



Program: Economic Development

Program Based Budget

2010 - 2012

Overview

Program: Economic Development
Vision Statement: To be recognized by companies as the premier town in Canada in which to locate.
Mission Statement: To support existing businesses and seek out new ones so that Oakville's business environment is strong, diversified and prosperous.

Introduction

Economic Development:

The Economic Development department is one of four departments in the Town of Oakville's Planning and Development Commission, along with Building, Planning and Development Services departments. Economic Development can be viewed as a first point of contact for businesses, with direct access to the various departments that businesses engage. The department has staff and information resources to help companies reach their business objectives. This is accomplished by assisting businesses in the following areas:

- Business retention and expansion;
- Business investment and attraction;
- Employment land supply;
- Industry sector development; and
- Research and analysis.

On July 6, 2009 Council approved the Economic Development Strategy 2009-2019 which forms the basis for work of departmental staff. The three main goals of the Strategy are:

1. Attract knowledge-based industries in the professional services, advanced manufacturing and life sciences sectors;
2. Respond to the needs to the business community in order to foster business retention and expansion; and
3. Explore international business opportunities.

The Strategy will guide the work of the department to help create a favourable environment for the growth of Oakville's business community. This will include an analysis of the development approval process so that new companies or those wishing to expand have clear expectations of the process, and improvements to the process are identified and implemented. The Strategy will focus investment attraction efforts on knowledge-based companies that provide a good match with the talented labour supply in the community and provide an optimal use of the limited employment lands in the town.

In summary, the department will improve the quality of service to the business community, help bring new employment lands on stream, commence new sector initiatives, and undertake a targeted approach to optimize the use of Oakville's employment lands.

Tourism:

The Town of Oakville entered into a two year agreement with the Oakville Tourism Partnership Inc. (OTP), effective July 31, 2009 to develop and implement a sustainable business plan for tourism and a destination management organization in the community. The OTP is responsible for the hiring and supervision of a consultant to develop the business plan, and upon acceptance by the Town, for the implementation of the business plan including the structuring of the destination management organization. The Town has committed to funding for this work as follows: \$37,500 in 2009; \$75,000 in 2010; and \$37,500 in 2011. Oversight of the agreement is to be provided by the Economic Development Department.

Program Services



Major Accomplishments in 2009

The major accomplishments for Economic Development include:

- Completion and approval of the Economic Development Strategy 2009-2019.
- Won the national EDAC/RBC Community Economic Development Achievement of the Year Award for the Economic Development Strategy.
- Creation of a searchable database for buildings and land in the Town of Oakville.
- Quarterly newsletters to the ICI realtor community and Council.
- Department was given a national marketing award by the Economic Developers Association of Canada for its electronic newsletter.

- Coordination of hospitality tent for the Canadian Open and related presentations/tour to Industrial/Commercial realtor community.

The major accomplishments for Tourism include:

- The development of an agreement between the Town and the Oakville Tourism Partnership for the development of a business plan and destination management organization.

Program Area Significant Issues

Current issues affecting Economic Development include:

- The coordination of servicing in some of the major employment areas may impact the availability of employment lands.
- Economic conditions may impact the competitive position for existing companies and those seeking to invest in Oakville.

Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To enhance our economic environment	Attract new development in the professional services and advanced manufacturing sectors.	<ul style="list-style-type: none"> • Meet with land developers and US site selectors. • Respond to site selection proposals. 	<ul style="list-style-type: none"> • Identification of leads (2010) • Proposals completed (ongoing). 	Economic Development
	Create a life sciences/technology park adjacent to the new hospital.	<ul style="list-style-type: none"> • Explore acquisition of 50 acres of land for park. • Create stakeholder group for sector development. 	<ul style="list-style-type: none"> • Report to Council with cost/benefit analysis, options and recommendations (2011). 	Economic Development
	Expedite development of Employment Lands.	<ul style="list-style-type: none"> • Identify opportunities and barriers for development on employment lands. • Undertake market assessment, facilitation with owners, developers and the Region, commencing with Winston Park West. 	<ul style="list-style-type: none"> • Recommendations to overcome development barriers (2011). • Market assessment, business case and servicing plan for Winston Park West (2010). 	Economic Development
	Develop international business development plan.	<ul style="list-style-type: none"> • Meet with foreign representatives and research areas for development targets. 	<ul style="list-style-type: none"> • Plan for Council with international locations that align with Oakville's target sectors. (2011). 	Economic Development

