

# **Municipality of Lakeshore - Report to Council**

## **Community & Development Services**

### **Economic Development**



**To:** Mayor & Members of Council

**From:** Ryan Donally, Economic Development Officer

**Date:** April 23, 2021

**Subject:** Lakeshore Economic Development Strategy – Development Process

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### **Recommendation**

This report is for information only.

### **Background**

At the March 23<sup>rd</sup>, 2021 regular meeting of Council, the Director of Community and Development Services provided Council a report for information entitled: Economic Development Officer Work Plan with the attachments: Detailed Description of EDO Portfolios and Areas of Responsibility; and, EDO Objectives Cross Reference Document. A Lakeshore Economic Development Strategy was referenced in the report to Council and in the attachments.

Council received this report and attachments.

The Current Official Plan, Section 4: Building Healthy Communities; subsection 4.4: Economic Environment, states, “An Economic Development Strategy has been prepared for the Town of Lakeshore...” The document referenced was published in 2006 by GHK and McSweeney & Associates. This document, Economic Development Strategy 2006, has been attached to this report.

The 2019-2022 Lakeshore Strategic Plan identifies Sustainable Community Development as Priority One. Strategic Direction 1.4 identifies, “Encourage Economic Development and Tourism,” with a progress indicator of “Updating the Town of Lakeshore Economic Development Strategy, 2022” as an item to be completed.

## Comments

The Economic Development Officer (EDO) has prepared the report which outlines the proposed process for the creation of a Lakeshore Economic Development Strategy.

## Lakeshore Economic Development Strategy

The Lakeshore Economic Development Strategy (LEDS) will become the guiding document for economic development project prioritization over the lifespan of the strategy. The suggested lifespan of the LEDS is 5 years.

The process planned to create the Lakeshore Economic Development Strategy is as follows - broken out into three phases:

- Phase 1 – Lakeshore Economic Development Study
- Phase 2 – Lakeshore Economic Development Operational Plan
- Phase 3 – Lakeshore Economic Development Strategy

**Phase 1** - The LED Study phase will examine the current state of the Lakeshore and regional economy and will provide initial recommendations for strategic economic development growth. This section will be research based and built from primary and secondary sources.

*Deliverable:* A Lakeshore Economic Development Study document will be produced and presented to Council.

**Phase 2** - The LED Operational Plan phase will review the recommendations, prioritize the recommendations, and create implementation plans to operationalize the recommendations. Council will provide guidance to determine priority projects.

*Deliverable:* a Lakeshore Economic Development Operational Road Map.

**Phase 3** - The LED Strategy will be the final document that will coalesce the two previous phases into a single coherent document. Administration will take guidance from Council to determine the execution of the recommended strategies.

*Deliverable:* the Lakeshore Economic Development Strategy.

The Lakeshore Economic Development Strategy process is built from the Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) Business Retention and Expansion (BR&E) strategy and survey. Other best practices in economic development strategy creation will also be considered. The EDO has been in regular contact with OMAFRA and has support and encouragement from local officials. Additionally, staff have received commitment from Invest WindsorEssex (formerly WindsorEssex Economic Development Corporation) to assist throughout the project with the planning, development and subsequent execution of the LEDS.

## Lakeshore Economic Development Strategy Timeline

Lakeshore Economic Development Strategy Timeline	Target Completion	Task	Title
Phase 1: Lakeshore Economic Development Study	Q3-Q4 2021	1.1	Goals and Vision Survey – Council Presentation
		1.2	Research and Engagement
		1.3	Strategy Formulation
		1.4	LEDS Synergy Team Formation
		1.5	Recommendation Generation
		1.6	Council Presentation: Report Completion
		1.7	Base Level Marketing
Phase 2: Lakeshore Economic Development Operational Plan	Q2 2022	2.1	High-Level Recommendation Planning
		2.2	Synergy Team Review
		2.3	Council Presentation: Council Priorities
		2.4	Detailed Implementation Planning
		2.5	Economic Road Map
Phase 3: Lakeshore Economic Development Strategy	Q3 2022	3.1	Final Report Writing
		3.2	Council Report: LEDS

## Council Engagement

Council Reports for Information and Reports for Direction will occur throughout the Lakeshore Economic Development Strategy creation process. The planned content and approximate timelines for Council updates or engagement are as follows:

### Phase 1 – Lakeshore Economic Development Study

- **Council Engagement 1:** *Council Survey* – Economic Development Vision and Goals (May 2021)
- **Council Engagement 2:** *Report for Information* – Economic Development Vision and Goals (June/July 2021)
- **Council Engagement 3:** *Report for Direction* – Phase 1 Completion: Lakeshore Economic Development Study (late Q3/ early Q4)
- Marketing and Economic Development Budget Request (Approximately \$30,000-\$40,000)

## **Phase 2 – Lakeshore Economic Development Operational Plan**

- **Council Engagement 4:** *Report for Direction* – Council Priority Recommendations (Q1 2022)
- **Council Engagement 5:** *Report for Information* – Economic Road Map (Q2 2022)

## **Phase 3 – Lakeshore Economic Development Strategy**

- **Council Engagement 6:** *Report for Direction* – Lakeshore Economic Development Strategy Final Report (Q3 2022)
- Implementation Budget request – Cost TBD

## **Others Consulted**

### **OMAFRA**

Jeff Kinsella, Agriculture and Rural Economic Development Advisor  
Rian Omollo, Economic Development Specialist

### **Invest WindsorEssex (formerly WindsorEssex Economic Development Corporation)**

Stephen MacKenzie, CEO  
Sabrina Demarco, Director, Small Business and Entrepreneurship;  
Lee McGrath, Director, Business Retention and Expansion;  
Wendy Stark, Manager, Business Retention and Expansion;  
Joe Goncalves, Director, Investment Attraction;  
Matthew Johnson, Director, Innovation and Partnerships

### **Tourism Windsor Essex Pelee Island**

Lynnette Bain, Vice-President, Destination Development  
Jason Toner, Director, Marketing

### **Workforce WindsorEssex**

Justin Falconer, CEO  
Tashlyn Teskey, Manager, Projects and Research

## **Financial Impacts:**

Administration intends to complete the Lakeshore Economic Development Strategy internally and leverage working relationships to help support the strategy. Based on the plan outlined, Administration feels that the work can be completed in-house. Administration is not recommending the hiring of an external agency to complete the work.

Any potential funding requirements to support the implementation of the Economic Development Strategy will be brought to Council ahead of Budget for consideration and direction on whether to include in the 2022 Draft Budget.

Administration will seek grant opportunities to assist with implementation funding. OMAFRA has suggested that once the completion of the first phase of the LEDS is complete, Lakeshore will be in an evidence-based position to request support funding from the Rural Economic Development Fund.

**Attachments:**

1. Lakeshore Economic Development Strategy – Proposal Detail
2. Economic Development Strategy 2006
3. LEDS Presentation – Presentation

**Report Approval Details**

Document Title:	Lakeshore Economic Development Strategy - Development Process.docx
Attachments:	- Lakeshore Economic Development Strategy - Proposal Detail.pdf - LEDS Presentation.pdf - Economic Development Strategy 2006.pdf
Final Approval Date:	May 5, 2021

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

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride