ADOPTED by Council at the February 6, 2012 meeting
REFERRING paragraph two to 2012 Budget **[M71-2012]**
/AA
Windsor, Ontario, February 6, 2012

REPORT NO. 17 of the
ECONOMIC DEVELOPMENT
STANDING COMMITTEE
of its meeting held December 7, 2011

Present: **Councillor Payne (Vice-Chair)**
Councillor Valentinis
Councillor Sleiman
Councillor Marra

Regrets: **Councillor Dilkens**

Referencing: **Report No. 5 of the Small Business Advisory Panel**

That the following recommendation of the Economic Development Standing Committee **BE APPROVED** as follows:

Moved by Councillor Sleiman, seconded by Councillor Valentinis,

THAT the *revised* "Windsor Small Business Advisory Panel Progress Report to City Council" dated October 18, 2011 **BE APPROVED**; and

THAT a "Small Business Coordinator" position **BE IMPLEMENTED** to be the internal champion to assist with the issues for small business owners when dealing with City Hall; and

THAT the City Planner **BE DIRECTED** to prepare a report to City Council presenting possible financial incentive programs for small businesses in the hospitality, service and retail sectors; and

THAT the City continue to lower the Small Business Tax Rates in the Commercial and Small Industrial sectors to compare with the average of like sized communities across the Province of Ontario; and

THAT the Panel **SEEK SUPPORT** of the Mayor and Council in reaffirming its mission to keep the small business sector as a major job creation/retention engine and a major contributor to its tax base. To that extent, the Panel recommends the following:

- That the Panel's Terms of Reference **BE PUBLICIZED** among City staffers so they can consult with the Panel on matters pertaining to small business.
- That the Panel **BE CONSULTED** in the development of a Small Business Panel Website as part of the City's website redesign.

Carried.

Clerk's Note: Report No. 5 of the Small Business Advisory Panel of its meeting held October 18, 2011 is ***attached*** as background information.

CHAIRPERSON

DEPUTY CITY CLERK

Notification				
NAME	**ADDRESS**	**EMAIL**	**TELEPHONE**	**FAX**
Small Business Advisory Panel				
Thom Hunt, City Planner				

KK/
Windsor, Ontario December 7, 2011

ECONOMIC DEVELOPMENT STANDING COMMITTEE

REPORT NO. 5
of the
Small Business Advisory Panel
at its meeting held
October 18, 2011
Meeting Room 302, 400 City Hall Square East

Present:

Dr. Alfie Morgan, Chair
Jim Williams, Vice Chair
Councilllor Alan Halberstadt
Don Larkin
Vicky Smith

The Small Business Advisory Panel submits the following recommendations:

That the ***Revised*** "Windsor Small Business Advisory Panel Progress Report to City Council" dated October 18, 2011 **BE APPROVED.**

Note: The Windsor Small Business Advisory Panel Progress Report is ***attached.***

CHAIR

COMMITTEE COORDINATOR

NOTIFICATION		
Small Business Advisory Panel		
City Planner / Executive Director		

October 18, 2011

Windsor Small Business Advisory Panel

Progress Report to City Council

In its July 26, 2010 session, City Council passed a motion (stated in CR274/2010) accepting seven recommendations made by the Small Business Advisory Panel. As a part of the motion, the Panel was requested to report back to Council on the implementation of these recommendations. The Panel is pleased to submit this document as its assessment of the status of the implementation of each recommendation. The panel would like to thank the Mayor and Council for the opportunity to report back. Hopefully, this would keep the attention focused on the small business sector. The Panel has only one major goal, and that is to maintain the small business sector as a major job creation engine for Windsor. It is worth emphasizing that in the current economy, small business has been the number one job generator, not the multinationals. Recently, Mr. Gary Goodyear, Federal Minister for small business and research & development mentioned in a budget round-table with businesspeople that the Federal Government credits small and medium size enterprises with creating and maintaining 95-97% of jobs in Canada!

Below, each Council-approved recommendation will be stated, the progress of its implementation will be assessed along with the Panel's views on moving matters forward.

