

Municipality of Lakeshore - Report to Council

Community & Development Services

Economic Development



To: Mayor & Members of Council
From: Tammie Ryall, Director, Community and Development Services
Date: March 18, 2021
Subject: Economic Development Officer Work Plan

Recommendation

This report is for information only.

Background

The purpose of this report is to inform Council of the activities the Economic Development Officer will be undertaking.

At the August 13th 2019 regular meeting of Council, the following resolution was passed:

390-08-2019 –

That Administration be directed to bring back a report regarding how a role relating to economic development could be developed for the Town of Lakeshore.

Carried.

A report was prepared by Administration on the Economic Development role. At the November 19, 2019 regular meeting of Council, the following resolution was passed:

507-11-2019 –

That Administration be directed to include an Economic Development Officer position in the 2020 budget to commence in late 2020.

Carried

The Economic Development Officer (EDO) began his tenure at the Town of Lakeshore, on November 10th, 2020.

Comments

The EDO has prepared the attached work plan which outlines areas of responsibility, target objectives, and performance metrics for the position in 2021 and expands into ongoing responsibilities in 2022 and 2023.

It is important for Council to note that the role of the Economic Development Officer must not be overly prescriptive in regard to work-time allocation. Development opportunities are largely driven by external stakeholders who are wishing to create a new business, grow an existing business, or locate a new company to the area. Also, with a regional economic development organization (WindsorEssex Economic Development Corporation) actively marketing the entire region, large scale projects may arise that require immediate and extended attention.

A significant amount of time and resources will be allocated to the creation of a Lakeshore Economic Development Strategy in 2021 and 2022. Multiple references will be made to this project throughout this report and in the attached documents.

Additionally, the Chief Administrative Officers of Lakeshore and Tecumseh are exploring shared opportunities for inter-municipal economic development. The EDO may become involved in this work over the 2021 calendar year. The work completed through the Lakeshore-Tecumseh relationship will be complimentary to the Lakeshore Economic Development Strategy and the overall role of the EDO.

Of note, two major external influences have - and will continue to - impact the position of EDO in 2021, 2022 and into 2023. These two influences are: the COVID-19 pandemic and the current sanitary capacity constraint at the Denis St. Pierre Water Pollution Control Plant.

These external challenges allow for the EDO to focus his work on a number of other objectives and initiatives. Primarily, the EDO will work on leading and completing a comprehensive economic development strategy for the medium and long-term growth of the Municipality's economy. Results of this strategy development will guide operational and executional plans. Council will have the opportunity to determine which of these recommendations will become strategic priorities and guide the long-term structure of this role.

Second, and spawning from the economic development strategy, the Municipality will have the opportunity to determine how it would like to be marketed to the local, regional, provincial, and international audience for either business expansion or business attraction.

Third, the EDO can spend more time on tourism destination development and subsequent promotion. While 2021 is expected to be focused on local/regional tourism, the vaccine roll-out could unlock inter-provincial and US based tourism opportunities for 2022.

Fourth, longer time-line developments can still be explored and targeted. These opportunities are generally larger in scale, and require multi-year project planning. Traditionally, FDI also requires a longer time-horizon.

Specifically related to the creation of a strategic plan, the EDO has had multiple conversations with local economic development organizations, other municipalities and other tourism related bodies. The attached work plan considers the roles and responsibilities of these groups and ensures there is no duplication of service. The Lakeshore Economic Development Strategic Plan will identify more formal alignment of services with clear integration cited between various agencies, organizations and their corresponding mandates.

For council's reference, the EDO is the point person for the ongoing transit feasibility study. The cross-departmental feasibility study team consists of Lakeshore staff from Finance, Planning, Engineering, GIS, and Communications.

This work plan primarily highlights projects ongoing in the next 12-18 months. Stretch Objectives have also been identified. These objectives are not time sensitive and can be picked-up for completion as time resources allow.

A short, mid, and long-term strategy will be identified through the Lakeshore Economic Development Strategy. Long-arc goals and targets for this role will be grounded in research and tangible data points through the Economic Development Strategy.

Others Consulted

WindsorEssex Economic Development Corporation (all departments)
Tourism Windsor Essex Pelee Island
Windsor-Essex Regional Chamber of Commerce
Ontario Tourism Innovation Lab
Town of Essex Economic Development
City of Windsor Economic Development

Financial Impacts

There are no requests for funding from Council for the EDO work plan. It is expected that there will be some financial requests made to Council for the creation and early-stage execution of the Lakeshore Economic Development Strategic Plan.

Attachments

1. Detailed Description of EDO Portfolios and Areas of Responsibility
2. EDO Objectives Cross Reference Document

Report Approval Details

Document Title:	Economic Development Officer Work Plan .docx
Attachments:	- Detailed Description of EDO Portfolios and Areas of Responsibility.pdf - EDO Objectives Cross Reference Document.pdf
Final Approval Date:	Mar 31, 2021

This report and all of its attachments were approved and signed as outlined below:

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride