

THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN
SPECIAL COUNCIL MINUTES

MEETING NO. SIXTEEN

November 24, 2020, 6:30 p.m.

Township Administration Building

318 Canborough Street, Smithville, Ontario

Council: Mayor Dave Bylsma
Councillor Cheryl Ganann
Councillor Harold Jonker
Councillor Mike Rehner
Councillor William Reilly
Councillor Jason Trombetta

Staff: Joanne Scime, Clerk
Bev Hendry, CAO
Donna DeFilippis, Treasurer/Director of Finance
Dennis Fisher, Fire Chief
Mike DiPaola, Director of Public Works and Recreation
Brian Treble, Director of Planning and Building
Vanessa Holm, Library CEO

Others: Regional Councillor Albert Witteveen
Shelley Bradaric
Linda Sicoli, Economic Development Officer, Niagara Region
Kim Peagram, Ministry of Agriculture, Food and Rural Affairs

1. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST

There were no disclosures of pecuniary interest and/or conflict of interest declared by any Member of Council in attendance.

2. REQUEST TO ADDRESS ITEMS ON THE AGENDA

The Clerk stated that there were no members of the public that requested to attend this evening's Zoom meeting therefore there would be no comments from

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any member of the public nor were there any emails received from any member of the public with respect to the community economic development training.

3. APPOINTMENTS/PRESENTATIONS

- 3.1 Linda Sicoli, Economic Development Officer, Niagara Region and Karen Peagram & Nick Kinkel, Agriculture & Rural Economic Development Advisors, Ministry of Agriculture, Food and Rural Affairs
Re: Community Economic Development (CED) 101 - Session #1

The CAO advised that tonight's Special Council meeting was the first of two education and training sessions on Economic Development. The CAO noted that in February this year, Council approved a refreshed Economic Development Strategy in alignment with the Township's new Corporate Strategic Plan and as part of that process, Council approved and directed staff to arrange one initiative for 2020 and that was to arrange for Economic and Development Training for Council and Staff. The CAO advised that tonight's Special Council meeting was for education and training and was not a decision-making forum.

The CAO advised that tonight's session will be led by Kim Peagram, Agriculture & Rural Economic Development Advisor, (Niagara and Hamilton), Ministry of Agriculture, Food and Rural Affairs. The CAO stated that the Region's Economic Development Officer, Linda Sicoli was also in attendance to provide input as part of the training. The CAO stated that absent tonight is Nick Kinkel who also works for the Ministry of Agriculture and Food/Ministry of Rural Affairs as an Agriculture and Rural Economic Development Advisor in Southwestern Ontario; however, due to another commitment he will be unable to attend this evening's session but will join us for the second session on December 1st, 2020.

The CAO introduced Kim Peagram, who is a Regional Economic Development Advisor with the Ministry of Agriculture, Food and Rural Affairs, with her office being located at the Vineland Research and Innovation Centre grounds. The CAO stated that Ms. Peagram works with a broad range of stakeholders in Hamilton and the Niagara Region and her role is to assist municipalities, organizations and associations, not-for profit groups, and businesses, access government program information and resources. Additionally, she can also be called upon to facilitate group discussions to enable strategic planning and priority setting to foster economic development readiness. She holds a Bachelor of Arts from Brock University in Labour Studies and Political Science and was a

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graduate of the Niagara College Public Relations program. The CAO advised that Ms. Peagram has also held teaching positions with Mohawk College and Niagara College and has spent 10 years working as the events manager for the Niagara Grape and Wine Festival as well as being a consultant with the Ministry of Economic Development and Trade prior to joining OMAFRA 13 years ago.

Ms. Peagram thanked the CAO for the introduction and the opportunity to be in attendance this evening. Ms. Peagram outlined the key objectives (goals) for the CED 101 workshop which included "what" is Community Economic Development (CED) and "why" we do CED, the benefits of planning for CED and who can assist with developing a CED team.

Prior to proceeding, Ms. Peagram asked everyone in attendance to introduce themselves, their affiliation with the Township and what CED meant to them.

Following the introductions, Ms. Peagram reviewed a PowerPoint presentation which is attached as **Schedule "A"** to the minutes.

At the conclusion of the presentation, Ms. Peagram provided a slide which was an inventory sheet that she asked each attendee to complete as homework over the next week. Ms. Peagram stated that the CAO will email a copy of the PowerPoint presentation and a copy of the last slide being an Inventory List as well as a copy of a Quick Reference Guide, which explains how the inventory list is to be completed and how it can be used. A copy of the Inventory List and Quick Reference Guide is attached to the minutes as **Schedule "B"**.

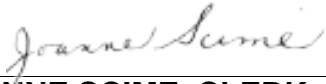
Ms. Peagram stated that at the commencement of the next training session (December 1st at 6:30 p.m.), there will be a group exercise to complete the Inventory List. Ms. Peagram stated that the intention of this exercise was to provide a snap shot of CED activities underway in the community, who was leading/supporting those activities, revealing potential gaps in CED activities, assisting in identifying possible areas where there might be duplication of effort, helping to identify possible areas for increased collaboration, assisting communities/organizations with this process and developing a Community Economic Development Activity Inventory.

Mayor Bylsma thanked Ms. Peagram and Ms. Sicoli for attending this evening's meeting and advised that he looked forward to next week's CED educational and training session.

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4. ADJOURNMENT

The Mayor declared the meeting adjourned at the hour of 8:30 p.m.



JOANNE SCIME, CLERK

MAYOR DAVE BYLSMA



Community Economic Development (CED) 101

West Lincoln, November 2020

Agenda

Legend



We have a resource
for this!



There is an activity for
you!

- Introduction and goals of community economic development (CED)
- What is CED?
- Why do CED?
- The benefits of planning for CED
- The people on your CED team?
- Wrap-up and what's next?

Who Are We?



Kim Peagram

Agriculture & Rural Economic Development Advisor

Niagara, Hamilton, Halton, Peel Regions

Kim.peagram@Ontario.ca



Introduce Yourself

✓ Name

✓ Affiliation

✓ What does community economic development mean to you?



Our Goals for CED 101

1. Understanding Community Economic Development (CED); what is it; why do it?
2. Identify roles in CED
3. Develop an understanding of the value of planning for CED in your community

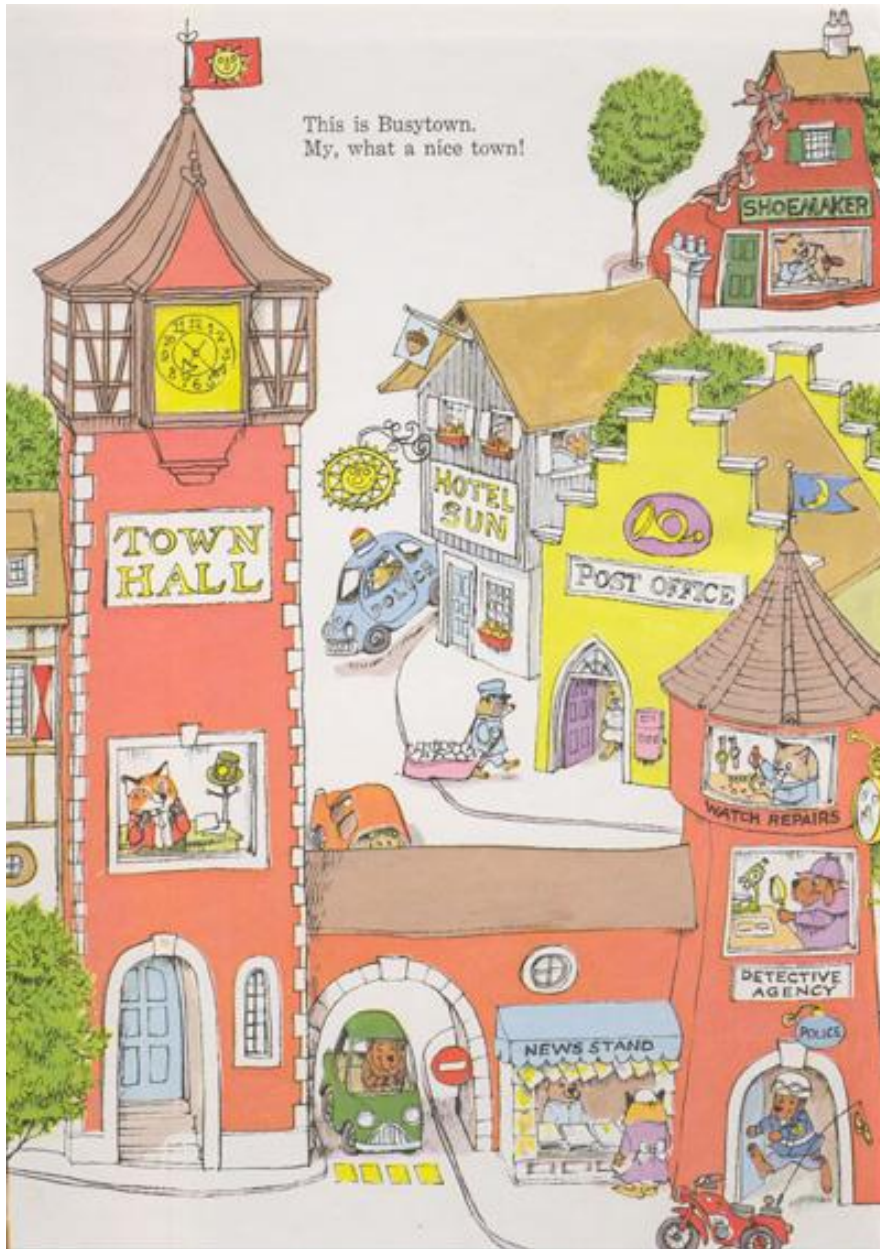
CED 101

WHAT IS CED?

What is Community Economic Development (CED)?

The *process* of...

Fostering an *environment*
that results in the *creation* of
wealth and *well-being*
for the benefit of the *community*.

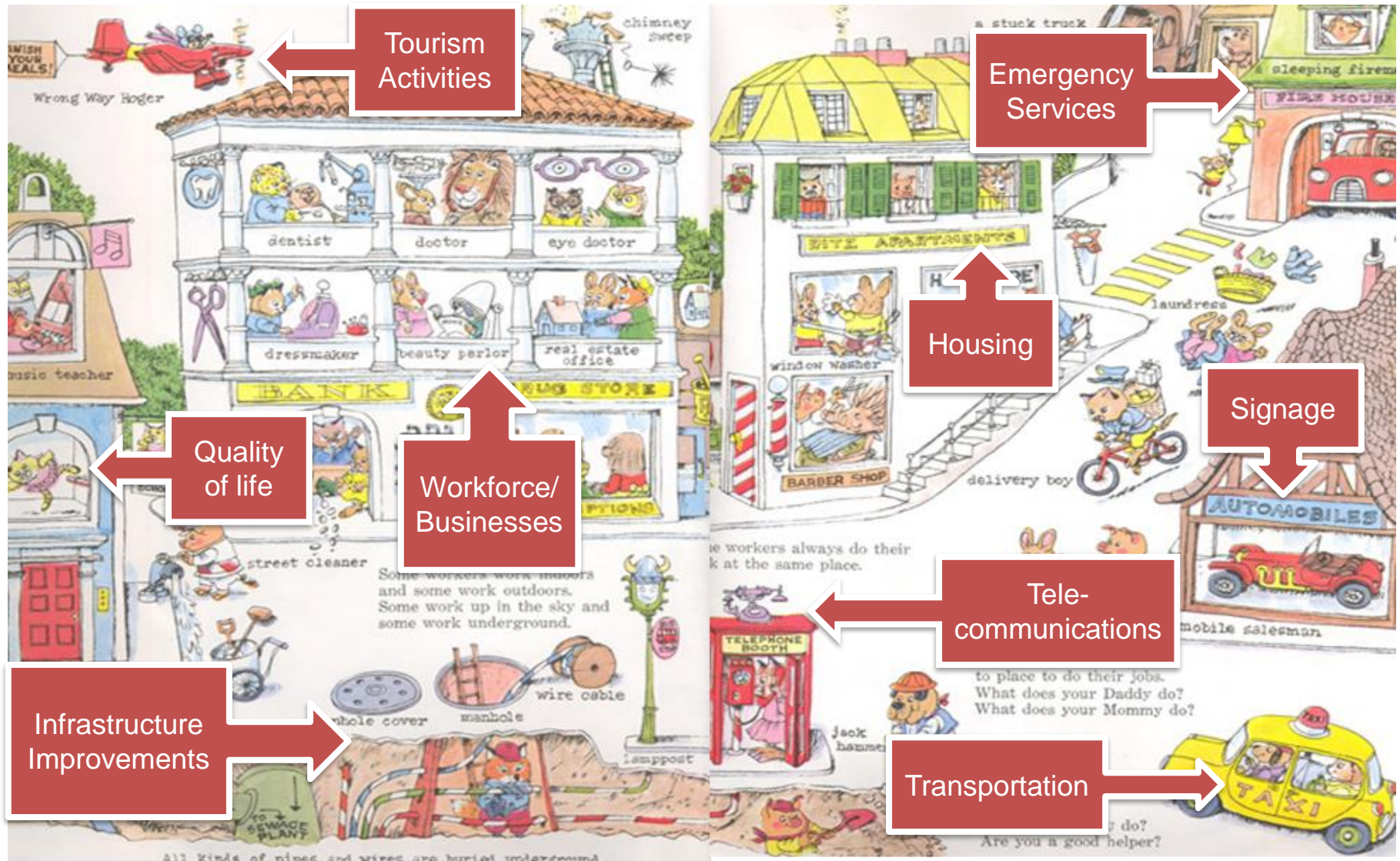


Our Case Study Community: Busytown

Let's begin by visiting the downtown...

