottawa. By the end of this year, Discover Ottawa will have multilingual capabilities.

In addition to promoting Ottawa to tourists and residents alike, the adoption of this application has the added benefit of enhancing Ottawa's reputation as a tech-savvy city. Discover Ottawa has received critical acclaim, having been nominated for a GTEC 2011 award and won a 2011 Pollie Award. The popular social media and tech blog "Mashable" named the app one of the top 5 for cities around the world. Discover Ottawa continues to expand through Non-governmental Organization (NGO) project partners including local businesses and events organizations.

c. Support of a Tourism Mission to China

One of Ottawa's most critical markets for tourism growth is China. This is why the Department supported a delegation of business and tourism-related organizations in a

Trade Mission to Beijing in July 2011. The purpose of the Mission was to develop new international business links and draw new visitors to Ottawa. The Mission was successful in affirming the City's commitment to international relations with China and promoting Ottawa as a preferred destination for tourism and investment.

7. Enhancing Ottawa's Investment Attraction Profile

In 2011 and 2012, the City of Ottawa's Economic Development Department worked with Invest Ottawa across a number of areas to support investment attraction activities. These include:

- development of marketing collateral materials such as an investment attraction video; folder kits (work, place and grow perspectives); entrepreneur and business success videos (12); and sector profiles (1 complete and 3 under development).
- placement of Business Development Managers for the key sectors (Life Sciences, Clean Tech, Wireless, Photonics, Defence and Security); and
- receiving investment delegations from Saudi Arabia, the United Arab Emirates (UAE), Brazil, Korea, Japan, New Zealand, Chile, and Indonesia, all of which have expressed an interest in investing in Ottawa companies and leading to the creation of local jobs.

Other investment attraction initiatives undertaken by the Economic Development Department are discussed below.

a. The Creation of "Locate Ottawa"

Economic Development will soon launch a new web-based tool "Locate Ottawa" that will make access to powerful business information research only a mouse-click away. Locate Ottawa is designed to speed up and simplify the process of attracting job growth and to assist in expanding and relocating businesses in finding their optimal location. Over 97 per cent of initial site selection screening is currently done online, and this new website will provide immediate access to critical business intelligence that decision makers need to make an investment decision, reducing research time from weeks to minutes. In order to make this online mapping tool all the more user-friendly, it is going to be made available in five languages: English, French, Spanish, Mandarin, and Arabic.

This tool is nearing completion and will be used by Invest Ottawa and Economic Development to help business investors find the properties, site attributes, markets, demographics, facilities, and proximity to other businesses that meet their specific and varied needs. As a web-based application, this tool is expected to appeal to any user looking for optimal sites to meet their needs. It will be widely publicized and made broadly available.

b. Development of a "China Strategy"

Economic Development is also helping to develop a "China Strategy" that will capitalize on business and investment opportunities and ensure that Ottawa undertakes a coordinated approach to attracting foreign investment.

To inform this strategy, Economic Development commissioned a study of the current progress of China's economic, social and political development and how this affects the relationship with Canada. More than 30 senior government officials and business executives were consulted as part of this study.

The final report presents recommendations from senior Chinese and Canadian business leaders on how Canada – and more specifically Ottawa – can capitalize on opportunities and address challenges in order to be able to work effectively with China and ultimately improve our global competitiveness.

8. Supporting Community Economic Development

In the past year, Economic Development has supported several community economic development projects including the following described in more detail below.

a. RightBike

The City of Ottawa's Economic Development Department supported the development of RightBike, a community bike share project that:

- addresses the social concern of youth with difficulties gaining employment (by employing the Cycle Salvation social enterprise which trains this group to become bicycle mechanics);
- creates jobs for people with disabilities and persons with multiple barriers to employment (through the Causeway Work Centre);
- refurbishes bikes (diverting discarded bicycles from land fill and repurposing them for use in the bike share project); and
- encourages exercise for health and wellness (cycling transportation), along with the environmental benefits of reduced carbon emissions in this initiative.

The degree of community participation and collaboration evident in this initiative was exemplary (including SLOWest, the Wellington West BIA, the Westboro BIA, Mountain Equipment Coop and several other businesses and organizations).

Economic Development provided financial support and consultation through both the feasibility and business planning stages.

b. Just Food

Just Food is a non-profit organization with a mission to help stimulate a vibrant, just and sustainable food system in the Ottawa region. Just Food has proposed the establishment of a Community Food and Sustainable Agriculture Hub in Ottawa, where training, partnerships and infrastructure are provided to promote and celebrate a sustainable, equitable local food and farming system in the Ottawa region.

Just Food provides training, partnerships, infrastructure and access to land to promote and celebrate a sustainable and just local food system. Highlights of the Hub include:

- showing that ecological agriculture can exist (and be productive) beside native habitat and fragile ecosystems with over 75 acres of land for a demonstration farm;

- encouraging more people (youth, new Canadians, second careerists) to fulfill their dream of becoming a farmer through access to land and markets, internships, mentoring and workshops, a resource library of books and tools;
- supporting local farmers by providing infrastructure (internet-based order system, cold storage and freezer, sorting and packing facilities, egg-grading station, possible a cooperative delivery service, to enable extension of production and more coordinated distribution of product to restaurants, caterers, grocers, hotels, schools, long-term care facilities etc);
- facilitating the development of local food-based businesses with a commercial kitchen and greenhouses, and increased access to local produce;
- supporting the community with farm, garden and food-based programming such as courses, workshops, kids' after-four and summer camps, accessible demonstration community gardens, and a children's garden;
- ensuring access to local, fresh foods with food bank plots to promote the Plant-a-Row, Donate-a-Row program, and providing food for community services such as the "Good Food Box," and has a volunteer-run community garden and community kitchen that enables communities to grow and preserve fruit and vegetables;
- being a model of an energy efficient building (e.g., grey water recycling, solar and geothermal heat, wind power);
- preserving and protecting our local agricultural biodiversity with a community seed bank and heirloom gardens (in-situ and ex-situ conservation); and
- enabling learning about agriculture, while teaching skills that will sustain families and communities in the future.

