

Kawartha Lakes Economic Recovery Task Force Agenda

ERTF2020-05

Tuesday, August 11, 2020

Commencing at 10:00 a.m. - Electronic Participation

Economic Development Boardroom

Economic Development

180 Kent Street West, Lindsay, Ontario

Members:

Mayor Andy Letham

Deputy Mayor Patrick O'Reilly

Councillor Kathleen Seymour-Fagan

Councillor Andrew Veale

Bjorn Alfredsson

Tom Phillips

Jill Quast

Mark Wilson

Director Chris Marshall

Director Juan Rojas

Note: This is an electronic participation meeting and public access to the Economic Development Boardroom will not be available. Please visit the City of Kawartha Lakes Youtube Channel at <https://youtube.com/c/CityofKawarthaLakes> to view the proceedings.

Accessible formats and communication supports are available upon request. The City of Kawartha Lakes is committed to accessibility for persons with disabilities. Please contact AgendaItems@kawarthalakes.ca if you have an accessible accommodation request.

1.	Call to Order	
2.	Adoption of Agenda	
3.	Disclosure of Pecuniary Interest	
4.	Adoption of Minutes	
4.1	ERTF2020-05.4.1	4 - 7
	Draft minutes from the July 7 Economic Recovery Task Force meeting	
5.	Prospects for Growth	
5.1	ERTF2020-05.5.1	8 - 15
	Prospects for Growth Presentation - T. Phillips	
5.2	ERTF2020-05.5.2	
	Kawartha Lakes Economy - R. Mustard	
6.	Focus Area: 1 Infrastructure Stimulus	
6.1	ERTF2020-05.6.1	16 - 16
	Infrastructure Priorities - J. Rojas	
7.	Focus Area 2: Development Approvals	
7.1	ERTF2020-05.7.1	
	Rural Zoning Bylaw Consolidation update - R. Holy	
7.2	ERTF2020-05.7.2	
	Development Working Group Update - B. Alfredsson	
8.	Focus Area 3: Business Recovery	
8.1	ERTF2020-05.8.1	17 - 21
	Marketing Programs - R. Mustard	
9.	Round Table Discussion	

10. **Correspondence**

11. **Adjournment**

Next meeting date is September 1 at 10:00 a.m.

The Corporation of the City of Kawartha Lakes

Minutes

Economic Recovery Task Force

ERTF2020-03

Tuesday, July 7, 2020

Commencing at 10:00 A.M. – Electronic Participation

Economic Development Boardroom

Economic Development

180 Kent Street West, Lindsay, Ontario

Members:

Mayor Andy Letham

Deputy Mayor Patrick O'Reilly

Councillor Kathleen Seymour-Fagan

Councillor Andrew Veale

Bjorn Alfredsson

Tom Phillips

Jill Quast

Mark Wilson

Director Chris Marshall

Director Juan Rojas

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1. Call to Order

Mayor Letham called the meeting to order at 10:04 a.m. with the following members present: Deputy Mayor O'Reilly, Councillor Seymour-Fagan, Councillor Veale, B. Alfredsson, J. Quast, M. Wilson

Staff Present: Director C. Marshall, Director J. Rojas, R. Mustard, C. Sisson, J. Johnston

Regrets: T. Phillips

2. Adoption of Agenda

Moved By Councillor Seymour-Fagan

Seconded By Deputy Mayor O'Reilly

That the agenda of the Economic Recovery Task Force meeting for Tuesday, July 7, 2020 be adopted as circulated.

Carried

3. Disclosure of Pecuniary Interest

There were no declarations of pecuniary interest disclosed.

4. Adoption of Minutes

4.1 ERTF2020-03.4.1 Draft Minutes June 16 Economic Recovery Task Force Meeting

Moved By Councillor Veale

Seconded By B. Alfredsson

That the minutes from the June 16 Economic Recovery Task Force Meeting be adopted with the following amendment:

Section 8.1 Mayor Letham asked staff to provide a list of outstanding Planning applications to the next meeting to determine possible ways to speed up the processes for approvals in a timely manner.

Carried

5. Business Arising from Minutes

There was discussion about whether there are ways to speed up the back end of the zoning bylaw consolidation process.

5.1 ERTF2020-03.5.1. Outstanding Planning Applications including Site Plans

Presentation of the report included highlighting 2,738 total housing units in the midst of processing right now, total commercial is 326,000sq.ft. and total industrial is 30,000sq.ft.. Discussion followed and included suggestions to improve the development and pre consultation processes and the requirements the City must follow. Planning has recently hired additional Staff to support the volume of applications.

5.2 ERFT2020-03.5.2. Working Group Input

Discussion took place after the report was reviewed. It was suggested to improve communication that would explain the development process to help applicants know the status of their applications.

A small working group was established to review the current permit process and come up with ideas to improve it. The members are: B. Alfredsson, M. Wilson, C. Sisson, C. Marshall, R. Mustard. B. Stonehouse will also be asked to be a part of this group.

Moved By Councillor Seymour-Fagan

Seconded By Director Marshall

That Working Groups meet by sector on a set schedule every two (2) months for the remainder of the year to provide regular input to the Task Force on the state of the local economy and their needs;

That Working Groups be organized by sector, or cross-sector, on specific topics as determined by the Task Force.

It is also recommended that the Task Force regularly update the local business community on progress on action items. This will help overcome the challenge of working with businesses while This can be achieved through the Jump In Kawartha Lakes platform, press releases, Economic Development Newsletter and the Economic Development social media accounts.

Carried

5.3 ERTF2020-03.5.1. Pre-Consultation applications list and process

A list of current pre-consultation applications cannot be provided as they are confidential. There is currently no backlog of applications. When an application is received, it is reviewed and prioritized.

Discussion took place regarding administration support and if the minutes from pre-consultation meetings could be circulated sooner than they have been. There was also discussion whether site plans and sketches could be sent out electronically understanding that not all applications are submitted with a lot of detailed information.

6. Focus Area: 1 Infrastructure Stimulus

There was no discussion

7. Focus Area 2: Development Approvals

Report was reviewed. There was a brief discussion regarding the Community Improvement Plan (CIP). Looking at potentially allowing all tools in the CIP to be available to help businesses at this time.

8. Focus Area 3: Business Recovery

There was discussion about increasing number of garbage cans and access to washrooms and making sure that our marketing message is very clear and concise.

9. Engagement Strategy

The Engagement Strategy was discussed at the June 16 meeting.

10. Round Table Discussion

There was no discussion.

11. Correspondence

Letter from Councillor R. Ashmore was received regarding the Omemee Mill Pond Bridge. This is a capital budget item planned in the 2021 budget.

12. Adjournment

Next meeting to be held on July 21.

Meeting was adjourned at 11:55 a.m.

Prospects for Growth

How Economies Transform

Tom Phillips, Ph.D.

July 21, 2020.

The Source of the Economic Recovery and the Post-COVID-10 Economy

- The recovery will be driven by DEMAND, not SUPPLY
- DEMAND – the ability of consumers and governments to spend on goods and services
- SUPPLY – the ability to produce – i.e., combining technology, labour, and raw materials to produce good and service
 - currently we can produce more than we are – i.e., technology, labour, and raw materials are under utilized – they will only be utilized when there is sufficient demand (and the ability to spend) on goods and services
 - there is no reason why the revival of production will combine technology, labour, and raw materials in the same quantities and proportions post-COVID-19 than was the case pre-COVID-19

The economy that will emerge through the recovery will be structurally different from the pre-COVID-19 economy.

Technology will be used in different ways; people will interact with technology (and one another) differently.

General observations of organizations – public and private – over the past four months:

1. When the COVID-19 outbreak struck organizations deal with individual issues as they came up. Decisions were made based on the best information available. Each issue was dealt with independently. The underlying presumption was that if each issue was dealt with well, they would add up to a good result, overall. That is, the sum of all the good micro decisions adds up to a good macro result. This is an example of the Fallacy of Composition. In economics, the whole is never equal to the sum of its parts.
2. The micro decisions being made have been operational in nature. Again, there is an underlying presumption that looking back on the operational decisions, overall tactics will eventually become apparent, and the strategy driving the tactics will emerge.

The usual path is: Strategy -> Tactics -> Operations

What has been more common recently is: Operations -> Tactics -> Strategy In terms of strategy, this isn't likely to go well.

An ECONOMIC STRATEGY for recovery

- a new phase of economic development -
needs to be addressed - eventually

Lessons from the past few months. It was easier than we thought to use existing technology to conduct our day-to-day business.