1. Council's Approved Recommendation no. I: *"That the existing Customer Service Coordinator BE APPOINTED as the "small business coordinator" as a pilot project for a period of 6 months, and whose responsibilities will include the following:*

- *Act as a point person to address specific inquiries and concerns brought forward by small business owners regarding access and ability to navigate through municipal processes;*
- *Monitor and collect data on inquiries and specific concerns that are brought forward by the small business community;*
- *Liaise with municipal departments and key personnel as required when specific concerns or issues are identified, and when new policies and procedures that could have possible implications for small business are being considered;*
- *Provide information and referral to existing community resources to assist small business; and,*
- *Report back to Council at the end of the pilot project on the specific issues identified through the monitoring of inquiries, and provide recommendations on how to best address the issues identified on a go-forward basis."*

1.1 Status of Implementation:

The Panel received a progress report from the Customer Service Coordinator (attached). The implementation amounted to mainly tracking calls to the City's 311 number.

1.2 Panel's Assessment and Further Recommendation:

The Panel feels that it will take more than tracking 311 calls. In sum, the implementation of the pilot project fell short of the intention of the recommendation. As of now, there is no

internal champion—who is known and publicized in the community-- who can fix and smooth the problems for small business owners in dealing with City Hall. There appears to be no proactive activities going on.

The Panel recommends the following role description:

- *Act as a point person to address specific inquiries and concerns brought forward by small business owners regarding access and ability to navigate through municipal processes;*
- *Monitor and collect data on inquiries and specific concerns that are brought forward by the small business community;*
- *Liaise with municipal departments and key personnel as required when specific concerns or issues are identified, and when new policies and procedures that could have possible implications for small business are being considered;*
- *Provide information and referral to existing community resources to assist small business;*
- *Market and promote his/her position in community;*
- *Attending 3rd party meetings and business events in an effort to identify small business owners facing barriers or the prospect of growth and expansion;*
- *To provide a "one-stop" single point of contact to ensure quick and consistent review for all new developments;*
- *Liaise with the City of Windsor Office of Continuous Improvement in its review of licensing and permitting processes; eliminating any barriers to growth and expansion."*

2. Council's Approved Recommendation no. II: *"That Administration **BE DIRECTED** to prepare a report to Council presenting possible financial incentive programs aimed at addressing the main challenges facing small businesses as identified in consultation with the Small Business Advisory Panel, and further that the report include a recommended Terms of Reference for the preparation of a Small Business Community Improvement Plan that will implement the Council-endorsed financial incentive programs."*

2.1. Status of Implementation:

The Administration has implemented the Community Improvement Plan (CIP). The Panel feels that the CIP is a major step forward and wholeheartedly endorses the excellent measures proposed in it. The CIP would help in attracting new businesses and in transforming the City's economy into the designated strategic sectors. This is to be lauded and applauded.

2.2. Panel's Assessment and Further Recommendations:

While the Panel appreciates the valiant effort expressed in the CIP, the panel also recommends the following:

- The panel recommends that the City Planner **BE DIRECTED** to prepare a report to Council presenting possible financial incentive programs for small businesses in the hospitality, service and retail sectors.

3. Council's Approved Recommendation no. III: *"That a "Small Business Strategic Planning Meeting" **BE CONVENED** between the Small Business Advisory Panel and City Council within 60 days to identify the issues impacting the small business sector (with presentations from small business spokespersons) and to develop action plans to address these issues, and that Council then provide direction to administration about the implementation of the action plans developed".*

3.1 Status of Implementation:

This recommendation is yet to be implemented.

3.2 Panel's Assessment and Further Recommendations:

The Small Business Advisory Panel hosts a town hall meeting and extends an invitation to the Mayor and members of Council to attend.

The panel will prepare a summary of feedback from the meeting and present it to the Economic Development Standing Committee and subsequently to the Executive Committee of Council. Therefore the panel requests a budget of up to $2500.00 for facility rental and promotion.