In 2011/12, Economic Development assisted Just Food with preparation requirements for a fall 2012 program that will train 10 to 12 farm families in the technical and business aspects of market gardening. The training program will graduate successful farm businesses that will supply the local farmers' markets, restaurants, institutional purchasers and grocers in the Ottawa area and result in new job creation.

c. Building Greener Futures Together

"Building Green Futures Together (BGFT)" is a project led by the Social Planning Council of Ottawa to help young adults enter the "green" home renovation and retrofit industry. BGFT targets youth facing labour market barriers, offering training and work placements. It also works to grow employment opportunities by helping expand the local green renovation sector.

In 2012, 15 young people from groups facing barriers in the labour market receive training and on the job placement in green renovations (average 3 months each, 32 hours on the job training). Outcomes of this activity included: 50% of those who received training and or placement (minimum 7) secured on-going employment in this or a related sector; and 25% of those in a paid on-the-job placement (which is different from a co-op placement for high school credit acquisition) received a salary rate above the minimum wage. 2012 also saw a 10% increase in the number of green renovators in Ottawa and a 5% increase in employment (salaried or self-employed) within the green renovations sector in Ottawa (calculated by number of employees or increase in hours and weeks worked).

Economic Development provided funding support for project coordination.

d. EcoEquitable

EcoEquitable is a registered Canadian charity that provides temporary employment and skills development training for immigrant and underemployed women to transition to sustainable fiscal independence, while simultaneously reducing waste in our community. More specifically, EcoEquitable operates as a social enterprise that converts discarded textiles (donated) into useful products. In addition to stock products, contract sewing provides employment for the participants, during and following their training.

Economic Development has supported this program with funding to deliver marketing coordination and develop marketing materials to grow sales that will expand EcoEquitable's employment and training opportunity.

9. Leading Special Projects

Economic Development is often given the opportunity to work on unique projects requiring special attention.

a. Economic Development Francophone Stakeholder's Forum

In May 2011, Economic Development, in conjunction with Invest Ottawa and French Language Services, led an Economic Development Francophone Stakeholders Forum to discuss issues relevant to the Francophone business community. Participants included Le Regroupement des gens d'affaires, Le Réseau du développement économique, the Ottawa Community Loan Fund, Ottawa Tourism, Desjardins bank, La Cité collégiale, and Lead To Win.

During this meeting, Economic Development and Invest Ottawa committed to organizing bi-annual meetings to ensure that economic development policies, plans and programs are in line with the Francophone business community needs. As a result of this meeting, a number of initiatives have been completed or are in progress, including exploring financing options for Francophone entrepreneurs and the completion of a French Handbook for Starting a Business in the Trades. In addition, Invest Ottawa's Entrepreneurship Centre continues to offer a series of bi-monthly seminars in French.

b. 400th Anniversary of Champlain's First Voyage through Ottawa

On May 1st 2012, Council approved a celebratory plan for the 400th anniversary of Samuel de Champlain's voyage to Ottawa (ACS2012-CMR-OCM-0007). Champlain, an important historical figure of Canadian history, was the first explorer to describe and document Ottawa, including detailing the presence of the Algonquin people in the region. Champlain's first voyage through Ottawa was in 1613 and he passed through the region a second time in 1615. The year 2013 will mark the 400th anniversary of Champlain's first voyage through Ottawa.

The approved celebratory plan details events that City will implement to educate its residents on Champlain's voyage, as well as initiatives the City will undertake to market and brand 2013 as the 400th anniversary. Equally important, the plan provides support to events organized by community groups, BIAs and education institutions. Examples of events and initiatives to be undertaken include: a literary competition, program brochures, and the creation of a program identifier and website.

c. Secretariat role for the Mayor's 2017 Task Force

In 2012, Economic Development assumed the Secretariat role for the Mayor's 2017 Task Force, which means taking the lead on all 150th Anniversary-related initiatives undertaken by the City now and in the lead up 2017. To date, Economic Development has accomplished the following tasks:

- The convening of four Task Force Working Groups that will ensure that Ottawa will be a major business and tourism destination in 2017;
- Mailed a promotional package to the heads of approximately 1,000 associations, businesses, sports organizations, events planners, and tour organizers inviting them to hold their industry events, meetings, and conferences in Ottawa in 2017.
- Developed an "Ottawa 2017" logo that is going to be featured on any promotional material being developed by the City;
- Created a http://ottawa.ca/en/city_hall/infobusiness/anniversary/index.htm webpage featuring a short, 60-second promotional video highlighting Ottawa attractions and the list of Task Force members and links to their websites;
- Hosted a reception for Event Planners and National Sporting Organizations (NSOs) to promote Ottawa as an event destination;
- Continued to engage in regular tripartite meetings with the NCC and the City of Gatineau to ensure that no duplication of efforts takes place and to identify opportunities for collaboration.

10. Supporting Economic Development-Related Events

Economic Development has successfully undertaken the organization and management of the large scale events described below.

a. The Trade Show for Ottawa's Light Rail Transit

In partnership with the Ottawa Light Rail Transit (OLRT) Office, the Ottawa Chamber of Commerce and the Ottawa Business Journal, Economic Development helped to showcase more than 250 representatives from local businesses (and more than 75 international consortia members) in February 2012. During the tradeshow, business "speed-dating" sessions were facilitated to allow local businesses to present their product or service and make a first impression on the consortia companies involved in the OLRT bid process.

Regardless of the winning consortia, these business connections were seen to be extremely valuable to all participants and have provided local businesses with the opportunity to potentially participate in the procurement of this project.

b. Association of Municipalities of Ontario (AMO) Annual Conference

At the August 2012 AMO conference, Economic Development invited 20 local businesses to showcase their products and expertise to nearly 900 delegates representing the Canadian and International municipal procurement market. Through this showcase, companies like Giatec Scientific, an Ottawa business accelerator resident (which recently helped the investigation of the Elliot Lake mall collapse with their concrete failure detection technology), will reach a market they would not have otherwise. Similarly, the local application developer, Purple Forge, was able to showcase their “Locate Ottawa” tool.

c. Ottawa Immigrant Entrepreneur Awards

The City of Ottawa hosted Ottawa’s first annual Ottawa Immigrant Entrepreneur Awards on October 1, 2012 at City Hall. These awards are intended to celebrate the economic impact that Immigrant Entrepreneurs contribute to the community.

