

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN  
SPECIAL COUNCIL MINUTES**

**MEETING NO. SEVENTEEN**

**December 1, 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  
Nick Kinkel, Ministry of Agriculture, Food and Rural Affairs

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

There were no disclosure 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 any member of the public nor were there any emails received from any member

## Special Council Minutes - December 1, 2020

of the public with respect to the community economic development education and training session.

### 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 #2

The CAO stated that tonight's Special Council meeting was the second of two education and training sessions on Economic Development with the first being held last Tuesday evening. The CAO noted that along with Kim Peagram, Agriculture & Rural Economic Development Advisor, (Niagara and Hamilton), Ministry of Agriculture, Food and Rural Affairs and the Region's Economic Development Officer, Linda Sicoli who were in attendance for the training last Tuesday we had Mr. Nick Kinkel joining us this evening.

The CAO advised that Mr. Kinkel works for the Ministry of Agriculture and Food/Ministry of Rural Affairs as an Agriculture and Rural Economic Development Advisor in Southwestern Ontario and received his economic development training from the University of Waterloo and Economic Developers Council of Canada. The CAO noted that it has been Nick's passion to help rural communities and organizations overcome barriers to economic development and as such he has been actively involved in the development and delivery of CED (Community Economic Development) 101 and 201 and has employment experience in both public, private industry and not-for-profit.

Ms. Peagram commenced the community economic training by reviewing and completing, with the assistance of everyone in attendance, the economic development inventory sheet (Schedule B to the November 24, 2020 Special Council minutes) that she had asked each attendee from the first training session to complete as homework over the past week. Ms. Peagram stated that, prior to tonight's meeting and to get this exercise started, the CAO had provided a few examples for the activities (Column 1) provided as part of the inventory sheet, including the name of the organization engaged in the activity (Column 2), and identifying with an (L) for leading or an (S) for supporting about the role the organization played in part of the activity (Column 3), with the fourth column being for comments on the precise nature of the activity in which the organization was engaged.

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Ms. Peagram noted that everyone was doing an excellent job completing the CED Inventory chart with the majority of the document being completed; however, because she wanted to keep this session to two hours and there was still a lot to review, she asked if any attendees had additional examples for each of the activities in the inventory list that they forward them to Linda Sicoli at Niagara Region who will then populate the inventory sheet and forward it back to the CAO for distribution to all who attended the training sessions.

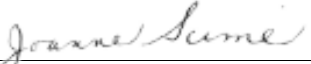
Following the completion of the majority of the CED Inventory Sheet, Ms. Peagram and Mr. Kinkel reviewed a PowerPoint presentation which is attached as **Schedule "A"** to the minutes. Ms. Peagram stated that she would forward a list of various resources/tools that OMFRA has available for the Township to use in different ways, such as the BR&E program (Business Retention and Expansion) which addresses how to make your community a great place to do business as well as the FICE program (First Impressions Community Exchange) which addresses how well your community serves its visitors.

In conclusion, Ms. Peagram stated that she hoped that Members of Council and senior staff who are in attendance had gained a better understanding of Community Economic Development, what it is, why do it, identify some goals in CED and develop an understanding for the value of branding for CED in your community. Ms. Peagram stated that on behalf of herself, Mr. Kinkel and Ms. Sicoli, she wanted to thank everyone for attending West Lincoln's CED101 session. Ms. Peagram stated that in follow up she will forward a couple of worksheets which will help guide through building a community economic development team as well as a survey which she asked each attendee to take a moment to complete and return by Friday December 4, 2020 to Linda Sicoli at Linda.Sicoli@niagararegion.ca.

Mayor Bylsma thanked Ms. Peagram, Ms. Sicoli and Mr. Kinkel for attending this evening's CED session as well as Members of Council and staff who had organized and participated in the CED educational and training sessions.

#### 4. ADJOURNMENT

The Mayor declared the meeting adjourned at the hour of 8:27 p.m.