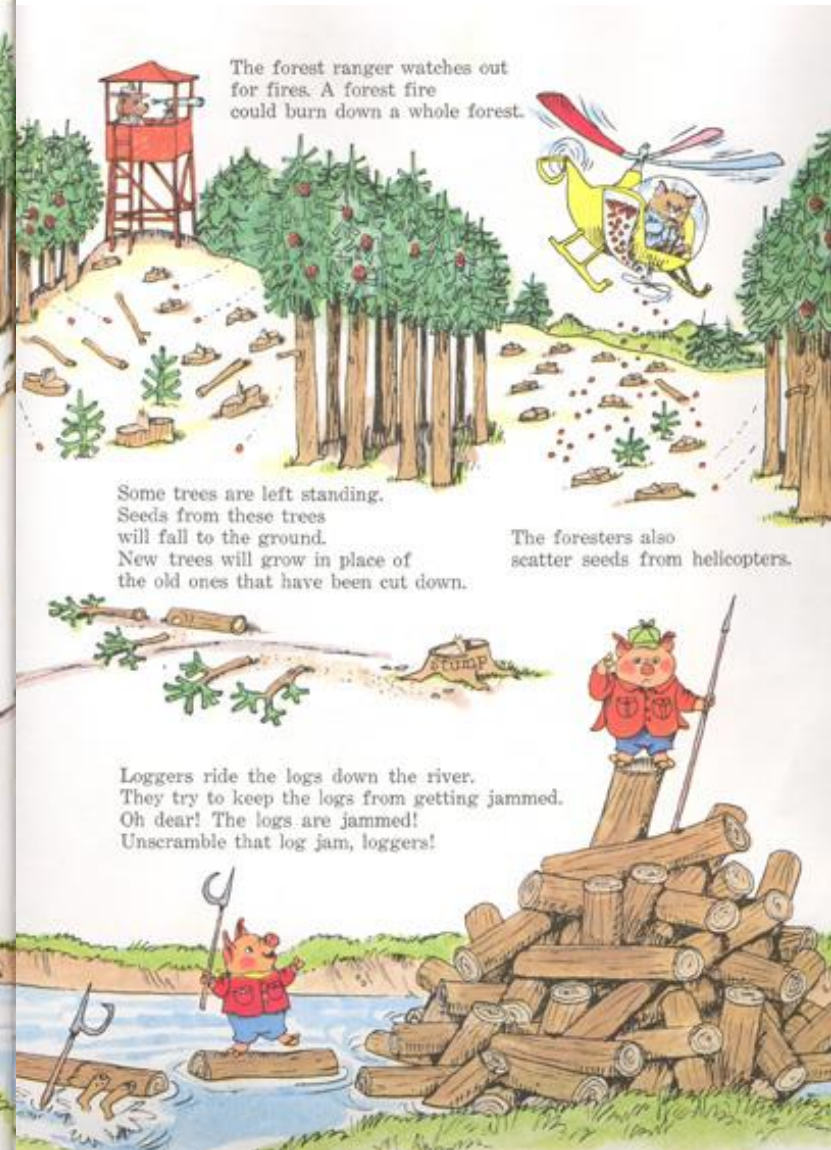
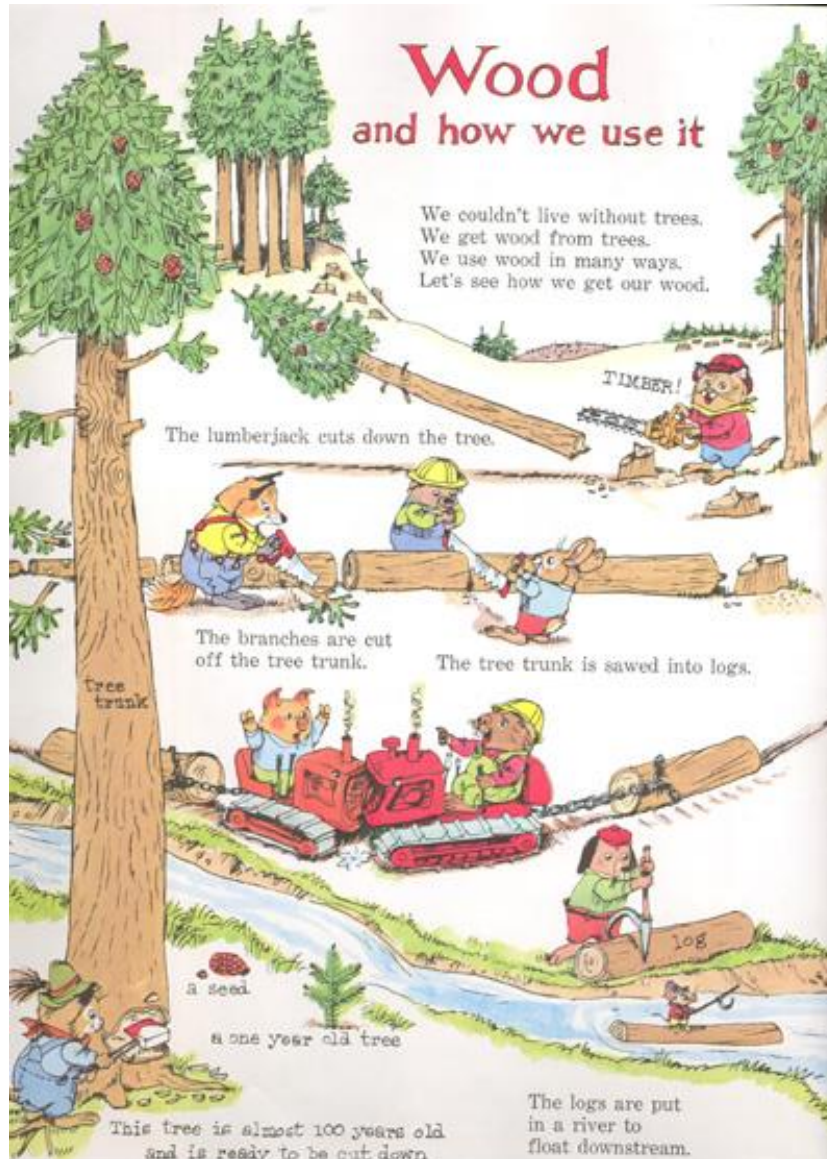


Evidence of CED Activities?