In August a call to nominations in ten categories was communicated to the community by the City’s website. A judging panel made up of local community partners and stakeholders from the economic and immigration organizations was selected, and entrepreneurs were evaluated using the following criteria:

- Contribution to the economy (e.g., number of employees, local sourcing and purchasing, exporting of goods or services, attraction of tourists and investment);
- Contribution to the entrepreneur community (e.g., mentorship, investment of time, advice, resources, etc. to help other businesses succeed); and
- Contribution to the Ottawa community (e.g., hiring of immigrants, visible minorities, physically and/or mentally challenged, youth, women, environmental stewardship, multicultural and/or artistic expression, enrichment and celebration in Ottawa for enhanced vitality and dynamism).

d. State of the Economy Event

Economic Development is providing some funding assistance to the Ottawa Business Journal to help support the hosting of the first annual “State of the Economy” ticketed luncheon event in the fall of 2012 at the Chateau Laurier. This paid event, which is being called “Forecasting Ottawa’s Economy”, presents an excellent opportunity to engage members of the business community.

At this event, Economic Development will present the results from the 2012 Ottawa Business Survey undertaken by the Department in July 2012. The Mayor will also give a presentation at this event highlighting some of the economic successes achieved in Ottawa over the past year, and providing his outlook on the local economy for the next 12 months.

After the Mayor’s presentation, Mario Lefebvre, Director of the Centre for Municipal Studies at the Conference Board of Canada, has been invited to speak about trends in the Canadian economy and how these may affect the business community in Ottawa. A panel presentation of local business leaders speaking about their experiences with doing business in Ottawa will follow the keynote speaker. The panel, which is being

chaired by business journalist, Mark Sutcliffe, includes the following individuals:

- Jeff Westeinde, Successful Entrepreneur and Co-Chair Invest Ottawa;
- Neil Malhotra, Vice-President Claridge Homes;
- John Jarvis, General Manager Westin Ottawa; and
- Jason Flick, CEO, YOUi Labs and Flick Software.

WORKPLAN FOR 2013

In order to continue implementing Ottawa's strategy for economic prosperity, Economic Development is proposing an ambitious Work Program for 2013. While some of the work will build on existing initiatives (many of which are discussed under the section on accomplishments for 2011/12), several promising new initiatives are also presented as potential investment options.

As in previous years, the 2013 Work Program proposed by Economic Development links to the current Term of Council's strategic priority of creating economic prosperity in the City of Ottawa, as well as to the related strategic objective of supporting growth of local economy (EP3). In addition, some of the proposed investments are also linked to the strategic objectives of promoting Ottawa globally (EP1), effectively integrating immigrants (EP2), and improving parks, recreation, arts and heritage (HC2).

Moreover, all of the enhanced and new programs being considered as part of the 2013 Work Program would have positive results in the areas of job creation, property tax generation for the City, and further development of an entrepreneurial environment that fosters new venture creation and expansion.

As was done in the section on accomplishments, the proposed activities are categorized into the following 13 main areas of work.

1. Invest Ottawa: Oversight and Partnership

Looking to the future, Economic Development will continue providing direction and support to Invest Ottawa. More specifically, Economic Development will work with Invest Ottawa on a number of targeted initiatives, described in more detail throughout the remainder of this report. A total of \$3.7M from Economic Development's existing base budget is earmarked for this program in 2013.

2. The Film, Television, and Digital Media Office: Advisory Role

Under the co-direction of Invest Ottawa and Economic Development, a new Film, Television and Digital Media Studio is being planned through a Request for Proposals (RFP) process. The City has committed \$1.5M in capital spending to this project to leverage government and private sector partnerships.

Looking ahead to the next 12 months, Economic Development staff will continue to support Invest Ottawa through the completion of the Film, Television and Digital Media Studio, including providing assistance in site selection, program and service offerings, tenant attraction, post-secondary institution participation and partnerships, as well as securing funding.

In addition to the studio, Economic Development will play an advisory role in the operations of the Film Office by supporting its branding initiatives, identifying top investment markets, organizing inbound and outbound trade missions, developing plans and strategies for its three distinct sections (film, television and digital media) and identifying prospective leads.

There are no funding requirements for this program in 2013.

3. MacDonald-Cartier International Airport Authority: Partnership & Promotion

As a next step, Economic Development will work with the Airport Authority to develop and implement a strategy to encourage national and international companies to locate their operations on or near airport lands, creating an aerospace business park focused on transportation and logistics. More specifically, Economic Development will work with the Airport Authority to identify a targeted list of prospective companies and investment opportunities. Together both organizations will develop an outreach program and a series of marketing tools to actively solicit interest in the airport by showcasing its lands, Ottawa and the benefits and advantages of locating near the airport. Examples of marketing materials include a brochure and a website focused on airport land opportunities.

Economic Development will also complete a best practice review of similar strategies of major cities in the United States, Europe and Asia to gain a thorough understanding of worldwide airport employment lands. Through this strategy and program, the City and the airport will invite interested companies to tour both the airport and the City.

There are no funding requirements for this program in 2013.

4. Continued Support for Local Entrepreneurs

The following programs related to fostering entrepreneurship are being proposed as part of the 2013 Work Program. A total of \$135,000 from Economic Development's existing base budget is earmarked for this program in 2013.

a. Born Global Program

Established in 2009, Carleton University's "Lead To Win" is a business development program with the objective of establishing and growing businesses in Canada's National Capital Region. With support from Economic Development, close to 100 companies have graduated from the program and a total of 392 jobs have been generated. Another five companies graduated from the program and were subsequently bought out.

The "Born Global" aspect of this program is geared to businesses that form and operate from the outset as global mission businesses with international distribution channels, international collaborative technology, international investment, and international business strategy. These firms stand the best chance of becoming large, successful multinational enterprises and do not follow a long development process to become

international contenders.

If it is determined that continued investment in this Program is warranted, Economic Development proposes continuing to fund the administrative support capacity for the Born Global Centre. Carleton University will continue to deliver this program to the benefit of entrepreneurs and the employees they hire. Economic Development's investment support will help reduce program administration costs.