The Panel is recommending this important meeting be structured as follows:

- That the session be an evening meeting lasting up to 4 hours.
- The ultimate objective and outcome of the meeting will be to identify specific challenges faced by the small business sector.
- The panel will then prepare a report to Council with recommendations.

4. Council's Approved Recommendation no. IV: *"That the issue of "any further property tax relief measures that should be implemented as it relates to small business", **BE REFERRED** to the proposed "Small Business Strategic Planning Meeting"*

4.1. Panel's Assessment and Further Recommendations:

That the City continue to lower the Small Business Tax Rates in the Commercial and Small Industrial sectors to compare with the average of like sized communities across the Province.

5. Council's Approved Recommendation no. V: *"That the Small Business Advisory Panel recognition program recommendations **BE DIRECTED** to the Staff Appreciation and Recognition (STAR) Committee for consideration within the framework of the existing corporate Staff Appreciation and Recognition program".*

5.1 Status of Implementation:

This recommendation has been implemented. In addition that the (STAR) committee informs the panel on the progress on its program.

6. Council's Approved Recommendation no. VI: *"That City Council **ENCOURAGE** the University of Windsor, St. Clair College and the Windsor Essex Development Commission to create a Windsor Small Business Enterprise (SBE) Centre to establish an SBE funding and financial support team that not only identifies all the provincial and federal programs, but most importantly works in project teams to research and write these applications to engage associated ministries, ministers, deputies, assistants, MP's and MPP's to secure grants and interest free loans, low interest financing and to set up a mechanism to measure the results."*

6.1. Status of Implementation:

This recommendation has been implemented but with no conclusive action.

7. Council's Approved Recommendation no. VII: *"That Administration BE DIRECTED to meet with representatives from the Small Business Advisory Panel to discuss the possibility of the City accommodating a store-front location for a Windsor Small Business Enterprises (SBE) Centre which would perhaps be a joint venture between the University of Windsor, St. Clair College and the Windsor Essex Development Commission".*

7.1. Status of Implementation:

The Student In Free Enterprise (SIFE) group at the University of Windsor is working with Ms. Sabrina Demarco of the Small Business Centre and WEEDC. Ms. Demarco is referring various clients to the students to complete market research and business plans. WEEDC is providing space for the students to meet with clients and as a group.

8. Council's Approved Recommendation no. VIII: *"That the Small Business Advisory Panel **BE REQUESTED** to provide Council with an update in 3 months."*

8.1. Status of Implementation:

Reporting will continue through the Economic Development Standing Committee.

8.2. Panel's Assessment and Further Recommendations:

The Panel seeks the support of the Mayor and Council in reaffirming its mission to keep the small business sector as a major job creation/retention engine and a major contributor to its tax base. To that extent, the Panel recommends the following:

- That the Panel's terms of reference be publicised among City staffers so that they can consult with the Panel on matters pertaining to small business.
- The panel be consulted in the development of a Small Business Panel Website as part of the City's Website redesign.

In conclusion, the Panel is pleased to report that some progress has been made toward the cause of small business. Such progress is due to several City Hall executives especially Ms. Helga Reidel, CAO, Mr. Thom Hunt, Mr. Neil Robertson, Ms. Janice Guthrie, Mr. Gary Cian, Mr. Michael Chantler, Ms. Alena Sleziak, and Ms. Agatha Armstrong and the able committee assistants Ms. Karen Kadour, Ms. Susan Vadori and Ms. Anna Ciacelli, Council Assistant. The Panel would like to acknowledge and welcome their demonstrated commitment to the small

business sector and the valuable information and guidance they provided to the Panel. The Panel would also like to acknowledge Ms. Karen Kadour, Ms. Susan Vadori for their valuable assistance in making its transactions take place smoothly and efficiently.

Respectfully Submitted,

Alfie Morgan, Ph.D., Chair. Professor Emeritus, Odette School of Business, University of Windsor, Management Consultant

Mr. Jim Williams, Vice Chair, President, Remax Capital, Inc.