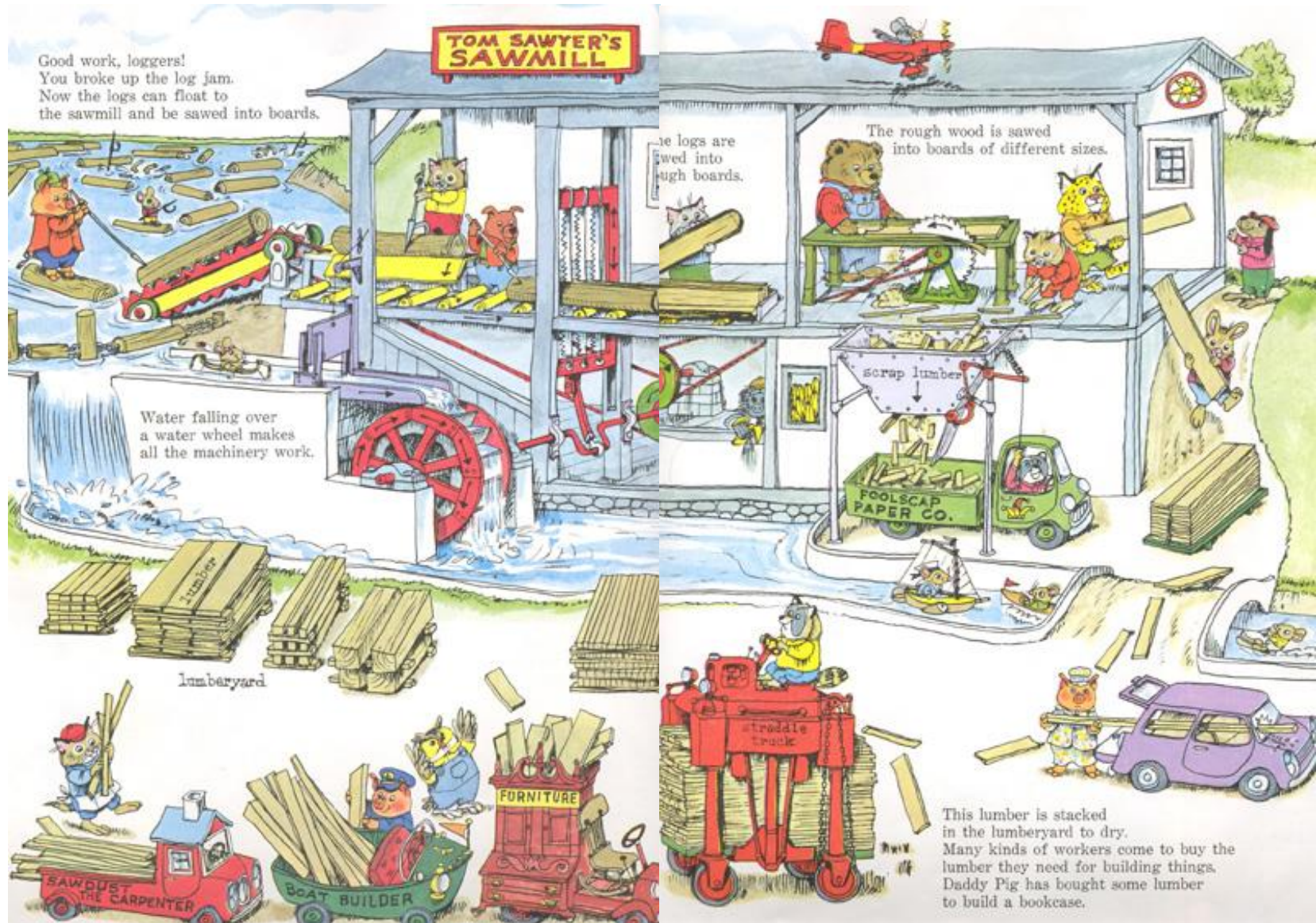


Further Evidence of CED Activities





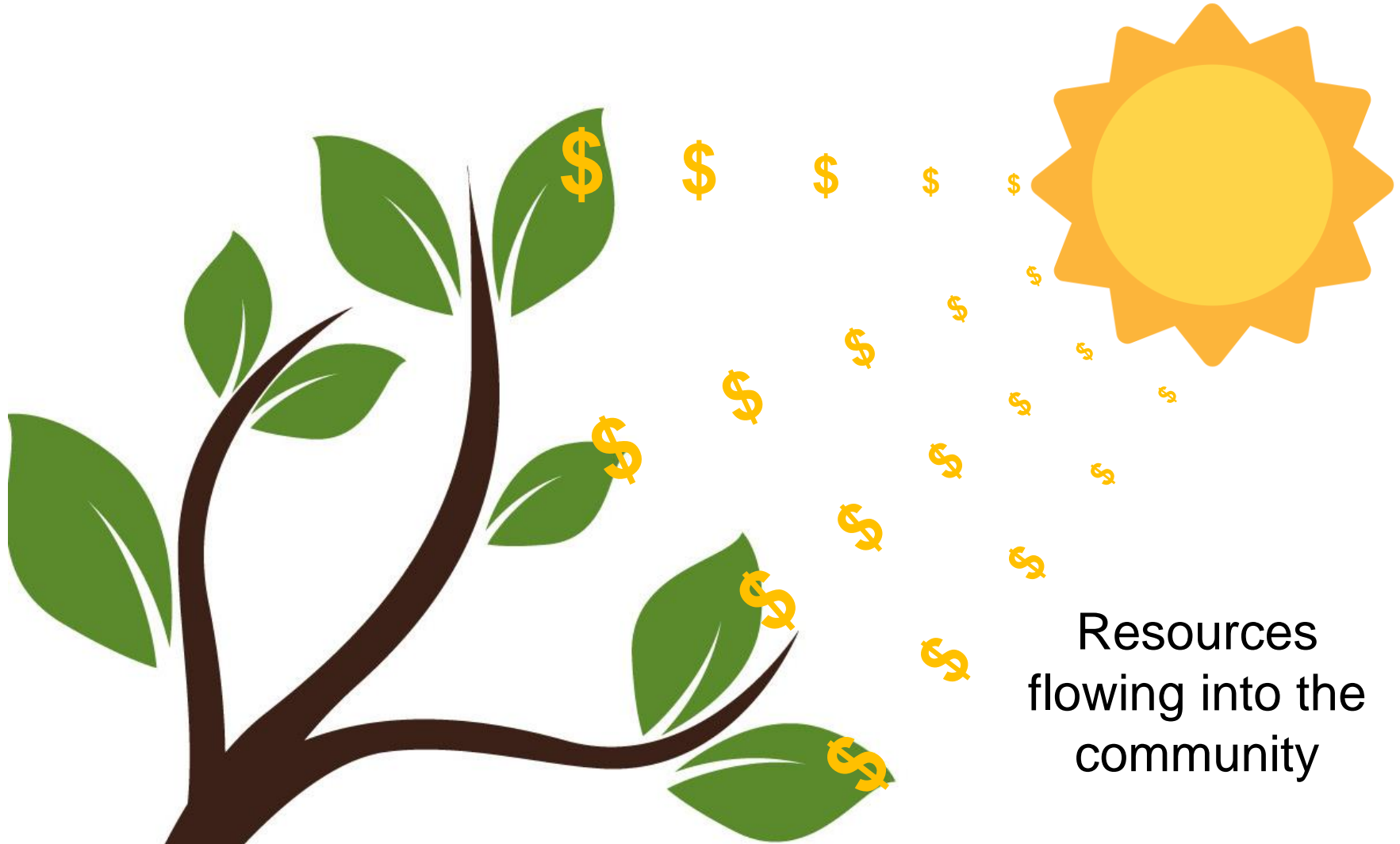
Further Evidence of CED Activities



**Let's imagine
that this tree
is our
community.**

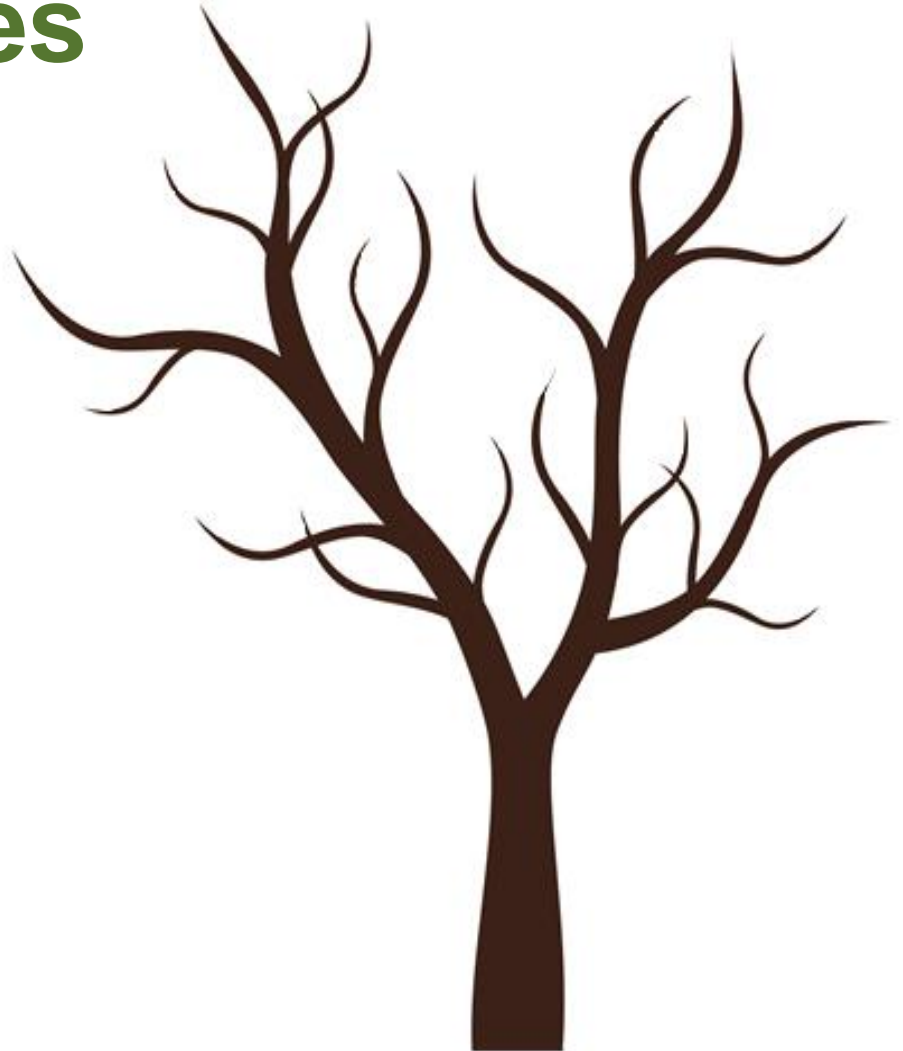


The "Leaves": Economic Wealth Generators



The “Branches”: Support Activities

- Example: doctor; grocery store; hair dresser
- Support the economic wealth generators
- Major contributor to the overall functioning of community