A risk to this program is under-subscription due to a lack of globally-oriented entrepreneurs. Born Global is a non-traditional approach to business start-up, as growth stages are not followed successively through rounds of investment and scaling to global proportions, but instead develops all aspects of business strategy from a multinational enterprise perspective at the outset.

b. Micro-Credit Business Loans

With support from the City of Ottawa, the Ottawa Community Loan Fund (OCLF) has operated for the past 12 years to provide access to capital for individuals with sound business plans, but without access to conventional financing. Specifically, the OCLF reviews business plans and coaches entrepreneurs that cannot raise conventional debt financing due to poor or no Canadian credit history. The organization helps clients apply for loans available from the Canadian Youth Business Foundation (CYBF), the Business Development Corporation of Canada (BDC), Alterna Credit Union, and its own loan fund. Economic Development's support of the OCLF helps entrepreneurs that have not established a credit history and new immigrants that do not have Canadian credit history get debt financing of up to \$45K.

If it is determined that continued investment is warranted, Economic Development proposes continuing to provide funding to OCLF to deliver the program. The beneficiaries are the entrepreneurs who gain access to capital and business coaching and the employees of their businesses.

A risk to this program is that immigrant entrepreneurs may not seek debt financing, preferring instead to raise debt or equity capital from family and friends. If the demand for debt financing does not warrant this increased capacity, the OCLF loan program will be under-subscribed.

c. Business Succession Planning

While many business owners are planning to retire within the next 10 years, most have poor prospects of transferring their equity to a buyer. Conversely, many new entrants to the labour market (new immigrants and graduating students) are interested in proven, profitable business investments that can provide an income while determining business strategy for new directions, expansion or diversification. As stated by Peter Evans, CBC News, October 25, 2011: *"When the Canadian Federation of Independent Business (CFIB) polled its members recently about when they planned to exit their businesses, almost two-thirds said they would do so in the next decade. That's a huge number of businesses, but the same CFIB poll found that barely 10 per cent of*

entrepreneurs had any sort of formal plan in place to make it happen.”

According to TD Waterhouse's early October Business Succession Poll of 609 small business owners, 24 per cent of owners of small businesses surveyed said they had a succession plan worked out for retirement. Of those polled, whether they had a formal plan or not, 23 per cent said they would simply close their business when it came time to retire; 20 per cent planned to sell their business to a third party; 18 per cent expected to transfer it to a family member; 12 per cent said they would sell to a partner or employee; and 27 per cent said they were not yet sure what they would do. In the absence of a program to facilitate interaction between these groups, many businesses will simply cease operations. The value in these businesses will be lost including process knowledge, contacts and business relationships.

If it is determined that investment in this type of program is warranted, Economic Development proposes to support the creation of a program to connect business opportunities with business investors, including helping to structure deals that work to the advantage of both buyers and sellers through phased ownership. More specifically, Economic Development's investment would support the creation of an electronic database of family businesses, as well as the development of a forum for business succession planning. The Ottawa Chambers of Commerce would deliver the program to member and non-member businesses in cooperation with the Canadian Association of Family-owned Enterprises (CAFE), the Canadian Federation of Independent Businesses (CFIB), and the OLIP network of immigrant community contacts. Beneficiaries of the program include business owners, business investors and the employees of the enterprises involved.

A risk to this program is that the number of opportunities in Ottawa that warrant these services and interfaces may be small, and those that are within this category may not desire government involvement and assistance.

d. Procurement Support

This initiative would offer support to businesses bidding on municipal government contracts anywhere in the world by working with proponents to perfect proposals with an eye to the specific audience, drawing upon Economic Development's expertise to ensure key components are included and thoroughly explained.

If it is determined that investment in this Program is warranted, this initiative will require no new financial resources, but will draw on municipal staff in both Economic Development and in other operational Departments. Economic Development staff will also follow contract tenders to be able to alert local suppliers to procurement opportunities.

e. Municipal Pilot Projects

Local businesses often have novel approaches to municipal markets that are untested, unproven, or non-traditional. This initiative would build on successes experienced in 2012 in terms of linking local businesses to specific City departments and agencies as

pilot test sites and business model development opportunities.

One benefit of this program is that City Departments learn what industry has to offer and what new approaches are being explored. Local businesses benefit receiving feedback and critique from Department experts, which can help the local business refine their business model for wider appeal. By adapting their product or service, or by developing the proof points for the technical or financial benefits of their product and/or service, local business are better able to respond to similar municipal markets across the globe.

If it is determined that investment in this Program is warranted, no new resourcing will be required. It will be delivered by Economic Development staff with the cooperation of other City Departments.

In addition to the specific programs highlighted above, Economic Development will help foster entrepreneurial success and new start formation through communication of entrepreneurial successes and programs via a social media and mainstream media strategy and ongoing campaign. This may include YouTube videos, twitter feeds, posting on relevant blog sites, and contributing articles to electronic journals.

5. Continued Support for the Business Improvement Areas (BIAs)

The following programs related to BIAs are being considered as part of the 2013 Work Program.

a. The BIA Sustainability Program

The BIA Sustainability Program has been well subscribed to over the past five years, with the total value of grants issued by Economic Development over this timeframe reaching \$280K. Under the Sustainability Program, grants are available to existing BIAs to conduct research on their local business area to inform decision-making, stimulate business activity, or gauge support for the expansion of a BIA. Grants are also available to organizations that are considering forming a BIA and wishing to conduct research to gauge receptivity to the idea. Continued support of this program is required to support the anticipated demand from existing and new BIAs. A total of \$110,000 from Economic Development's existing base budget is earmarked for this program in 2013.

b. Mural Program

Economic Development proposes funding a Mural Program pilot project that will see up to ten mural proposals selected and completed in 2013.

Local artists will work with BIAs to develop a connecting theme and artistic representation, as well as a location for the proposed murals. The impact of the resulting murals will be determined through local and tourist surveys to find out whether the murals contribute to their shopping experience and consequent economic impact.

Local artists hired to complete the murals will benefit from the program, as will the BIAs

where the murals are to be located both in terms of the visual appeal they bring to the area and through the elimination of large, plain wall expanses that are frequent targets for graffiti. A risk to this program is that, because art and its appeal are highly subjective, there may be situations where specific murals draw criticism.