Mr. Alan Halberstadt, City Councillor, Council Representative on the Panel

Mr. Donald Larkin, President, Windsor Credit Bureau and Collection Services of Windsor

Mrs. Vicky Smith, Franchisee, Tim Horton Enterprises

Mr. Angelo Marignani, Owner Milk Coffee Bar

ADDITIONAL INFORMATION

Executive Summary
Outstanding Recommendations – Report No. 5
Small Business Advisory Panel

Recommendation No. I

Implementation of a "Small Business Coordinator" – Internal champion who can fix and smooth the problems for small business owners in dealing with City Hall.

Recommendation No. II

City Planner be directed to prepare a report to Council presenting possible financial incentive programs for small businesses in the hospitality, service and retail sectors.

Recommendation No. III

The Small Business Advisory Panel will host a town hall meeting and extend an invitation to the Mayor and Members of Council to attend.

The Panel will prepare a summary of feedback from the meeting and present it to the Economic Development Standing Committee and subsequently to the Executive Committee of Council.

The Panel requests a budget of up to $2,500 for facility rental and promotion.

Recommendation No. IV

That the City continue to lower the Small Business Tax Rates in the Commercial and Small Industrial sectors to compare with the average of like sized communities across the Province.

Recommendation No. VIII

The Panel seeks the support of the Mayor and Council in reaffirming its mission to keep the small business sector as a major job creation/retention engine and a major contributor to its tax base. To that extent, the Panel recommends the following:

- *That the Panel's Terms of Reference be publicized among City staffers so they can consult with the Panel on matters pertaining to small business.*
- *That panel be consulted in the development of a Small Business Panel Website as part of the City's Website redesign.*

AA/
Windsor, Ontario, December 7, 2011

A meeting of the **Economic Development Standing Committee** is held this day commencing at 4:30 o'clock p.m. in Council Chambers there being present the following members:

Present: Councillor Payne, Acting Chair
Councillor Sleiman
Councillor Valentinis
Councillor Marra

Regrets: Councillor Dilkens

Delegations:
Dr. Alfie Morgan, Chair, Small Business Advisory Panel
Peter Valente, Vice President, Windsor Rubber Processing Ltd.

Also present are the following from Administration:

George Wilkki, City Solicitor and Corporate Leader Economic Development and Public Safety
Thom Hunt, City Planner
Greg Atkinson, Senior Planner – Economic Development
John Calhoun, Heritage Planner
Agatha Armstrong, Deputy City Clerk

1. CALL TO ORDER

The meeting is called to order at 4:30 o'clock p.m.

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

3. ADOPTION OF THE MINUTES

Moved by Councillor Valentinis, seconded by Councillor Sleiman,
THAT the minutes of the meeting of the Economic Development Standing Committee held on November 2, 2011 **BE ADOPTED** as presented.
Carried.

4. REQUESTS FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

5. COMMUNICATIONS

6. PRESENTATIONS AND DELEGATIONS

Dr. Alfie Morgan, Report No. 5 of the Small Business Advisory panel meeting held October 18, 2011

Dr. Alfie Morgan appears before the Standing Committee to provide a brief overview of the Windsor Small Business Advisory Panel progress report, outlining the outstanding recommendations that are outlined in Report No. 5 of the Small Business Advisory Panel; Implementation of a Small Business Coordinator; report regarding possible financial incentive programs for small businesses in the hospitality service, and retail sectors; Town Hall meeting - the Panel requesting a $2,500 budget for the event; the City continue to lower the Small Business tax rates; and the Panel seeking support of the Mayor and members of Council in reaffirming its mission to keep the small business sector as a major job creation/retention engine.