The “Leakage”: Resources that Flow Out of the Community

- Understanding where we lose the nutritious sap from our tree
- Example: business closures; importing goods; out-migration



Two Basic Approaches to Grow your Local Economy



Bring in New Resources

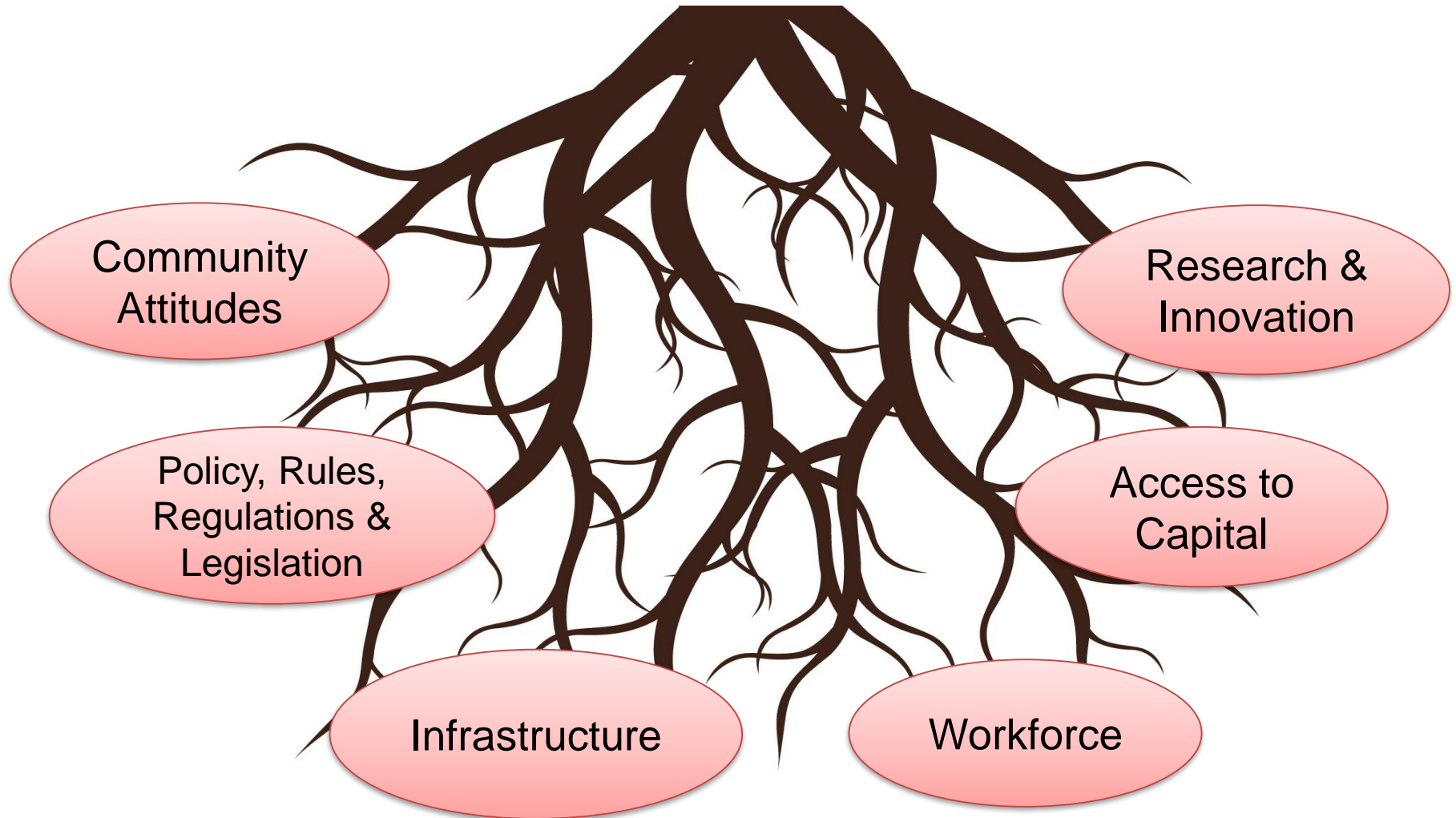
- Supporting local business growth
- Attracting investment & workforce
- Export development
- Increasing tourist dollars spent in community



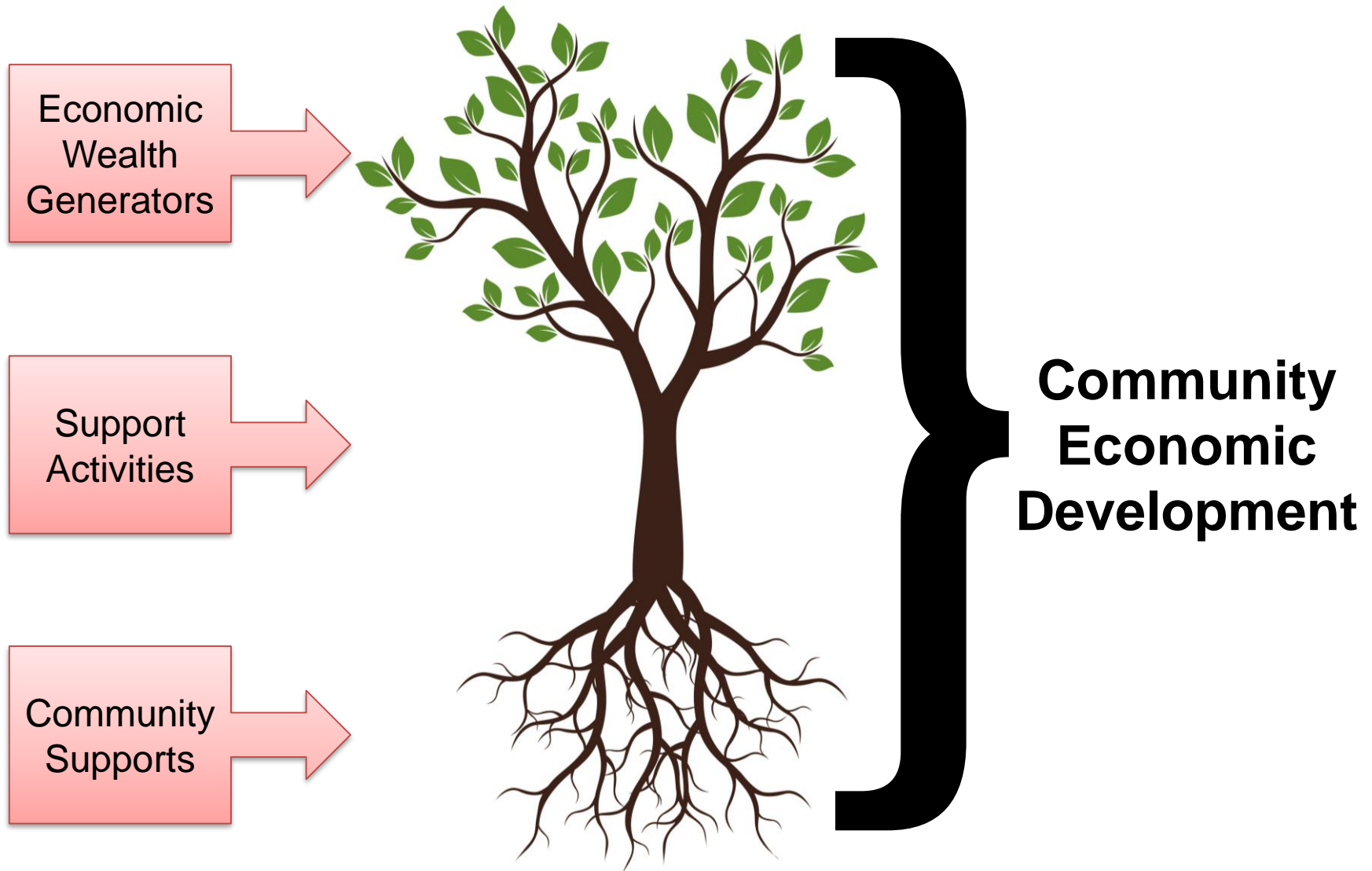
Stop the Leakage

- Retaining existing businesses
- 'Buy local' initiatives
- Retain local workforce

The "Roots": Community Supports



How does it All Tie Together?





Your Local Example of CED...



Choose a Local Example of a Economic Wealth Generator.

Give examples for each part of the tree.

The Leaves – bring new \$\$\$ into the community

The Branches – Supports and is supported by local businesses

The Roots – supports all economic activity in a community

CED 101

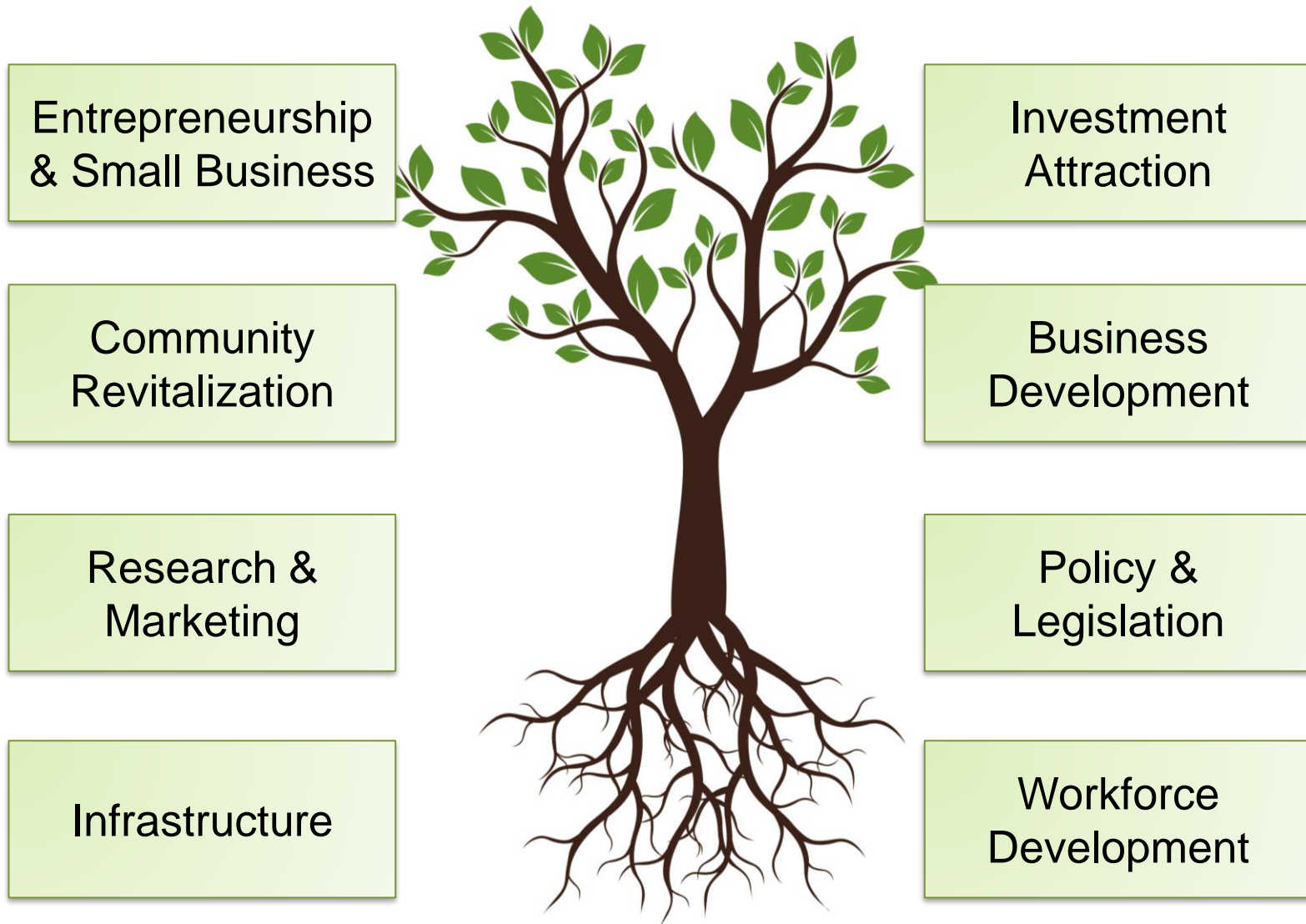
THE RANGE OF CED ACTIVITIES

Why Do CED?