- Businesses and governments have quickly adopted technology to provide services and generate revenue
- Students and teachers learned how education can be delivered differently
- More uses of technology, and ways to work, emerge daily

The big change is in HOW we do things. The technology was already there. We use technology well through

NECESSITY AND INGENUITY

We very quickly abandoned longstanding ways of doing things by creating new ways of getting things done. This is an example of

CREATIVE DESTRUCTION

A perspective on economic growth.

Economic growth comes from the COMBINATION of:

TECHNOLOGICAL CHANGE

and

COMPLEMENTARY CHANGES IN SOCIAL INSTITUTIONS

New technologies without complementary changes in social institutions cannot reach their economic growth potential.

Economic growth is more determined by changing the role of government, how business is conducted, how education is delivered, how the family is structured, etc., than it is by technology alone.

This is:

TRANSFORMATIONAL GROWTH

Our current place in terms of Transformational Growth:

- No need to wait for technological change – the technology is already available
- How can we ensure – through decisions of governments, institutions, and businesses – that technology is deployed and adopted so that it can have positive impacts on economic growth? The old way of doing things – old social institutions will not be sufficient to stimulate economic growth – and there are only diminished opportunities for economic growth if we were return to where we were in January 2020.
- We must practice CREATIVE DESTRUCTION. Some things we have been doing must be left behind for the sake of creating new economic opportunities. No longer can government or business be continually ‘additive’ – i.e., keep all that is currently done and add more to what exists. No longer can businesses or governments keep underperforming processes (i.e., combinations of technology and labour) and expect economic success for themselves or the economy.

The decisions governments face:

1. Cut spending
2. Increase taxes
3. Invest in economic growth

History has taught us that only investing in economic growth has the potential to move an economy from recession/depression to robust growth in a timely manner.

Given the technologies that already exist, TRANSFORMATIONAL GROWTH can occur if we choose to change our social institutions – i.e., make decisions that consciously break with returning to the ‘old’ economy.

The fundamental choice is between a :

- Vicious Cycle of decline based on existing social institutions, whether new or old technologies, and
- Virtuous Cycle of transformational growth based on creative destruction in technologies and social institutions.

COMMENTS? QUESTIONS?

Shovel Ready Design Projects

Project / Program Name	Type of Work	Timing	High Level Estimate
Ellice Street	Road, Sewer, Watermain Construction	Ready Now	\$ 3,000,000.00
Elliot Street	Road, Sewer, Watermain Construction	Ready Now	\$ 1,800,000.00
Murray Street	Road, Sewer, Watermain Construction	Ready Now	\$ 3,500,000.00
Bob Brown Way and Bradley Street	Road Urbanization	Ready Now	\$ 600,000.00
Glenelg Street West	Road, Sewer, Watermain Construction	Ready Now	\$ 1,800,000.00
Downtown Lindsay - Phase 3	Road, Sewer, Watermain Construction & Streetscape Beautification	Ready Now	\$ 6,500,000.00
			<u>\$ 17,200,000.00</u>

Project / Program Name	Type of Work	Timing	High Level Estimate
Mill Pond Bridge	Bridge Replacement	Ready for September 2020	\$ 1,400,000.00
Hartley Road Bridge	Bridge Replacement	Ready for September 2020	\$ 500,000.00
Ballyduff Road Bridge	Bridge Replacement	Ready for September 2020	\$ 200,000.00
Cameron Road	Road Urbanization	Ready for September 2020	\$ 1,600,000.00
Canal Street	Road, Sewer, Watermain Construction	Ready for September 2020	\$ 3,000,000.00
Downtown Lindsay - Phase 4	Road, Sewer, Watermain Construction & Streetscape Beautification	Ready for September 2020	\$ 4,000,000.00
			<u>\$ 10,700,000.00</u>

Project / Program Name	Type of Work	Timing	High Level Estimate
Fenelon Falls Downtown	Road, Sewer, Watermain Construction & Streetscape Beautification	Ready for December 2020	\$ 2,500,000.00
Omeme Downtown	Road and Sewer Construction & Intersection Upgrades and Streetscape Beautification	Ready for December 2020	\$ 2,100,000.00
			<u>\$ 4,600,000.00</u>