Moved by Councillor Sleiman, seconded by Councillor Valentinis,

THAT the *revised* "Windsor Small Business Advisory Panel Progress Report to City Council" dated October 18, 2011 **BE APPROVED**; and

THAT a "Small Business Coordinator" position **BE IMPLEMENTED** to be the internal champion to assist with the issues for small business owners when dealing with City Hall; and

THAT the City Planner **BE DIRECTED** to prepare a report to City Council presenting possible financial incentive programs for small businesses in the hospitality, service and retail sectors; and

THAT the Small Business Advisory Panel **HOST** a 'town hall' meeting and extend an invitation to the Mayor and Members of Council to attend, and further **THAT** a budget of up to $2,500 for facility rental and promotion **BE APPROVED**; and

THAT the City continue to lower the Small Business Tax Rates in the Commercial and Small Industrial sectors to compare with the average of like sized communities across the Province of Ontario; and

THAT the Panel **SEEK SUPPORT** of the Mayor and Council in reaffirming its mission to keep the small business sector as a major job creation/retention engine and a major contributor to its tax base. To that extent, the Panel recommends the following:

- That the Panel's Terms of Reference **BE PUBLICIZED** among City staffers so they can consult with the Panel on matters pertaining to small business.
- That the Panel **BE CONSULTED** in the development of a Small Business Panel Website as part of the City's website redesign.

Carried.

Item 1 Application by Windsor Rubber Processing for Financial Incentives under the Economic Revitalization Community Improvement Plan

Peter Valente, Vice President, Windsor Rubber Processing Ltd., appears before the committee and is available for questions.

The salient points of discussion relating to the application by Windsor Rubber Processing for financial incentives are as follows:

- The Economic Revitalization CIP provides financial incentives to encourage new investment in targeted economic sectors
- Windsor Rubber Process has applied for financial incentives under the Business Development Grant Program.
- Windsor Rubber Processing is planning to reuse a vacant building for rubber recycling and manufacturing.
- The value of the proposed work is estimated at $998,600.00.
- While the business currently has 3 employees, it anticipates that within a year this will climb to approximately 90 jobs.

Moved by Councillor Marra, seconded by Councillor Sleiman,

THAT the request made by Peter Valente (Vice President, Windsor Rubber Processing Ltd.) on behalf of the property owner under the Business Development Grant Program **BE APPROVED** for 100% of the municipal portion of the tax increment for up to ten years pursuant to the City of Windsor Economic Revitalization Community Improvement Plan;

THAT the City staff **BE AUTHORIZED** to account for the vacancy tax rebate in the calculation of the base municipal taxes;

THAT the City Planner **BE AUTHORIZED** to approve any proposed building facade work at 1680 Kildare Road as a condition of the Business Development Grant approval;

THAT staff **BE DIRECTED** to prepare an agreement to implement the Business Development Grant Program in accordance with all applicable policies, requirements, and provisions contained within the Economic Revitalization Community Improvement Plan to the satisfaction of the City Planner as to content, the City Solicitor as to legal form, and the CFO/City Treasurer as to financial implications; and

THAT the CAO and City Clerk **BE AUTHORIZED** to sign the Business Development Grant Agreement.

Carried.

7. COMMITTEE MATTERS

Windsor Heritage Committee – Business Plan and Financial request for 2012 Budget Deliberations

Moved by Councillor Marra, seconded by Councillor Sleiman,

THAT the Business Plan and Financial Request for the 2012 Budget Deliberations for the Windsor Heritage Committee **BE REFERRED** to the 2012 budget deliberations.

Carried.

Report No. 303 of the Windsor Heritage Committee meeting held November 9, 2011

Moved by Councillor Marra, seconded by Councillor Valentinis,
THAT Report No. 303 of the Windsor Heritage Committee meeting held November 9, 2011 **BE ADOPTED** as presented.
Carried.

Minutes of the International Relations Committee meeting held September 29, 2011

Moved by Councillor Marra, seconded by Councillor Valentinis,
THAT the minutes of the International Relations Committee meeting held September 29, 2011 **BE RECEIVED** for information.
Carried.

8. ADMINISTRATIVE ITEMS

None.

9. QUESTION PERIOD

10. ADJOURNMENT

There being no further business the meeting is adjourned at 5:15 o'clock p.m.

CHAIRPERSON

DEPUTY CITY CLERK