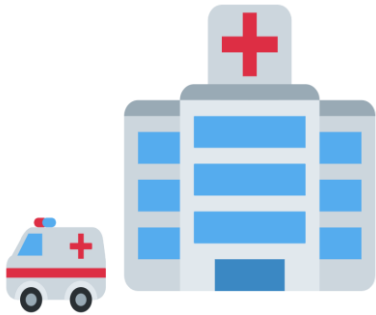


CED Activities



Infrastructure

Community



- Hospital
- Art centre
- Farmers market
- Recreation

Transportation



- Roads
- Harbours
- Public transit

Utilities



- Broadband
- Electricity
- Water
- Natural gas



Workforce Development



- Youth engagement and retention
- Recruitment
- Newcomer attraction and retention
- Education and training

Research & Marketing

- Research
 - Business directory
 - Land and property inventory
 - Economic analysis
 - Community profile
- Marketing
 - Branding
 - Marketing materials



Policy & Legislation

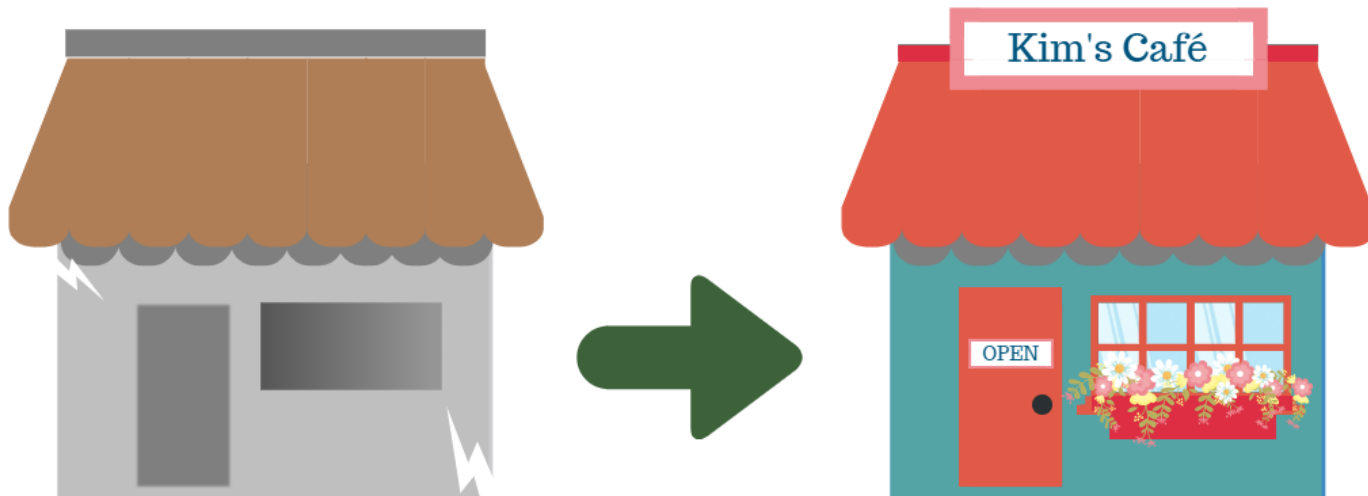
- Land use planning
- Community improvement plans (CIPs)
- Open for business approach



Community Revitalization



- Downtown and commercial revitalization
- Industrial and institutional redevelopment



Business Development



- Business retention and expansion
- Focused sector development
- Buy local initiatives
- Export/trade development services
- Networking
- Recognition



Entrepreneurship & Small Business

- Access to capital
- Incubation and workspace
- Business counselling and mentorship
- Professional development and training



Investment Attraction

- Lead generation
- Develop relationships with the real estate community
- Site certification



CED 101

THE BENEFITS OF PLANNING

What CED activities are currently underway in your community?

It is beneficial to take a regular *inventory* of CED activities that are happening in your own community.

<input checked="" type="checkbox"/>	_____
<input checked="" type="checkbox"/>	_____
<input checked="" type="checkbox"/>	_____
<input checked="" type="checkbox"/>	_____
<input checked="" type="checkbox"/>	_____

Let's Look at the CED Activity Inventory



Activities	Organization(s)	Role: L / S	Comment / Nature of Activity
1. Infrastructure			
Community Infrastructure			
Transportation Infrastructure			
Utility Infrastructure			
2. Workforce Development			
Youth Engagement / Retention			
Recruitment Events			
Newcomer Attraction / Retention			
Training / Education Programs			

Community Economic Development



A Quick Guide to List Your Economic Development Inventory

Community Economic Development (CED)

List Your Economic Development Inventory

Completing the Inventory List:

The Inventory List can be used in one of two ways. In the first, the user lists the activities of a single organization. In the second the user lists the activities of multiple organizations at the same time. In either case, the process is the same.

The first column called Activities, lists activities that pertain to economic development. To help you complete the table, a brief description of each activity is included later on in this document.

The second column under Organization, enter the name of the organization(s) engaged in the activity. Note that if no organization is actively engaged in the activity, leave this row empty.

- Example: Municipality, Business Improvement Area, Chamber of Commerce etc.

For the third column identify with an (L) for leading or an (S) for supporting about the role the organization is playing. For the purpose of this exercise, playing a leading or supporting role requires that the organization be able to demonstrate, in a tangible way, that they have allocated resources to the activity in question (financial commitment in budget, staff time allocated in work plan, etc.).

The fourth column asks the user to comment on the precise nature of the activity in which the organization is engaged. Aim to be as specific as possible.

- Example: Contributed \$1,000 to Chamber of Commerce Recognition Event

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Activities	Organization(s)	Role: L/S	Comment/Nature of Activity
1. Infrastructure			
Community Infrastructure			
Transportation Infrastructure			
Utility Infrastructure			
2. Workforce Development			
Youth Engagement/Retention			
Recruitment Events			
Newcomer Attraction/Retention			
Training/Education Programs			
3. Research & Marketing			
Research- Business Directory			
Research- Land/Property Inventory			
Research- Economic Analysis			
Research- Community Profile			
Marketing- Branding			
Marketing- Material			

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Activities	Organization(s)	Role: L/S	Comment/Nature of Activity
4. Policy & Legislation			
Land Use Planning			
Community Improvement Plans			
Open for Business Approach			
5. Community Revitalization			
Downtown/Commercial Revitalization			
Industrial/Institutional Redevelopment			
6. Business Development			
Business Retention and Expansion			
Forced Sector Development			
Buy Local (Business to Consumer)			
Export/Trade Development			
Networking (Business to Business)			
Recognition			
7. Entrepreneurship & Small Business			
Access to Capital			

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Activities	Organization(s)	Role: L/S	Comment/Nature of Activity
Incubation/Workspace			
Business Counselling/Mentorship			
Professional Development/Training			
8. Investment Attraction			
Lead Generation			
Develop Relationships with Real Estate Community			
Site Certification			

Quick Economic Development Reference Guide

Below is a brief description and some examples for each of the activities in the Inventory List

Infrastructure

Businesses rely on the infrastructure in their community. Infrastructure is key to boosting production, expanding the industrial land base, and creating and retaining jobs.

a. Community Infrastructure

Lands, buildings, and structures that support the quality of life for people and communities by providing public services for health, education, recreation, security and safety. Some examples include hospitals, schools, cultural centre, farmers market and recreation centre.

b. Transportation Infrastructure

Roads, railways, airports, waterways and ports, bus services, etc., are essential for the movement of people and goods inside and outside of the community.

c. Utility Infrastructure

Sewers, drains, pipes, cables, wires, etc. that carry utilities such as electricity, natural gas, water, internet and television services, etc. to communities.