If it is determined that investment in this program is warranted, Economic Development will establish a “BIA Mural Selection Panel” to ensure a fair and transparent process and to make sure that accepted proposals adhere to municipal and community goals. This panel would be comprised of members of the BIA community and representatives from several City departments, including Planning and Growth Management, Economic Development, and Parks, Recreation and Cultural Services. The purpose of this Panel would be to review and assess proposals submitted for participation in the Program and to ultimately select the winning candidate based on established criteria.

An additional \$50,000 is being sought for the creation of a Mural Grant pilot program.

6. Continued Support for the Major Events Office

The establishment of the Major Events Office has significantly strengthened Ottawa’s ability to attract large-scale events.

Economic Development will continue its investment in the Major Events Office for the purpose of attracting and supporting more large-scale cultural and sporting events in Ottawa. Some of the events and competitions that the Office will be pursuing in the short term include the following: national comedy awards, figure skating championships, track competitions, volleyball tours, hockey championships, rugby qualifiers, provincial ringette championships, gymnastics competitions, basketball finals, karate competition, and a karting grand prix. In addition, the Office will be working closely with National Sporting Organizations, many of which are located in Ottawa, to bring Olympic qualifying events to the city in the lead up to the next Olympics.

The economic impact of hosting these types of events is quite significant, typically generating millions of dollars in visitor spending (see Appendix 1 – Major Events Funding). Tourism-related businesses, including the accommodations sector, restaurants, and retail stores are the main beneficiaries of the increased visitor spending. Local residents also benefit from the diverse cultural experiences offered by such events. Moreover, studies consistently show that tourism generates significant revenues for government (*Source: Statistics Canada, Government Revenue Attributable to Tourism, 2007*).

A total of \$550,000 from Economic Development’s existing base budget is earmarked for this program in 2013.

7. Continued Enhancement of Ottawa’s Investment Attraction Profile

Economic Development will continue to work with Invest Ottawa to support investment attraction activities, including assisting in preparations for and participation in inbound and outgoing investment delegations. In addition, the Department will be taking steps to

implement the 2013 Action Items from the “China Strategy” (discussed in more detail below). A total of \$60,000 from Economic Development’s existing base budget is earmarked for this program in 2013.

a. Executing the 2013 Action Items from the “China Strategy”

In the final ‘China Strategy’ report, a number of strategic priorities are proposed for Ottawa. The proposed recommendations focus on the emerging opportunities with China that are also potentially a good fit with Ottawa’s strengths. Economic Development will endeavor to make progress in each of the following areas:

- building knowledge, skills and capacities to work with China;
- improving China’s awareness of Ottawa;
- enhancing the matchmaking and mentorship process for hi-tech and research and development partnerships;
- developing capacity, infrastructure and projects to attract Chinese outbound foreign direct investment (OFDI);
- improving revenue-generating tourism service capacity;
- improving luxury brand goods shopping infrastructure;
- developing niche tourist programs;
- exploring the potential of direct charter flights to China;
- connecting the education value chain; and
- generating investment leads via the education connection.

In order to move forward on achieving these objectives, Economic Development will play a stewardship and coordination role with stakeholders. This will include working with Invest Ottawa on trade and investment promotion initiatives; Ottawa Tourism on tourism-related initiatives; and the Ottawa Chambers of Commerce on facilitating the integration and settlement of new businesses and their families into the Ottawa community.

8. Continued Support for Community Economic Development Projects

Economic Development proposes maintaining the 2012 budget for Community Economic Development (CED) Projects with no additional resources required. Consideration is being given to supporting the following themes and projects within CED:

- a regional food distribution hub in Ottawa;
- an immigrant settlement service (utilizing the City’s “Locate Ottawa” GIS platform);
- immigrant-focused micro-credit lending programs;
- leadership development programs aimed at providing students and/or graduates with opportunities and training and/or mentorship;
- social enterprises, especially in the cultural and environmental fields;
- matching student and/or youth team problem-solvers with municipal interests and challenges;
- non-profit agencies seeking to develop social enterprises in support of targeted populations; and
- social enterprise connection to municipal goods and services procurement.

If it is determined that continued investment in this area is warranted, further outreach will be undertaken in 2013 to uncover opportunities in the arts and culture sector and environmental sector where economic benefit is clearly evident. A total of \$205,000 from Economic Development's existing base budget is earmarked for this program in 2013.

9. Sesquicentennial Program

Economic Development has been tasked with the strategic initiative of "supporting celebrations of Canada's 150th Anniversary". Although this event is still five years away, Economic Development is working diligently with the Mayor's 2017 Task Force to make Ottawa the nationwide hub for these celebrations. The goal, as articulated by Mayor Watson in an address to the Standing Committee on Canadian Heritage in April 2012, is to make sure that "*Ottawa is ready to roll out the red carpet in 2017 - throughout the entire year leading up to and culminating in an incredible spectacle of celebration on July 1st.*" If Ottawa is to become the epicentre for such significant celebrations, momentum needs to be built leading up to 2017. Economic Development is committed to supporting this process by undertaking the following tasks associated with marketing Ottawa as a preferred destination for marking Canada's sesquicentennial. An additional \$200,000 is being sought to fund this program in 2013.

a) Business Development-Focused Events and Outreach Program

Over the course of the next 12 months, Economic Development – in collaboration with the Mayor's Office and other members of the 2017 Task Force – will host a series of receptions with key audiences (e.g., event planners, embassies, national sporting organizations, large multinationals, national associations, etc.) inviting them to host their annual general meetings, conferences, and other events in Ottawa in the lead up to and in 2017. The purpose of these receptions will be to demonstrate that Ottawa is the place to celebrate Canada's 150th anniversary.

b) Website

As activities confirmed for 2017 grow, a dedicated website documenting Ottawa's plans will need to be built. The website will be designed to be the primary source for information for "*Ottawa 2017*", and will contain a dynamic calendar of events, links to tourist information (e.g., where to stay, what venues are available), and other pertinent information (e.g., related announcements, news items). A website domain has already been purchased; the intention will be to issue a Request for Proposal (RFP) in the first quarter of 2013 to build the site.

c) Promotional videos

In order to help brand Ottawa as the place to be in 2017, Economic Development would like to commission a series of two or three innovative videos about the city and what it has to offer (e.g., local attractions, events, culture, local celebrity endorsements, etc.). The videos would be circulated to organizations we are trying to attract to Ottawa in and leading up to 2017. They would also be featured during receptions hosted by the City

and would be posted on Ottawa's 2017 website.