  
\_\_\_\_\_  
**JOANNE SCIME, CLERK**

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**MAYOR DAVE BYLSMA**



# Community Economic Development (CED) 101 Part 2

# 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"/>	_____

# **CED Inventory Activity**

- Switch to fillable inventory table

# **What kind of tree do you want to grow into?**



# Benefits of a Strategic Plan



- Identifies a vision
- Identifies goals
- Helps to prepare your action plans
- It is a publically accountable process





# Value of Planning



# It Starts with a Vision

- You need a ***vision statement*** for CED
- A vision statement provides:
  - A clear and compelling picture of success
  - A desired end state to work toward



# What data is available & why does it matter?

- Data offers you quantitative insights into the nature of your community
- Helps you make decisions through evidence-based planning



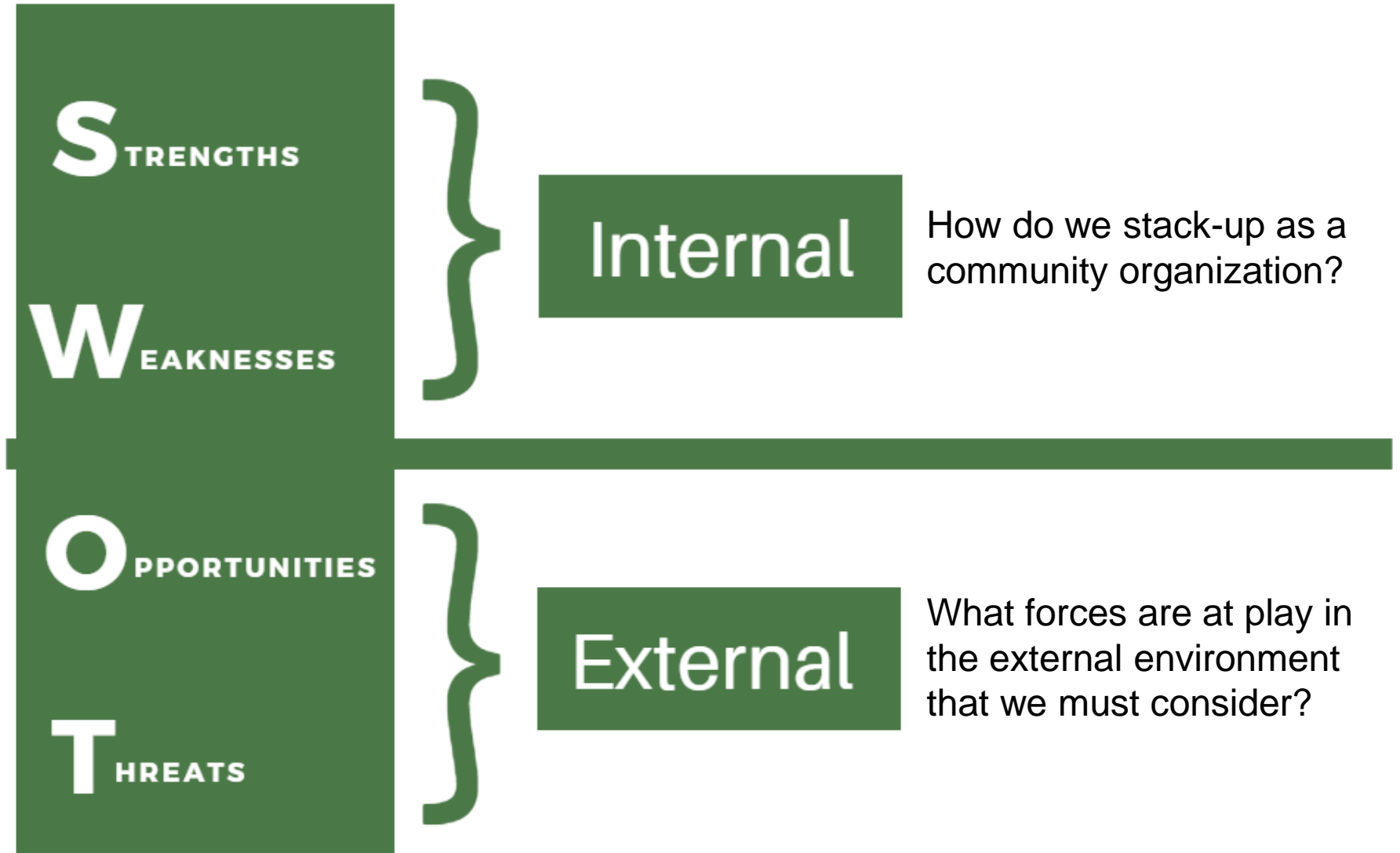
# Where can you get information or evidence?