Workforce Development

Activities that connect individuals to job training and education programs as well as attracting the right kind of talent to the community based on business needs.

a. Youth Engagement / Retention

Activities that connect youth to the community with the goal of creating an environment where youth either choose to stay (or return to) the community to live, work, and raise a family.

b. Recruitment Events

Events that connect recruiting businesses with a pool of potential employees. For example, job fairs can be an efficient way for employers to screen large numbers of candidates in a relatively short period of time.

c. Newcomer Attraction / Retention

Activities that involve recruitment and retention of new residents from communities within Canada and across the world. Example activities include, connecting with settlement organizations in large urban centres, working with employers to promote employment opportunities in your community, and helping newcomers to integrate into your community.

d. Training / Education Programs

Programs or events that aim to provide an opportunity for individuals in the community to enhance their working competencies and, in turn, become a greater asset to the local workforce. Some examples include co-op programs, training workshops, and apprenticeship opportunities.

Research and Marketing

Marketing development and management involves overseeing all elements of the design of the community brand and determining the channels of distribution. Effective marketing cannot be done without solid research on which to determine where marketing efforts should be directed.

a. Research - Business Directory

An up-to-date listing of all the businesses within a community including all relevant contact information and a description of the products and services each business offers.

b. Research - Land / Property Inventory

An up-to-date listing of all the commercial and industrial lands and buildings available for sale or lease in a community. This usually contains contact information related to the property and a description of the property (square footage, ceiling heights, zoning, servicing, selling price, lease rate, etc.).

c. Research - Economic Analysis

Economic analysis try's to answer the following questions - What are the current economic conditions in the community? What components of the community have been growing or what components have been declining? What are the community's options for improving its economic future and which of those options should be pursued first? There are three main types of data:

- i) Socio-economic data (demographics, income levels, education levels, etc.).
- ii) Labour data (by industry or occupation) and that movement into or out of a community.
- iii) Competitive Advantage data demonstrates industry specialization within a community.

d. Research - Community Profile

A Community Profile is a document that outlines up-to-date economic and other important community-specific data, which is then made available to potential investors and site selectors.

e. Marketing – Branding

Activities that involve overseeing all elements of the design of the community brand (logo, slogans, tag lines, colour schemes, messaging, etc.) and setting guidelines for the use of the brand.

f. Marketing – Material

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Activities that involve overseeing the development and delivery of all marketing materials and support economic development promotion activities. This could include traditional promotional tactics such as billboards or ads in industry publications, or have an online focus including website development and social media promotion such as Facebook, Twitter and Instagram.

Policy and Legislation

Strategies and tools that are created via legislation are important components of government efficiencies.

a. Land Use Planning

Activities that help shape communities by deciding where homes and businesses can be built, where parks and schools can be located, where roads, sewers and other essential services can be provided, and where agricultural spaces should be. Land should be “designated” in your up-to-date municipal Official Plan, and “zoned” in your municipal Comprehensive Zoning By-law.

b. Community Improvement Plans (CIPs)

A tool that allows a municipality to direct funds and implement policy initiatives toward a specifically defined area of the community. CIPs allows municipalities to provide financial incentives to private property owners such as tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined project area.

c. Open for Business Approach

An approach supportive of activities that aim to assist both existing local businesses, as well as, potential new businesses interacting with municipal. Developing clear and timely approval processes are ways that communities can assist both new and existing businesses in making investments.

Community Revitalization

Economic developers are responsible for proactively guiding the development and reuse of aging and/or challenging spaces in the community.

a. Downtown/Commercial Revitalization

Activities that aim to improve the economic, physical and social well-being of a community's traditional town centre, its underutilized commercial spaces, and derelict major commercial corridors (e.g. main streets).Downtown/Commercial Revitalization

b. Industrial/Institutional Redevelopment

Activities that aim to improve the economic, physical and social well-being of a community's industrial and institutional spaces.

Business Development

Economic developers are responsible for supporting existing business and making sure they remain a part of the community. Efforts centre around building relationships with existing businesses to better meet the needs of the local ecosystem.

a. Business Retention and Expansion

Activities that assist in nurturing existing businesses within the community. These activities engage local businesses to gain understanding of the challenges and opportunities that face the business community. Where possible, strategies are developed to assist the business in addressing those challenges acting upon opportunities for growth.

b. Focused Sector Development

Activities that target the growth and retention of a specific sector. Sectors are chosen due to their significant impact on the local economy or the community perceives that it has a competitive advantage in that sector. Tourism is an example of a sector focus.

c. Buy Local (Business to Consumer)

Activities or policies that promote/encourage the purchase of local goods and services whenever possible. These activities not only include consumer purchases (local food, local legal services, etc.), but also business-to-business transactions including sourcing inputs for a manufacturing operation.

d. Export / Trade Development

Activities that assist local businesses in understanding, assessing and reaching international and domestic markets.

e. Networking (Business to Business)

Activities and events that bring together business people in an effort to stimulate new business opportunities and/or opportunities for collaboration/cooperation.

f. Recognition

Activities that provide an opportunity to celebrate excellence within the local business community. Examples include certificates of achievement and awards events

Entrepreneurship and Small Business

Involves creating a culture of entrepreneurship as a community value as well as putting in place programs to build a support system for small business owners.

a. Access to Capital

Activities/services that address the capital needs of a business not met through traditional financial institutions (banks, credit unions, etc.).

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b. Incubation / Workspace

Space designed to accelerate the development of new ventures by (1) reducing costs and (2) providing ready access to management advice. Tenants of an incubator might share common space, business equipment, administrative support, technical support and other overhead, thereby realizing cost efficiencies in the critical start-up phase of each enterprise.

c. Business Counselling / Mentorship

One-to-one business consulting for business owners/managers. Information provided might include advice on financing, marketing, human resources, or any other functional area of the operation. Mentorship Programs connect seasoned business professionals with new entrepreneurs to assist them in developing their business.

d. Professional Development / Training

Development/training opportunities offered to multiple business owners at the same time (unlike business counselling, which is business specific). Examples of training topics include: best practices in e-commerce might draw an audience of 20 different business owners, representing a number of different sectors across the economy.

Investment Attraction

Economic developers attract new industries and businesses to the community to create jobs and grow the local economy. This involves marketing activities as well as building relationships with the local site selector/real estate community.

a. Lead Generation

Actions that involve identifying and cultivating potential investors by connecting them to opportunities within the community. Examples of lead generation include: cold calling, participation in trade shows and connecting with business development staff at other levels of government to extend the reach of investment attraction efforts.

b. Develop Relationships with Real Estate Community

Activities that aim to connect the municipality with the commercial and industrial real estate community in order to foster a collaborative effort for attracting new investors.

c. Site Certification

Activities that involve working with a certification body to demonstrate that a property is ready for development. For example, the Ministry of Economic Development, the Job Creation and Trade Investment Ready program: Certified Site designation is issued to properties that have successfully completed a set of program requirements to demonstrate that the property is primed for development and ready for investment.

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Contact Information

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Fax: 519-826-3398

www.Ontario.ca/Rural



Également disponible en français