If it is determined that investment in these areas is warranted, Economic Development, in collaboration with a number of stakeholders and commissioned partners, will undertake and oversee this work. While the benefits of these three interrelated activities may not be immediately apparent, they are required for Ottawa to successfully position itself as the official host of Canada's 150th Anniversary. It is also anticipated that the events brought to the city as a result of this marketing effort will have a significant economic impact on Ottawa over the longer term (i.e., next 10 years).

At risk to this marketing effort is the fact that the resources dedicated to Ottawa's 2017 celebrations may be insufficient to compete with the other major cities across the country that are also planning large scale celebrations to commemorate the 150th anniversary of Canada's confederation (e.g., Montreal, Calgary, Toronto).

10. Research Program

A total of \$16,400 from Economic Development's existing base budget is earmarked for this program in 2013.

a. Annual Business Survey

One of the strategic objectives of the City's *Five-Year Investment Strategy for Sustainable Economic Prosperity* and its subsequent Implementation Plan is for the City to take a more proactive leadership role in shaping the economic direction of the City. Consultation with partners in the business community on issues related to economic development is one of the ways in which the City can begin to achieve this objective.

In the summer of 2012, Economic Development engaged Ottawa businesses through an online consultation exercise. Businesses from across Ottawa were invited to complete a short survey, designed using an online questionnaire tool. In total, approximately 2,500 organizations from a variety of industry sectors were invited to participate. Survey responses provided insight into members of the business community's views of the broader business environment in Ottawa, including their assessment of the impact of the recent global economic downturn, their opinion of the most important issues facing the business community in Ottawa, and the perceived importance of various factors when considering Ottawa as a location for business investment or expansion. The results of this exercise were presented at the first annual "State of the Economy" event.

Given the wealth of useful information gathered through the 2012 business survey, Economic Development will make a survey of businesses an annual activity. By repeating this exercise on a yearly basis, the Department will be able to build tracking data that will determine whether attitudes have changed over time (e.g., has the business community's view of the Ottawa economy improved or worsened over the past year). It also gives the Department the opportunity to consult with the local business community on issues related to economic development as they arise.

As part of this exercise, Economic Development will also be inviting local businesses to join a panel where they could occasionally be contacted to engage in other consultation activities (e.g., surveys, focus groups).

b. An Economic Development Dashboard

Economic Development has supported the development of an online economic development dashboard and data visualization platform that will allow for the creation of dashboards or scorecards related to the economy of Ottawa. These scorecards will enable Economic Development to do the following:

- create topic-specific web pages that contain scorecards or dashboards using data related to the economy of Ottawa;
- create attractive charts and tables containing statistical information, and to add commentary to explain the data;
- compare the performance of the City of Ottawa over time, as well as to other major Canadian cities (and to some selected U.S. cities where the data is available);
- quantify and measure those improvements in the City of Ottawa (e.g., in terms of economic performance); and
- create an ongoing process for measuring and reporting on economic development in Ottawa that can be repeated annually.

The finished platform, which will be ready to launch in early 2013, will enable the Department to meet its objective of creating a performance measurement framework for economic development investments and activities, as laid out in the 2011 Economic Development Strategy Implementation Plan. For more information on this tool, refer to Appendix 2 – Economic Development Dashboard.

11. Community Improvement Plans

Economic Development is proposing a Citywide Community Improvement Plan (CIP) Program to build upon the enabling policy imbedded in the Official Plan and to establish a plan to develop and implement CIPs strategically as an economic development tool.

The implementation and management of this program will be the responsibility of the Department. The selection of the applicant will be conducted in conjunction with Financial Services and Planning and Growth Management. As part of the management of the program, Economic Development will document any cash flows that will require providing tax incentives and, as a consequence, have budget pressures on a yearly basis, similar to what has been done in the implementation of the Brownfield Program.

Appendix 2 – “A Citywide Improvement Plan CIP Program” sets out the citywide plan in detail and describes the rationale, methodology, approach to delivery and timing, and a selection process for identification and designation of Community Improvement Project Areas. Some of the possible options are discussed below.

There are no funding requirements for this program in 2013.

a. Citywide Community Improvement Plan Program

The financial incentives and grants available under CIPs are to be used strategically as a tool to stimulate private sector investment and business development in targeted areas, attract new and different businesses to Ottawa, and create new high quality jobs. Under this program, CIPs will foster the creation of new employment opportunities and promote true growth (not simply move employment from one neighbourhood to another). Many municipalities in Ontario have undertaken CIP programs, including Hamilton, Kitchener, London, Niagara Falls and Windsor.

The Citywide program recommends two types of CIP Programs:

- 1) Urban Revitalization CIPs are intended to drive a revitalization process through grants and other financial incentives that are used to foster community improvement and spur significant rehabilitation, development and land-use change (e.g., repair and rejuvenation of existing places).
- 2) Employment-Related CIPs are intended to be used in areas where residential growth has surpassed employment and there has been significant difficulty attracting major employers (e.g., to address employment-related and growth management challenges in the knowledge-based sectors).

In both cases, whether an Urban Revitalization CIP or an Employment-Related CIP, staff will review locations throughout the city to determine whether or not they are ideal candidates for implementation. Where a community has been identified as one that would qualify for and benefit from an Urban Revitalization CIP or Employment-Focused CIP, staff will bring forward a report to Planning Committee and Council, proposing the designation of a CIP Project Area and associated by-law. Each report will outline a specific project area, incentives, as well as timelines and eligibility criteria.

