

The Corporation of the City of Kawartha Lakes

Council Report

Report Number ED2017-016

Date: August 22, 2017
Time: 2:00 p.m.
Place: Council Chambers

Ward Community Identifier: All

Subject: City of Kawartha Lakes Economic Development Strategy

Author: Rebecca Mustard, Manager of Economic Development

Recommendation(s):

RESOLVED THAT Report ED2017-016, City of Kawartha Lakes **Economic Development Strategy** be received; and

THAT the Economic Development Strategy as outlined in Appendix A to Report ED2017-016 be approved and adopted by Council.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Council Meeting of July 11, 2017, Council was presented with the proposed direction of the draft Economic Development Strategy and adopted the following resolution:

CR2017-612

RESOLVED THAT the presentation by Rebecca Mustard, Manager of Economic Development, regarding the Economic Development Strategy, be received.

CR2017-641

RESOLVED THAT Report ED2017-014, Economic Development Strategy Presentation, be received.

This report brings forward the final Economic Development Strategy for Council consideration and approval.

Rationale:

In 2016, the City adopted a new Corporate Strategic Plan to establish a vision for the municipality, and guide corporate activities, programs and resources. The Corporate Strategic Plan identified three goals to achieve positive outcomes in the immediate future. Economic Development is represented across all three goals, with a particular focus on Goal 1: A vibrant and growing economy, and a directive to develop and execute a Comprehensive Economic Development Strategy.

The Process

The Economic Development Strategy project was initiated by the Economic Development Division in late 2016 and was undertaken in four phases:

1. Research and Analysis
2. Community Engagement
3. Strategy Development
4. Implementation and Measurement

A consulting firm, Tenzing, was hired through a competitive Request for Proposal process to work collaboratively with the City's Economic Development team to develop the Strategy. Tenzing was hired in November, 2016, and has been involved in phases 1-3.

Phases 1 and 2 were undertaken between November 2016 and May 2017. Phase 1, Research and Analysis included an overall review of existing City strategies, policies, and activities of the Economic Development Division and an

economic analysis of the local economy. In addition, relevant external documents that influence local economic development such as the Ontario East Economic Development Strategy and a review of best practices were also conducted.

Phase 2, Community Engagement, comprised of a broad based survey and stakeholder consultations. The broad based survey received 298 responses and was available on the City and Economic Development websites and a paper version was also available at Municipal Service Centres. In addition to the public survey, stakeholder consultations were targeted to community business organizations, such as Chambers of Commerce and the Lindsay BIA, business owners and other government economic development bodies. Approximately 50 people participated in these sessions from across the City.

The information gathered in Phases 1 and 2 were used to develop Phase 3, the Economic Development Strategy direction. This direction was presented to Council at the July 11, 2017, meeting for their consideration and input. Comments received from Council were receptive of the direction. Following the receipt of this input, the Strategy has been created based on the research, economic analysis, stakeholder consultations, and best practice in economic development.

The Strategy

The Economic Development Strategy (Appendix A) is a refined and focused approach to conducting economic development activities. It focuses on supporting existing assets and strengths to grow each to their fullest potential by directing efforts to five goals. These five goals are the five key directions presented at the July 11, 2017, Council meeting, and use simplified and actionable language to explain the purpose of each;

1. Adopt a City-wide focus (formerly City of Kawartha Lakes approach)
2. Grow specific business sectors (formerly Nurturing clusters)
3. Encourage a positive community business culture (formerly Energize a positive community business culture)
4. Align and inspire City resources (formerly Align and inspire internal resources)
5. Attract and retain a new generation of great entrepreneurs and workforce (formerly Retain, repatriate and attract)

The Economic Development Strategy includes objectives, actions and measurables for each of the five goals listed above. Detailed implementation plans for each goal will be included in the annual Economic Development work plan and reported to Council on an annual basis.

Detailed background information on the Economic Development Strategy can be found in the document City of Kawartha Lakes Economic Development Strategic

Plan- Economic Renewal and How to Achieve it (Appendix B). This document and appendices provide detail into the development and rationale of the Strategy.

Next Steps

Should Council adopt the Economic Development Strategy as presented, Staff will meet with business community stakeholders and develop partnerships to implement the Strategy. Input from these groups and business leaders was an important part of the creation of the Strategy, and is reflected in the document as presented. The Strategy is designed to encourage continuous feedback and collaboration between the City and community.

Staff will also begin to finalize work plans and future budgets to align with the Economic Development Strategy objectives and actions. This will include an annual update to Council documenting progress made.

Other Alternatives Considered:

Council may choose an alternative direction for the Economic Development Strategy; however it is the recommendation of Staff that this approach is a solid foundation for the City's Economic Development Program. It focuses staff time and resources to specific activities and provides a framework for all departments to support the growth of the economy.

Financial/Operation Impacts:

The Economic Development Strategy was funded through the existing Economic Development operating budget. The majority of actions included in the Strategy will form the basis of the annual Economic Development operating budgets for the duration of implementation. Special projects that require additional funding, such as the community improvement plan, will be brought to Council for consideration during the budget process.

Relationship of Recommendation to the 2016-2019 Strategic Plan:

The development and execution of an Economic Development Strategy is an action identified in Goal 1- A Vibrant and Growing Economy.

Review of Accessibility Implications of Any Development or Policy:

The Economic Development Strategy includes actions that relate to municipal policy, such as the Zoning By-law consolidation project. This work will be scheduled with the respective department and brought to Council as required.

Consultations:

Business owners and general public across the City of Kawartha Lakes

Local business organizations including; Bobcaygeon and Area Chamber of Commerce, Coboconk and Norland and Area Chamber of Commerce, Downtown Lindsay BIA, Fenelon Falls and Area Chamber of Commerce, Fenelon Forward, Impact 32, Lindsay and District Chamber of Commerce.

Economic development organizations; BDC, Kawartha Lakes CFDC, Ministry of Agriculture, Food and Rural Affairs, Ministry of Economic Development and Growth, Trent Severn Waterway, Regional Tourism Organization 8, VCCS, Workforce Development Board

Manager of Communications, Advertising and Marketing

Senior Management Team

Attachments:

Appendix A – City of Kawartha Lakes Economic Development Strategy



2017CKLEconomicDe
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Appendix B – Background Document: Economic Development Strategic Plan-
Economic Renewal and How to Achieve It



2017BackgroundRep
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Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Director of Development Services

Department File: A17