

## **Attachment 1 - Lakeshore Economic Development Strategy – Proposal Detail**

### **Creation of the Economic Development Strategy**

Phase 1 – Lakeshore Economic Development Study

Phase 2 – Lakeshore Economic Development Operational Plan

Phase 3 – Lakeshore Economic Development Strategy

### **Phase 1 – Lakeshore Economic Development Study**

In Q4, 2021, Council will receive an economic development study that will be developed from the plan outlined below.

#### **Task 1.1 – Goals and Vision Survey**

Council, Corporate Leaders and select Department Leaders will receive a survey that will help create an overarching Economic Development vision statement with associated Goals. The Economic Development Officer will compile the feedback and generate a vision statement and goals. The Lakeshore Economic Development Strategy Synergy Team (detailed in task 1.4) will provide guidance and feedback to this process. This vision and goals will be presented to Council as Engagement 2.

The results and subsequent report will direct the Lakeshore Economic Development Strategy development process.

#### **Task 1.2 – Research and Engagement**

Research and engagement can be broken out into two sub-headings of projects. Although split from a planning perspective, the two pieces of work will occur in parallel from a timing perspective.

*Secondary Research:* Administration will be conducting secondary research and exploring the following areas and themes: internal and external economic strategic audit; current and past Lakeshore economic development strategies; regional, provincial and federal economic development strategies; comparative municipal case studies; literature review of best practices in municipal economic development; Source material may include but is not limited to: EMSI; Stats Canada; Other Economic Development Plans (WE EDC, City of Windsor, County of Essex, other Lower Tiers); Invest In Canada; Invest Ontario; Internal Reports (Building, Planning, EIS, GIS); Other Sources (Peer reviewed journals, Ec. Dev. Websites, EDAC, EDCO, etc.)

*Engagement/ Primary Research:* Administration will be conducting primary research through a comprehensive survey, one on one conversations, and group workshops. Expected engagement includes: Lakeshore businesses (through survey and key employer meetings); regional economic development and tourism leadership; major developers; commercial real estate agents; trade associations; and Lakeshore Administration. A prescribed number of interviews and workshops will not be generated as the content created will determine the required number of engagements.

### **Task 1.3 – Strategy Formulation**

Utilizing the research conducted in Task 1.2, Administration will generate a detailed report of findings. These findings will be very broad as there will be macro-level and micro-level considerations. For example global considerations and challenges such as COVID, geopolitical influence, all three-levels of taxation and global FDI trends will be considered. Comparatively, hyper-local or micro-level considerations such as Lake St. Clair water level, local CIP programs, servicing challenges, local Ec. Dev agencies, or the cost of housing will also be evaluated. Strategic analysis tools such as a SWOT analysis or a VRINE analysis will then be used to help uncover potential strategies for Lakeshore economic growth.

To contextualize this, here is an example of what will likely be considered: Currently, there is a federal policy that is incentivizing the creation of “Green Industry” in Canada through taxation policies. Regionally, we have a regional economic development agency (WE EDC) that is helping shape the region as a next generation automotive manufacturer. The LEDS needs to evaluate how to leverage these two facts to create an economic development opportunity for Lakeshore.

The strategies identified will be loosely themed by the traditional areas of economic development: Business Retention and Expansion, Small Business and Entrepreneurship, and Investment Attraction. The actual themes will likely have different names. Primary metrics for economic development are: jobs, investment, and new business; however, specific success metrics will be identified through the process.

### **Task 1.4 – LEDS Synergy Team Creation**

A cross-functional team will be identified to work with the Economic Development Officer (EDO) to generate economic development ideas and work through the operational planning of the Lakeshore Economic Development Strategy. This team will be integral to the development of a well-thought-out and implementable final report. Terms of reference will be created prior to creation.

### **Task 1.5 – Initial Recommendation Generation**

From the themes identified in the strategy formulation task, a list recommendations or actions will be created. These recommendations will not have extensive implementation plans and are still in the ideation stage. For example, the theme may be: *Increase Entrepreneurship*. The actions associated with that may be: *Open an acceleration space; create a win-this-space campaign; engage with local high schools*.

### **Task 1.6 – Council Report: Study Completion**

A presentation of the Lakeshore Economic Development Strategy Phase 1: Economic Development Study will be made as a Report for Direction to Council. This Report for Direction is expected to have the following recommendations:

- 1) Receive the Lakeshore Economic Development Study
- 2) Provide funding for item 1.7: Base-Level Marketing

### **Task 1.7 – Base-Level Marketing**

With the information gathered throughout the study portion of the economic development strategy, the EDO will have sufficient content and knowledge to put together a base level of marketing for Economic Development in Lakeshore. This base level marketing will require the creation of an economic development microsite that is built off the current Lakeshore.ca website. Additionally, marketing assets will need to be created to properly market Lakeshore as a location to live, work, and play. These items are base level recommendations that will need to be in place for subsequent economic development strategies. There will be a funding request made to support these initiatives.

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

### **Task 2.1 – High Level Recommendation Planning**

The LEDS Synergy team will draft a high-level implementation plan for all initial recommendations outlined in the Economic Development Study. Approximate cost, timing, economic viability, economic impact, and broader community impact may be considered at this high level stage.

### **Task 2.2 – Synergy Team Review**

The Synergy Team will curate the original recommendations list to a prioritized list of recommendations. The high-level recommendation planning should be done in advance of this review as this rank-order list will be developed based upon a set of criteria outlined by the Synergy Team. A matrix may be created to help visualize priorities.

### **Task 2.3 – Council Presentation: Council Priorities**

The curated list of recommendation generated by the Synergy Team will be brought forward to Council for direction. Council will be requested to provide direction on the recommendations it feels to be priority projects to the Synergy Team. These recommendations will be considered, “Council Priority”.

### **Task 2.4 – Detailed Implementation Planning**

The Council Priority recommendations will be evaluated much more comprehensively with a full and detailed implementation plan created for each. This work will enable Council to make an informed decision as to the actions it would like to priorities related to Economic Development in Lakeshore.

### **Task 2.5 – Economic Development Road Map**

A Gantt chart or “Road Map” will be created to visually depict the timing of each recommendation with the resource allocation associated. The content from Task 2.4 will be easily accessible for Council’s consideration. The Road Map and the Implementation Planning will be packaged together to present to Council as a Report for Information.

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

#### **Task 3.1 – Final Report**

The Lakeshore Economic Development Study and the Lakeshore Economic Development Operational Plan will be merged into a single document entitled: Lakeshore Economic Development Strategy (LEDS).

The LEDS will be a guiding document for Lakeshore to execute over the life of the Council Priority recommendations.

#### **Task 3.2 – Council Report: LEDS**

The LEDS will be presented to Council as a report for direction. An envelope of funding may be requested to begin implementation the LEDS priorities. Conversely, this funding may be requested as a special funding package in a separate report or may be requested in the 2023 budget.