If CIP program resources are approved by Council, Economic Development would like to create two pilot CIP projects: an Urban Revitalization CIP (Carling Road) and an Employment CIP (Orléans). More information on the Citywide CIP Program can be found in Appendix 3 of this report, and on the Orléans CIP below and in Appendix 4. Further information on the Carling Road CIP is forthcoming.

b. Orléans Community Improvement Plan Program

The east end community of Orléans is one of the areas in Ottawa that has been identified as an ideal candidate for the implementation of a CIP. Though the City's *Official Plan* sets out a target of 1.3 jobs per household as a minimum ratio for urban communities outside the Greenbelt, Orléans has been consistently under this threshold for a number of decades with a ratio hovering either slightly below or above 0.5 jobs per household. Further, employment opportunities in Orléans have consistently lagged behind population growth, largely because of the community's difficulty in attracting major employers outside the retail and hospitality sectors.

Given this, there is a need to encourage economic development in Orléans through the incentives available under a CIP, Appendix 4 – Orleans CIP, details the rationale for an Orléans CIP as well as its objectives to improve the job to household ratio and to diversify the local economic base by attracting knowledge based companies.

Appendix 4 also outlines the associated economic outcomes of the CIP as well as potential financial incentives and program eligibility criteria, which includes businesses in knowledge based sectors and a minimum projected employment total.

The risk of not implementing a CIP in Orléans may mean that Orléans will continue to fall behind other areas of Ottawa in terms of employment and economic activity.

12. Continued Work on Special Projects

The following special projects are being considered as part of the 2013 Work Program.

a. Economic Development Francophone Stakeholder's Forum

As part of Invest Ottawa and the City's commitment at its first stakeholder forum, two meetings will be held in 2013. These meetings will continue to provide a forum to ensure that economic development policies, plans and programs are in line with the Francophone business community needs. Moving forward, the City and Invest Ottawa as well as Francophone Economic Development Stakeholders will continue to explore partnerships and opportunities in this area.

b. Implementing 400th Anniversary Celebrations

The Council approved celebratory plan for Champlain's 400th Anniversary will begin its implementation in January 2013. The program identifier and website will be rolled-out at this time. In the spring of 2013 both the Young at Art and the Literary Art competition will take place. Other initiatives such as a short video contest and tourism brochures will be developed and implemented as well. An additional \$28,000 is being sought to fund the 400th anniversary of Champlain's First Voyage through Ottawa in 2013.

13. Continued Support for Economic Development-Related Events

The following events are under consideration for the 2013 Work Program. A total of \$100,000 from Economic Development's existing base budget is earmarked for this program in 2013.

a. A 2013 Ottawa Immigrant Entrepreneur Awards

The successful 2012 Awards program will be expanded to include a larger pool of nominees, a longer window of nomination, and taking nominations explicitly for one category or another with different criteria being applied to each. Categories for 2013 may include the following:

- food and beverage;
- personal service;
- tourism; and
- arts and culture-related businesses.

Corporate sponsorships will be sought to award prizes such as university or college bursaries. Economic Development will liaise and advise the program delivery agents on the execution of this program.

b. A Second Annual “State of the Economy” Event

The 2012 “State of the Economy Event” was considered a premier business event in Ottawa, attracting sponsorship from the BMO Financial Group and Certified Management Accountants (CMA), as well as the participation of a large audience from across Ottawa’s business community.

The format of starting the event with a presentation from Economic Development (i.e., the results from the 2012 Business Survey) followed by an update from the Mayor regarding the state of the Ottawa economy and the outlook for the future, was very effective. Likewise, the approach of having a keynote presentation, followed by a panel of industry experts also worked well.

As such, this format will likely be repeated in 2013, with a few modifications such as having a new keynote speaker and inviting different business leaders to take part in the panel. Both these modifications will bring new perspective to the event.

c. The 2013 AMO Annual Conference

Economic Development will once again have the honour of hosting the annual AMO conference in Ottawa. As was done in 2012, the Department will invite local businesses to showcase their products and expertise to the delegates of the conference who represent the Canadian and international municipal procurement market.

d. First Annual Business Competition

In 2011, Economic Development and Invest Ottawa explored a process to accelerate the advancement of business start-ups from early to stable operating stages through a program of competition and support services. The process incorporated best practices from two U.S. Programs (Y-Combinator and Tech-Star programs) without taking an equity position in the candidate firms and by offering value to the competitors based on whether or not they were ultimately “winners” of the competition. The competition motivates entrepreneurs to prove their business models and go-to-market strategies against competitors in pursuit of a prize package. Participants benefit by utilizing mentors and consultants to achieve milestones regardless of whether they win the competition.

While this program was not initiated in 2011 or 2012 due to competing activities, if it is determined that investment in this type of program is warranted this year, Economic Development would fund the following: monetary prizes for the winners of the competition; rent 10 work stations over 6 months and another 3 work stations over 12 months in the 80 Aberdeen Street accelerator; and additional administrative program costs. Invest Ottawa will deliver the program. The program will benefit entrepreneurs and the image of Ottawa as an entrepreneurially supportive environment.

Additional Staff Resources

Despite the list of accomplishments for 2012, Economic Development is a small Department with only six full-time employees (FTEs): three Economic Development Officers, one Strategic Services Coordinator, an Administrative Assistant and a Director. One of the three Economic Development Officers has been on a long-term secondment to Ottawa Tourism to work exclusively on the Major Events Office activities since the fall of 2011, effectively bringing the current FTE complement for the Department to five.

In addition to its planned work activities, the Department is often called upon to respond to unforeseen opportunities (e.g., a proposal from the Portrait Gallery of Canada, the Ontario Lottery and Gaming Corporation casino plans), as well as challenges (e.g., the sell-off of Nortel, the downsizing of the Federal Government). The Department also regularly responds to internal requests for information (e.g., determining the economic impact and value uplift of the new Light Rail Transit system) and project facilitation (e.g., Councillors often request for assistance on sub-municipal economic development initiatives such as those targeted to specific areas or underdeveloped neighbourhoods). Likewise, requests by certain groups (e.g., the Francophone community in Ottawa) and stakeholders (e.g., the Ottawa Local Immigration Partnership) to assist with strategies, programs, initiatives and events contribute to what can often be an overwhelming work load.

As a result, it is not uncommon for Economic Development staff resources to be diverted from planned activities and assigned to emergent and ad hoc initiatives. Though unanticipated, these activities are valuable and worthy of the investment of staff resources. Without additional staff resources to be able to respond to these unforeseen work requirements, the Department's planned activities can be delayed or given insufficient attention. There are a number of new activities that exert pressure on the existing resource complement (e.g. contributing to the City's *Official Plan* and *Infrastructure Plan*; facilitating between the private sector and City Departments).

In order to continue to respond to the priorities established by Council and to accomplish the additional work programs that Economic Development has planned for 2013, a requirement for additional staff resources has been identified. Specifically, two additional FTEs are needed: one to fill the gap resulting from the secondment of an Economic Development FTE to the Major Events Office and one to diversify the skill set of the team.⁵

An additional \$270,000 is being sought to fund additional staff resources in 2013 (includes contract settlements, increments, and benefit adjustments).

⁵ Since Economic Development will assume all responsibility for the Community Improvement Plan program proposed in this report, the Department will need to dedicate staff resources to the implementation and ongoing management of this program. This will include making decisions on applications with representatives from Financial Services and the Planning and Growth Management Department.

PROPOSED SPENDING PLAN FOR 2013⁶

The following table outlines Economic Development's proposed spending plan for 2013. The plan provides the financial requirements for the proposed Work Program. The table includes a detailed plan for existing funding, as well as proposed new funding.

Table 1:

Existing Base Budget	
1. Invest Ottawa	\$ 3,665,000
2. Fostering Entrepreneurship	
2.1 Born Global Program	\$ 55,000
2.2 Micro Credit Business Loans	\$ 80,000
3. Support for Business Improvement Areas (BIAs)	
3.1 BIA Sustainability Program	\$ 110,000
4. Tourism Development	
4.1 Major Events Office	\$ 550,000
5. Supporting Community Economic Development	
5.1 Support to social enterprises & projects	\$ 90,000
5.2 Support to rural non-profit enterprise	\$ 15,000
5.3 Support for other CED projects	\$ 100,000
6. Departmental Operating Budget	
6.1 Economic Development Scorecard	\$ 11,400
6.2 Annual Business Survey	\$ 5,000
6.3 Implementation of China Strategy	\$ 60,000
6.4 Economic Development-Related Events	\$ 100,000
6.5 Other (compensation, professional services)	\$ 739,513
<i>Sub-total for existing</i>	\$ 5,580,913
2013 Ask	
1. Continued Support for BIAs	
1.1 Mural Grant Program	\$ 50,000
2. Sesquicentennial Program	\$ 200,000
3. Continued Work on Special Programs	
3.1 Celebration of Champlain's First Voyage through Ottawa	\$ 28,000
4. Departmental Operating Budget (2 new FTEs, contract settlements, increments and benefit adjustments)	\$ 270,000
<i>Sub-total for additional</i>	\$ 548,000
TOTAL Funding (2012 existing and 2013 ask)	\$ 6,128,913

⁶ This does not include the \$1.5M in capital spending that the City has committed to the Film, Television and Digital Media Studio project.

RURAL IMPLICATIONS

There are a number of initiatives in Economic Development's proposed Work Program for 2013 that have positive rural implications. This includes ongoing support of BIAs (several of which are located in rural Ottawa), as well as investment in community economic development projects, which in previous years, has involved rural organizations. The Department's support of the tourism industry (e.g., through the major event's office) creates positive economic outcomes that benefit the entire city, including rural Ottawa. The proposed Community Improvement Plans also have the potential make a positive contribution in the rural parts of the city, by encouraging economic stimulus or redevelopment efforts.

CONSULTATION

Economic Development's major stakeholders and delivery agents are consulted on an ongoing basis for the City's needs with respect to economic development stimulus. These include Ottawa Tourism, the Ottawa Tourism Council, Invest Ottawa, our post-secondary institutions, the community economic development and social enterprise community, and the BIAs.

LEGAL IMPLICATIONS

There are no legal impediments to approving the recommendations in this report. With respect to Community Improvement Plans, *Part IV of the Planning Act*, 1990 describes the requirements for designating Community Improvement project areas by by-law within a municipality, including consultation requirements and what may be included in the Community Improvement Plan. The City is required to consult with the Province on its proposed CIP and consultations have been taking place with staff from the Ministry of Municipal Affairs and Housing office (MMAH).

RISK MANAGEMENT IMPLICATIONS

There are a number of potential risks that have been identified and explained in this report. These risks will be managed by the appropriate Economic Development staff member as they arise.

FINANCIAL IMPLICATIONS

The total funding required to implement the 2013 Work Program is \$6.129M, the details of which are outlined in the report. Of this requirement, \$5.58M is available within existing Economic Development budget. The additional \$548,000 is included in the 2013 Draft Operating Budget for Council consideration.

Similar to the tax-increment-based Brownfield grants, the Urban Revitalization CIP grants and the Employment-Related CIP grants will be identified as the applications are received and reviewed. Operating pressures associated with approved CIP grants will be brought forward through the budget process in the anticipated year(s) of payout and funded through the incremental taxes that will be generated from the community improvements. Depending on the CIP grants volume, an additional resource may be

required in the Revenue Branch for the financial administration of these programs. In which case, a pressure will be brought forward through the budget process at that time.

ACCESSIBILITY IMPACTS

All communications products described in this report will be available in accessible formats. In addition, initiatives that include the web content will be developed in accordance with the WCAG 2.0 Level AA requirement. Accessibility is considered in the development of any and all economic development initiatives in terms of removing and preventing barriers.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

TECHNOLOGY IMPLICATIONS

ITS will work closely with the Economic Development Department to develop a detailed work plan and business cases for technology initiatives that may be required to support these proposals. This work plan and business cases where required, would be evaluated and approved through the City of Ottawa ITS intake process for all new technology requests.

TERM OF COUNCIL PRIORITIES

This report is in accordance with the following Strategic Priorities:

- EP1 – Promote Ottawa globally
- EP2 – Effectively integrate immigrants
- EP3 – Support growth of local economy
- HC2 – Improve parks, recreation, arts and heritage

SUPPORTING DOCUMENTATION

[Appendix 1 – Economic Development Dashboard](#)

[Appendix 2 – Major Events Funding](#)

[Appendix 3 – Citywide CIP Program](#)

[Appendix 4 – Orléans CIP](#)

DISPOSITION

Economic Development will be responsible for implementing the recommendations in this report.