



COMMUNITY SERVICES – RECREATION & CULTURE
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September 6, 2016

**CAO – HUMAN RESOURCES
COMMUNITY SERVICES – ECONOMIC DEVELOPMENT
JOINT REPORT # 2016–23**

TO: Committee of the Whole

SUBJECT: Economic Development Human Resourcing

ORIGIN: CAO – Human Resources
Community Services – Economic Development

RECOMMENDATIONS

THAT CAO/Community Services Joint Report # 2016–23 dated September 6, 2016 regarding Economic Development Human Resourcing be received and the following recommendation(s) be adopted:

- 1. THAT Council endorse the next steps outlined herein related to the recruitment of a Business Development Officer to support ongoing and future economic development strategies and initiatives.**

COMMENTS

The purpose of this report is to seek direction from Council with respect to utilizing existing budgeted staffing dollars within the Economic Development budget to hire an additional full time equivalent (FTE) (Business Development Officer) on a go forward basis to help advance Council Strategic Priorities, the 2016–2019 Economic Development Strategic Plan and other corporate and economic development initiatives within the Town.

Community Services – Economic Development Report # 2016-01 adopted in January, 2016 included a number of recommendations specific to marketing/development of the Davis/Yonge corridors. The last recommendation related more specifically to the initial steps of the marketing process as it relates to resourcing and the need to report back regarding the longer term staffing model. The final recommendation was, *“AND THAT the staffing related to fulfilling economic development initiatives continue at their current levels as indicated in the report with longer term staffing to be monitored and reviewed against specific needs related to the realization of Council’s Strategic Priorities, implementation associated with the re-development of Davis Drive and to support NEDAC’s economic development refresh; with a detailed staffing report to come to Committee of the Whole no later than Q3, 2016”.*

BACKGROUND

The Town established a dedicated Economic Development Office in April, 2006. Following the hiring of a full-time Economic Development Officer (EDO), the Town worked with Millier Dickenson Blais to develop its first – ever dedicated economic development strategy. The resulting strategy served as a guide to support Council, the Newmarket Economic Development Advisory Committee (NEDAC) and staff efforts for economic development. Specific to human resourcing, the original strategy recommended that the size of the economic development staff complement be increased. In doing so, it took into account Newmarket comparator municipalities from across Canada in terms of population, economic development roles/functions, municipal staffing models, etc. This original strategy was subject to a re-focus in 2013 when Council and NEDAC agreed on the advancement of three main priority areas: post-secondary, intelligent community, and the development of the Yonge Street/Davis Drive corridors.

Resources for a Business Development Officer in Economic Development were approved by Council during the 2011 budget process. At the time, Council stipulated that while the funds were approved, staff should seek Council approval at a later date prior to initiating a hiring process. This approach is unique compared to usual budget approval/hiring processes as traditionally budget approval triggers hiring. Since the original budget approval, the funds have annually been transferred to an economic development reserve account. This reserve account has been utilized as a funding source for specific strategic economic development projects including post-secondary consulting, the York University campus opportunity and the David Sandel and Associates Broadband Report. The current balance of the economic development reserve account is \$434,384.00.

The need and timing for a Business Development Officer (BDO) has been explored in recent years, both administratively and with Council. For example, when the Commissioner of Community Services was hired, it was understood to temporarily postpone hiring a BDO as the new Commissioner was to invest approximately twenty-five percent of time towards strategic leadership and involvement in economic development initiatives. The depth, breadth and complexity of economic development activity today to facilitate the ongoing growth and development of the community has meant that the Commissioner has allocated in excess of twenty-five percent of time over the past four years. With the growing role economic development will play in advancing the municipality's financial future, the recommendation contained in this report speaks to the opportunity to add a BDO without any new budget impact.

At the end of the 2010-2014 Council term, NEDAC and Council initiated a progressive and candid review of NEDAC's mandate and role, along with its potential going forward. The result was a number of recommendations for consideration by the incoming 2014-2018 Council and to be considered early in the new NEDAC's term.

Council undertook a priority setting exercise early in its new term which resulted in five Themes, fourteen Strategic Priorities and forty-one Key Initiatives/Actions. One Theme was Economic Development/Jobs, where nine Strategic Priorities were identified that align with economic development. Human resourcing within economic development will be an important enabler supporting the advancement of Council's priorities.

Building on the Council Strategic Priorities and the feedback from the review process, and following the establishment of the new NEDAC team in October, 2015, a comprehensive economic development strategic planning process ensued. This resulted in a new vision for NEDAC: to accelerate the growth of our community environment where business and people thrive. In addition, three main pillars for economic development were identified: Urbanization; Collaboration; and Innovation. Accompanying Key Milestones and a new Results Based Accountability™ framework to track trends and help identify areas of focus for improvement to grow the local economy were also established.

The Council Strategic Priorities and Economic Development Strategy help inform resourcing decisions so Council is positioned to achieve optimum success, in a similar fashion to other strategic documents (e.g. Official Plan, Secondary Plan, Recreation Master Plan, and Recreation Playbook).

Another consideration that supports the recommendation relate to the ongoing Organizational Readiness 2020 (OR 2020) administrative process. One key consideration of OR 2020 is succession planning with particular focus on ensuring a staffing framework that supports this objective. The present Economic Development staffing structure linked to the single EDO position does not enable succession planning. Given the profile, role and complexity in building and maintaining contacts and the significance economic development will play now and into the future, this area should be staffed to enable succession development and ongoing knowledge transfer.

NEXT STEPS

Staff would work with Human Resources to finalize the job advertisement and post as soon as possible with the goal of having a Business Development Officer in place in Q4, 2016.

WORK PLANNING AND DISTRIBUTION OF KEY DUTIES

Taking into account current work levels and strategic document considerations/action plans, the initial distribution of work can be found below for contextual consideration purposes:

Proposed Major Economic Development Job Functions by Lead Responsibility

NOTE: italics signifies new and/or expanded role/function

Commissioner (min. 0.25 FTE):

- Overall strategic direction and liaison with EDO
- Project support/involvement
- Ensure regular Information and COW/Council Reports; *performance measure system ongoing*
- Overall responsibility for the Economic Development area and financial results within overall Commission/Corporation
- Mayor and Council liaison within Committee/Council meetings and day to day
- NEDAC liaison

Economic Development Officer (1 FTE)

- Strategy development and implementation
- Staff supervision
- Council and Senior Management liaison
- NEDAC liaison
- Budget preparation
- Major partnership development
- Annual marketing program preparation
- Investment attraction implementation
- Health sector convergence growth plan implementation
- *Intelligent community plan development and implementation*
- *Marketing Davis/Yonge corridor planning and implementation (internal leadership)*
- *Investigation and potential implementation of additional BIAs to align with CIP areas and Council priorities*
- Networking and relationship building with community groups/leaders (e.g. CCE, Chamber, CreateITNow at Southlake, etc), N6/York Region EDOs, York Region, Province, Toronto Global, Foreign Trade Consulates, etc.

Business Development Officer (NEW)

- *Business retention and expansion (BRE)*
- *N6 partnerships*
- *Financial incentive programs*
- *BIA liaison*
- *Arts and culture collaboration/connection with Recreation and Culture.*
- *Economic development annual communications plan development*
- *Economic development website content/update*
- *Research, database management/related software management, analysis and comparative analysis reporting*
- *Performance management coordination and reporting (RBA)*
- *Publications/marketing material and content*

Administrative Assistant (approx. 0.50 FTE for Economic Development)

- ICI liaison, business inquiry response, and general information request follow up
- Internal projects, committee coordination
- General administrative functions (attendance management, meeting management, etc)
- *Business database support/report generation/tracking/follow up support*

CONSULTATION

This report has not been reviewed or circulated to NEDAC in advance. Staff takes the view that NEDAC's role is ensuring strategic support and advisory body to Council, whereas Council's role is to receive and provide direction on the resourcing recommendations of the administration.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

Council 2014- 2018 Strategic Themes and Priorities Alignment:

- *Economic Development/Jobs:*
 - Implementing affordable broadband in Newmarket
 - Reviewing and prioritizing our Economic Development Strategy
 - Revitalizing our Community Centre Lands and addressing downtown parking needs
 - Creating a strategy for vibrant and livable corridors along Davis and Yonge Street
 - Supporting innovative projects and partnerships with various sectors
- *Community Engagement:*
 - Aligning ourselves with communication best practices
 - Engaging our changing resident demographics
- *Efficiency / Financial Management:*
 - Ensuring effective and efficient services
 - Measuring and benchmarking our financial performance

Community Strategic Plan Alignment:

Living Well

- Health education, wellness services and state of the art medical facilities

Well-balanced

- Meeting the needs of all life-cycle stages
- Arts culture, entertainment and heritage preservation
- Educational, hotel and meeting/conference facilities

Well-equipped & managed

- Fiscal responsibility
- Service excellence
- Efficient management of capital assets and municipal services to meet existing and future operational demands
- Clear vision of the future and aligned corporate/business plans
- Small town feel with big city amenities
- Ideal mix of residential, commercial, industrial and institutional land use
- Appropriate mix of jobs to population and people to industry
- Varied housing types, affordability and densities

Well-planned and connected

- Long term strategy matched with a short term action plan
- Revitalization of neighbourhoods starting with the downtown area
- Telecommunications infrastructure and policies for an increasingly wired world

Well-respected

- Being well thought of and valued for our judgment and insight
- Establishing effective working relationships and joint planning initiatives with municipal neighbours
- Discovering innovative and creative solutions for future well-being
- Being a champion for co-operation and collaboration
- Being tradition-based and forward-looking

HUMAN RESOURCES IMPACT

Approval of recommendation contained in the report would authorize staff to initiate the hiring process for a BDO. After the hiring process is completed the resulting formal FTE head count (including Commissioner) in Economic Development would be 2.75.

BUDGET IMPACT

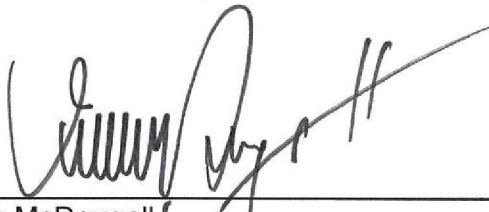
No new budget impact: The funds to support the hiring of a BDO are already within the existing operating budget. In addition, there is an existing economic development reserve account available for special projects/initiatives with a current balance of \$434,384.00.

CONTACT

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