*as per A.Found
spreadsheet &
contingency

The Corporation of the City of Kawartha Lakes

Economic Recovery Task Force Report

Report Number ERTF2020-003

Meeting Date:	August 11, 2020
Title:	Economic Development Marketing Updates
Description:	An overview of the new Shop Local and Tourism marketing campaigns being developed by the Economic Development Division
Ward Number:	All
Author and Title:	Laurie McCarthy, Economic Development Officer – Tourism Donna Goodwin, Economic Development Officer – Arts and Culture

Recommendation(s):

That Report EDTF2020-03, **Economic Development Marketing Updates**, be received;

Background:

In a municipal response to the economic fallout due to the shutdown of the Canadian economy as a result of the COVID-19 health crisis, two new marketing campaigns are being developed; Shop Local Kawartha Lakes; and a Tourism Marketing Campaign. These complementary campaigns are designed for different audiences and markets, with a joint goal of supporting economic regeneration in Kawartha Lakes.

Supporting the small business sector and local tourism industry through marketing was identified as an action in the Kawartha Lakes COVID-19 Business Survey and Economic Recovery Task Force Working Group Sessions. This essential role is supported by both the Shop Local and the Tourism marketing campaign. In both initiatives, the benefits of shopping, playing, staying and visiting our local businesses is encouraged in a strong and supportive way.

Rationale:

The tactics of traditional marketing have had to evolve to address the new shopping realities of COVID-19 and the evolution of information consumption. Social distancing and the move to ecommerce by consumers has changed the way residents and visitors consume information and activate their purchasing decisions. Both campaigns have a focus on digital marketing and are designed to the needs to the Kawartha Lakes resident and visitor demographics, scaffolded with the new realities of COVID-19.

The campaigns will recognize the best of Kawartha Lakes and will focus on activities, shops and services we are fortunate to have in our community. They are also designed to act as a communications tool to share with residents and visitors that when people are spending time and money in Kawartha Lakes, they can have fun, relax and get what they need all in a convenient, safe and memorable way.

SHOP LOCAL

The Shop Local campaign is intended to stimulate the local economy as Phase 3 of the provincial response occurs, and build local resident consumer confidence that local businesses can keep them safe while providing the goods and services. It also creates a Pride of Place campaign during these unprecedented times. Acting as a communications tool to share in the safety protocols put in place by our local business community, it will create a platform to share some of the ecommerce opportunities that local business has initiated over the last three months.

The campaign will encourage residents to shop local with a focus on specific sectors of Retail, Hospitality, Personal Service, Agri-culinary and Recreation. These sectors have been significantly impacted economically and have direct

contact with consumers. Messaging will focus on the new way residents can safely shop local - online, curbside, in person with all of the safety measures in place in a nostalgic yet practical way using the prescribed adage theme.

The Economic Development Division has partnered with the four (4) area Chambers of Commerce and the Lindsay BIA to deliver one (1) Shop Local campaign in the City of Kawartha Lakes. This collective response should ensure that a strong centralized message is disseminated to the local and seasonal residents of the municipality.

Due to this partnership, the campaign's digital focus is conducive to resource sharing amongst the partners. Digital campaigns are effective and both accessible and affordable for organization and local businesses to participate. They are an effective platform to measure the success of the campaign because of the metrics that can be collected in real time through the collection of Click through rates, views and shares. Importantly, it also allows for as needed changes to the marketing collateral to respond to changing government protocols related to our small business sector.

Local business organization social media channels and websites will be able to post and share the campaign. A Media Toolkit, with template marketing sheets, will be available for all organizations to post of their websites so that area businesses have easy access to marketing tools they can use to be included in our Shop Local campaign at no additional cost. This will increase the campaign's reach to our residents.

TOURISM MARKETING CAMPAIGN

The Tourism marketing campaign has been developed to support the recovery of the tourism industry in Kawartha Lakes. The focus for the campaign is promotion of Kawartha Lakes as the ideal summer, fall and winter destination through the message that people can safely enjoy the best there is to experience without having to venture too far from home. Residents and visitors can enjoy time with family and friends doing the outdoor activities they love and have missed such as hiking, cycling, boating, camping and paddling. The imagery throughout the campaign will focus on these outdoor activities and will direct to the tourism website where information accommodations, dining, attractions and shopping can be found. The campaign will have three focus areas; Summer, Fall and Winter.