## Tools and Activities:

- Analyst data tool
- Resident surveys
- First Impressions Community Exchange (FICE)
- Business Retention & Expansion (BR&E)
- Familiarization tours
- Community workshops and open house
- Strengths Weaknesses Opportunities Threats analysis (SWOT)

# Conducting a SWOT Analysis





# Why measure **SUCCESS**?



- Job growth
- Job retention
- Capital investment
- Increased assessment
- New partnerships
- Improved internet access
- Vacancies in downtown

CED 101

# **YOUR COMMUNITY ECONOMIC DEVELOPMENT TEAM**

# Engaging with your Community



- Fosters community support
- Accesses new networks and resources
- Builds capacity



# Building your CED Team

Think about Diversity!

- Community members
- Government
- Organizations

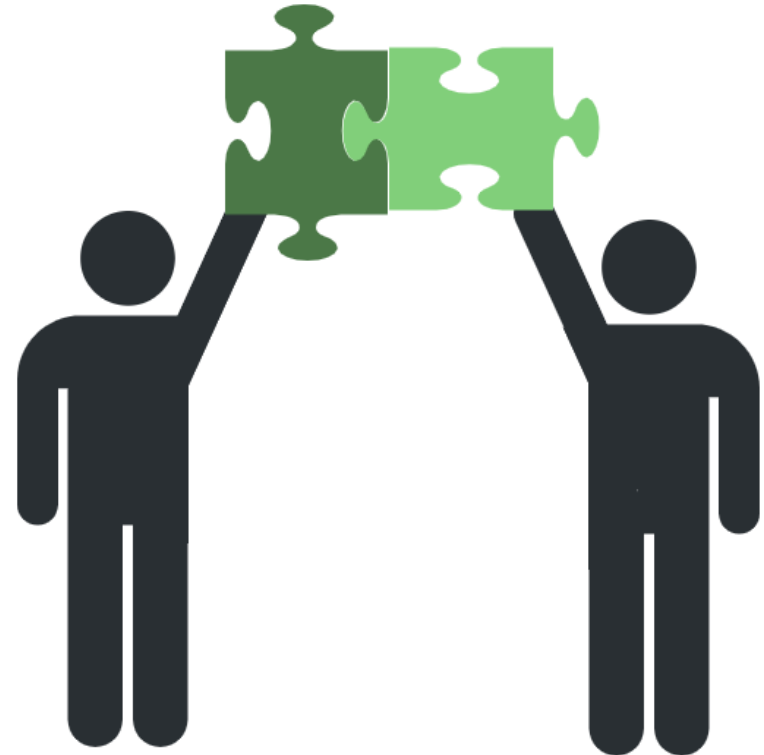




# Who is part of your CED team?

It is unique to each community...

- Council
- Chamber of commerce
- Business Improvement Area (BIA)
- Community Futures Development Corporation (CFDC)
- Sector organizations
- Regional ministries are here to help you navigate the process



# SCHEDULE "A"

## To the December 1, 2020 Special Council Minutes

### Your CED Team

✓	CED Asset Inventory	Name(s)	Notes
	<b>Age</b>		
	<i>(Are youth engaged in the process? Is there an even mix of ages, old and young?)</i>		
	<b>Gender</b>		
	<i>(Is the team balanced with regards to gender?)</i>		
	<b>Skills and experiences</b>		
	<i>(Is there a variety on your team?)</i>		
	<b>Different organizations</b>		
	<i>(Think about key economic organizations in your community like BIA, Chamber, City Center, or Business Associations, Service Groups)</i>		
	<b>Occupation(s)</b>		
	<i>(Are key local occupations represented?)</i>		
	<b>Key Sectors</b>		
	<i>(Is there a mix of local industry sectors? Healthcare? Agriculture? Manufacturing?)</i>		
	<b>Small and Medium Sized Enterprises (SME's).</b>		
	<i>(Are there local business owners/entrepreneurs?)</i>		
	<b>Local Government</b> – municipal counsellors, provincial and federal ministry reps		
	<b>Community Futures Development Corporation</b>		
	<b>Small Business Enterprise Centre</b>		

Sector organizations – manufacturing associations, builders associations, OFA

Staff, council, neighbouring municipalities

Provincial – regional advisors

Not-for-profit

Social services

Library/recreation and the arts

Personal Attributes on the Team

Visionary

Roll Up Their Sleeves and get it done

Inspiring

Shares Credit

Networker

Consensus Builder who looks for win-win

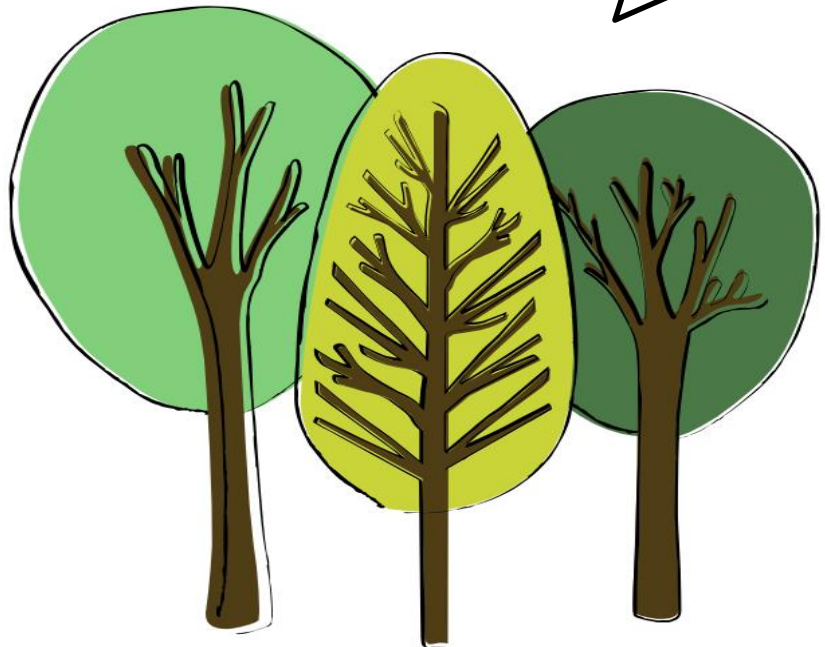
Other possible team members

# Thinking Beyond your Municipal Boundaries

**Thinking regionally is important to consider when:**

- There are common CED challenges or opportunities within your region
- Pooling resources is an option
- There is opportunity to share CED knowledge

You're not the only tree in the forest!



# CED needs a spark to ignite the process!

Who can it be?

- Councillors
- Community members
- Local volunteers
- Business leaders
- Economic Development Officer (EDO)
- Neighbouring communities



A leader who will connect  
and foster teamwork!

# What is your role as a community leader in CED?



1. Develop a deep understanding of the local business climate and community
2. Emphasize economic development in your strategic planning
3. Build political support for local economic development efforts



# What is your role as a community leader in CED?

4. Promote local education and workforce development
5. Ensure the community has quality infrastructure in place
6. Foster regional cooperation



# What is your role as a community leader in CED?

- 7. Support entrepreneurship
- 8. Be business-friendly





## SCHEDULE "A"

To the December 1, 2020 Special Council Minutes

# Your Role as a Community Leader in CED

**Develop a deep understanding of the local business climate and community**

**How can I do this?**

Ideas for getting started:

**Emphasize economic development in your strategic planning**

**How can I do this?**

Ideas for getting started:

**Build political support for local economic development efforts**

**How can I do this?**

Ideas for getting started:

**Promote local education and workforce development**

**How can I do this?**

Ideas for getting started:

## SCHEDULE "A"

To the December 1, 2020 Special Council Minutes

# Your Role as a Community Leader in CED

<b>Ensure the community has quality infrastructure in place</b>	<b>How can I do this?</b>       <b>Ideas for getting started:</b>       
<b>Foster regional cooperation</b>	<b>How can I do this?</b>       <b>Ideas for getting started:</b>       
<b>Support Entrepreneurship</b>	<b>How can I do this?</b>       <b>Ideas for getting started:</b>       
<b>Be Business Friendly</b>	<b>How can I do this?</b>       <b>Ideas for getting started:</b>       

**SCHEDULE "A"**  
**To the December 1, 2020 Special Council Minutes**

CED 101

**CLOSING**

# Final Thoughts



1. CED Takes careful planning and time



2. CED is Hard Work; there is no “silver bullet”



3. Celebrate and communicate your success



4. CED requires resources



5. Be ready

# Back to the 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

# Evaluation Form



Please fill out the  
evaluation form and email  
it to Linda Sicoli  
[Linda.Sicoli@niagararegion.ca](mailto:Linda.Sicoli@niagararegion.ca)

