



Staff Report

Finance and IT Services

Report To: Economic Development Advisory Committee
Meeting Date: July 8, 2019
Report Number: FAF.19.100
Subject: Economic Development Strategy Funding Information
Prepared by: Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets

A. Recommendations

THAT the Economic Development Advisory Committee receive Staff Report FAF.19.100 entitled “Economic Development Strategy Funding Information” for information purposes.

B. Overview

This report outlines the eligible expenses for the \$100,000 included in the 2019 Approved budget for the Economic Development Strategy (Attachment #1).

C. Background

A portion of the funding (\$22,500) is coming from the General Government Development Charge Reserve Fund. The Town has an obligation to properly spend Development Charges, this responsibility ultimately lies with the Treasurer. The remaining funding comes from a mixture of taxation, reserves, and a small grant received from Grey County.

D. Analysis

Included in the Town’s 2019 Development Charges Background Study is the creation of an Economic Development Strategy. As per the background study, the funding is split 22.5% General Government Development Charges and 77.5% other non-Development Charge funding sources. The reason behind the split is first the General Government is a discounted service and the Plan has benefit to the existing Town.

In order to fully utilize the \$100,000 budget, the Economic Development Advisory Committee must spend the funding on the creation of an Economic Development Strategy, not the implementation of this strategy. Eligible costs can include hiring an outside consultant, internal salaries and benefits (including contract staff), advertising for public consultation sessions or printing of the final plan. The key item is that all expenses must be related to the development of this strategy.

If additional funding is required for implementation of the strategy once it is established, a further request by the Economic Development Advisory Committee will need to be made to Council during the budget deliberations.

E. The Blue Mountains Strategic Plan

The Blue Mountains Strategic Plan

Goal #4: Promote a Culture of Organizational and Operational Excellence

Objective #4: To Be a Financially Responsible Organization

F. Environmental Impacts

N/A

G. Financial Impact

The \$100,000 included in the 2019 Approved Budget for the Economic Development Strategy is funded by \$22,500 General Government Development Charges, \$32,500 Taxation, \$42,500 Economic Development and Communication Reserve, and \$2,500 Grey County grant.

H. In consultation with

Shawn Everitt, Chief Administrative Officer

Ruth Prince, Director of Finance & IT Services

Tim Hendry, Communications & Economic Development Coordinator

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets at finance@thebluemountains.ca.

J. Attached

1. Economic Development Strategy Business Case (2019 Approved Budget)

Respectfully Submitted,

Sam Dinsmore
Deputy Treasurer/Manager of Accounting and Budgets

Ruth Prince
Director of Finance and IT Services

For more information, please contact:

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Administration

Economic Development Strategy/Advisory Committee

Committee Mandate

The Town of The Blue Mountains Economic Development Advisory Committee will make recommendations to Council and provide insight into matters relating to the economic development and the economic wellbeing of The Blue Mountains.

The mandate of the Town of The Blue Mountains Economic Development Advisory Committee is to:

- Assist, in an advisory capacity, Council and Staff on matters relating to economic development;
- Provide advice to Council and Staff in developing and implementing an economic development strategy;
- Review and / or participate in the development of Town policies, programs and initiatives relating to Economic Development;
- To provide a forum for the exchange of ideas and action plans on programs and initiatives of other Council committees and entities relating to Economic Development;
- Support and develop economic opportunities to encourage sustainability and prosperity within the community;
- Work in partnership with staff and local economic development partners to actively assist in fostering and promoting a positive community image and a healthy business environment for existing and prospective businesses;
- Form sub-committees to deal with specific initiatives, and identify strategic solutions; and undertake other assignments as may be requested by Council, as it relates to the overall purpose of the committee.

The Town of The Blue Mountains Economic Development Advisory Committee will make recommendations to Council and provide insight into matters relating to the economic development and economic wellbeing of the Town of The Blue Mountains.

Meeting Schedule

1st Monday of the Month at 9a.m.

Committee Resources

Staff Resources for this Committee are anticipated to be at a higher level pending the approval through the budget process of the proposed development of an Economic Development Strategic Plan as outlined in this Committee Operating Sheet.

Staff has based the use of staff resources on a meeting per month schedule for the remaining 10 months of 2019, the Administrative support outlined below will require approximately 6 hours of administrative support currently as currently provided by a contract staff position. It is suggested that additional meetings will be required during the Strategic Plan development.