The target audience for the campaign is local and seasonal residents'/cottage owners; visiting friends and relatives; and, Ontario based residents living within a 90-minute drive of Kawartha Lakes. The campaign will have a hyper-local component that will speak to local residents and cottagers to inform of all there to do and experience in their own backyard. This will support the development of Pride of Place within the Kawartha Lakes community while encouraging rediscovery of the region. The close proximity of Kawartha Lakes to the GTA being only 90 minutes North East of Toronto creates a competitive edge. Kawartha Lakes is an easy self-drive destination for those looking for a day-trip

or overnight staycation close to home. The target audience for the campaign are families and nature lovers looking to create memories and spend quality time together. These segments within the Destination Ontario Visitor Profile are referred to as the Family Memory Builders and Nature Lovers.

The Tourism marketing campaign is broken into two components: the creative advertising component and the supporting information component. The advertising will have a digital focus to align with current information consumption and trip planning trends. Digital ads will be placed in a variety of online platforms including Facebook, and Instagram; digital ads on Bell Media news websites, banner ads on the Culinary Tourism Alliance and Ontario by Bike website; LinkedIn and Google Ad networks; and YouTube. The digital focus to the campaign has multiple benefits including reaching the desired target audience effectively measurement of the success of the campaign. It also allows for changes to the marketing collateral to respond to changing government protocols related to the tourism sector and will inform the decisions for future campaigns.

The supporting information component includes updates to the Explore Kawartha Lakes tourism website, partner websites including Ontario Travel and blog posts. These supporting components are key to the success of the campaign as they will address the question of “how” a visitor can experience the appealing assets and activities in Kawartha Lakes.

The campaign message supports the recommendations provided through consultations that Kawartha Lakes is open, welcoming, and a safe destination. With wide open spaces, an abundance of natural assets and communities with businesses that are open with all the required health protocols in place, people can spend time in Kawartha Lakes in an enjoyable, memorable and safe way. The campaign message and tactics are created to be fun, light and clever with the call to action of visiting the tourism website for more information on what there is to see, do and experience in Kawartha Lakes.

Through direction provided by the Ministry of Sport, Heritage, Tourism and Culture Industries, the Summer component of the campaign will have a hyper-local focus as promotion of domestic travel is not yet being encouraged. As domestic travel opens up, the campaign geographic targets and messaging will be adapted accordingly.

Ultimately, the campaign will showcase Kawartha Lakes and the assets and communities in Kawartha Lakes to local residents and those in nearby communities while encouraging exploration and spending in our local economy. The campaign will contribute to revenue generation at Kawartha Lakes businesses throughout the tourism and hospitality sectors including accommodations, attractions, retail, restaurants and agri-tourism.

Timelines:

The Shop Local campaign is in the final stages of development to launch in early August and will continue throughout 2020. The campaign will adapt as needed to changes in the pandemic landscape as they arise.

The summer Tourism campaign launched the week of July 27, 2020. The Fall Tourism campaign is currently being developed and is anticipated to be launched in September 2020. The Winter campaign will follow with an anticipated launch of November 2020.

Budget Impacts:

Funding for the development and implementation of the Shop Local campaign is part of the approved 2020 Economic Development operational budget.

The Tourism marketing campaign is being funded by the approved 2020 Economic Development operational budget as well as through funding provided by RTO8 Kawartha Northumberland.

Relationship of Recommendation(s) to the 2020-2023 City of Kawartha Lakes Strategic Plan:

The campaigns directly contribute to the City of Kawartha Lakes Strategic Plan goal of A Vibrant and Growing Economy by stimulating local spending to support local business and encouraging visitation.

The campaigns also align with the Kawartha Lakes Economic Development Strategy by building awareness of the City of Kawartha Lakes as a destination, encouraging visitation in off peak seasons (the focus of the Fall and Winter tourism campaigns), engaging partnerships across the City, and supporting key economic sectors.

Consultations:

Both the Shop Local and Tourism marketing campaigns have involved input from with various stakeholders including members of the Economic Recovery Task Force, local Chambers of Commerce, local businesses, Regional Tourism Organization 8 (RTO8 - Kawartha Northumberland), Destination Ontario/Ministry of Heritage, Sport, Tourism and Culture Industries, and City of Kawartha Lakes staff in the Economic Development and Communications, Advertising and Marketing Divisions.