In addition to typical Administrative support, it is suggested that staff time be allocated to the following positions;

Chief Administrative Officer – 4 hours per month

Economic Development & Communication Officer – 10 hrs per month for Committee specific

Administrative Support - 6 hours per month (time allotted and funded through Committee Budget)

- Agenda Preparation
- Scheduling of Meetings
- Minute Taking
- Minute preparation
- Minute circulation Collection of Correspondence
- Development and circulation of correspondence from the Board
- Coordinate with Clerks Department for Committee and Council Agenda Inclusion
- Annual operating costs for the Sustainability Committee

Administrative Support – Estimated \$10,393.00

Economic Development Strategic Plan - Business Case

This project has been identified as a priority and is also a key initiative for the Town's Economic Development Advisory Committee moving forward. This Strategy will focus on a variety of streams of Recruitment and Retention and be aligned with the work being completed on the Attainable Housing front as well as review of Planning initiatives, infrastructure Initiatives, and regional strategies.

In addition it is recommended that the Economic Development Strategic Plan include an additional contract staff resource be assigned as the Project Manager and be shared with the Communications Strategic Plan Project. It is proposed that the Project Manager would report to the Economic Development & Communications Coordinator.

Project Manager funding

2019 - \$27,500 6 months shared with Communication Project

2020 - \$52,900 12 months shared with Communications Project

Total project manager \$80,400

Strategic Alignment

Goal #1: Create Opportunities for Sustainability

- Objectives:
- 1) Retain Existing Business
 - 2) Attract New Business
 - 3) Promote a diversified Economy
 - 4) Support Value-Added Agricultural and Culinary Tourism
 - 5) Improved Visibility and Local Identity

Goal #2 Engage Our Communities and Partners

- Objectives:
- 1) Improve external communications with our constituents
 - 2) Use Technology to advance engagement
 - 3) Strengthen Partnerships

Goal #3 Support Healthy Lifestyles

- Objectives:
- 1) Promote the Town as a Healthy Community
 - 2) Increase the range of housing choices and promote housing affordability
 - 3) Manage growth and promote smart growth
 - 4) Commit to sustainability

Options or Solutions Analysis

This project requires additional staffing to provide this work and will also require the hiring of either a part time staff person or purchasing of services from a consultant to provide expertise in specific areas.

It is anticipated that strong Committee membership will provide a high level of expertise and skill set to help in the development of the Communication Strategy.

Financial and/or Non-Financial Benefits

The key benefits of completing the strategy include:

- Engaging the business community and other stakeholders in building the economy of our community;
- Providing a vision and mission for community economic development;
- Clarifying what the Town's economic development priorities are; and
- Providing a framework for tactical initiatives such as improving transit, attainable housing, holding networking or training sessions, supporting specific industries such as tourism and local food, in order to ensure alignment of the Town's efforts and maximize the impact of specific initiatives.

Risk Analysis

There is the potential that without an economic development strategy, individual business or sectors may not get heard; there is also less of an opportunity for relationship building.

Without an Economic Development Strategy the existing approach of reacting to issues as they are raised by the business community will continue.

Recommendation

That Council direct staff to initiate the process to complete an Economic Development Strategy to be completed by the 3rd quarter of 2020.

Implementation Plan

2nd Quarter of 2019 pending budget approval, engage the Communication Advisory Committee to develop the framework of the strategic planning process.

3rd Quarter of 2019

Hiring of a shared Contract Project Manager for the Economic Development Strategy and Communication Strategy.

4th Quarter of 2019

Initiation of the development of an Economic Development Strategy and initiation of a comprehensive stakeholder and the public consultation process.

2nd Quarter of 2020 preliminary findings at status report to Committee of the Whole

3rd Quarter of 2020 1st draft of the Economic Development Strategy considered by the Economic Development Advisory Committee and Council.

3rd Quarter of 2020

Economic Development Strategy approved by Council

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Materials	\$30,000	\$30,000				
Advertisements	\$5,000	\$5,000				
Consulting	\$8,000	\$8,000				
Contract Services	\$52,000	\$52,000				
Additional Equipment	\$5,000	\$5,000				
Expenditures Total	\$100,000	\$100,000				
Funding						
Municipal Grants	\$2,500	\$2,500				
Non-Growth Reserve	\$42,500	\$42,500				
Taxation	\$32,500	\$32,500				
Development Charges	\$22,500	\$22,500				
Funding Total	\$100,000	\$100,000				

Materials - includes Public Engagement Materials as well as final publication of an Economic Development Strategy and aligned with the Communication Strategy and Sustainable Path project engagement materials where appropriate.

Advertisement – includes funding for a very robust public engagement advertisement campaign over the duration of the project and aligned with the Communications and Sustainable Path project.

Consulting – includes funding for specific expertise in public facilitation and graphic design

Contract Services – this allows for the town to hire a Contract Staff person that will provide shared project management for the Economic Development Strategy and Communications Strategy. The contract staff person will also and be the liaison with the Economic and Development Advisor Committee for Project Specific tasks. This proposed project direction provides for in-house expertise and reduces the need for a consultant managed project.

Additional Equipment – funding is provision in the case of project specific equipment for facilitation and or engagement including computer and other IT equipment. This funding can be considered a contingency that is dependent on the successful candidate's needs.