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
	Explore development of an international hub for digital media & animation.	<ul style="list-style-type: none"> • Research developed hubs for digital media and animation. • Identify stakeholder group for developing concept plan. 	<ul style="list-style-type: none"> • Concept plan developed (2010). • Role of SPARK identified (2010). 	Economic Development
	Develop and implement a marketing plan for business attraction.	<ul style="list-style-type: none"> • Develop marketing plan. • Prepare materials including business profile and four sector profiles. • Prepare and issue quarterly newsletter. 	<ul style="list-style-type: none"> • Report to Council in 2010. • Develop four sector profiles and business profile. 	Economic Development
To be highly valued and widely celebrated for the innovative and outstanding way we satisfy the needs of our businesses	Improve development approval process.	<ul style="list-style-type: none"> • Create director level team to meet with companies for conceptual reviews. • Develop consolidated non-residential process guidelines. • Outline measures to expedite process for development applications. 	<ul style="list-style-type: none"> • Formation of team. • Completion of Process Guidelines for Business. • Recommend improvements in approval process (2010). 	Economic Development

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
	Monitor competitive position.	<ul style="list-style-type: none"> • Develop report to compare taxes, land values, development charges and business incentives across 25 GTA municipalities. • Create a roundtable to engage stakeholders in assessment of market factors. • Formulate recommendations to create and maintain competitive position. 	<ul style="list-style-type: none"> • Annual reports to Council. • 2011 Roundtable. 	Economic Development
	Cultivate business relationships.	<ul style="list-style-type: none"> • Implement formalized corporate calling program to gather business intelligence and foster local retention and expansion. 	<ul style="list-style-type: none"> • Have corporate calling program in place for 2010. • Develop Client Services Brochure (2010). 	Economic Development
	Provide accurate and timely business information.	<ul style="list-style-type: none"> • Create customized data set for investors based on IEDC standards. • Explore funding options for Phase II of ICI database and liaise with realtors to populate database of available buildings/land. • Update online information to reflect current data regarding demographics, labour force, dc's, business news and event. 	<ul style="list-style-type: none"> • Have data set completed and available for use by 2010. • Recommendations for funding and implementation of Phase II of database. 	Economic Development

Economic Development 2010 Expenditure Summary by Program and Service

	2009 Budget	2009 YTD Actuals	2010 Base Budget	Base Budget Change (%)	2010 Requested Adjustments	2010 Requested Budget	2009 - 2010 Change (%)
EXPENDITURE BY PROGRAM							
Economic Development							
Economic Development	533,000	378,064	500,800	(6.0%)	0	500,800	(6.0%)
Tourism	74,000	77,358	76,300	(3.1%)	0	76,300	3.1%
Total EXPENDITURE BY PROGRAM	607,000	455,422	577,100	(4.9%)	0	577,100	(4.9%)
REVENUES							
Grants	30,000	22,500	0	(100.0%)	0	0	(100.0%)
Other Revenue	15,000	10,000	0	(100.0%)	0	0	(100.0%)
Total Revenues	45,000	32,500	0	(100.0%)	0	0	(100.0%)
Tax Levy Requirement	562,000	422,922	577,100	2.7%	0	577,100	2.7%
TAX LEVY BY PROGRAM							
Economic Development							
Economic Development	488,000	345,564	500,800	2.6%	0	500,800	2.6%
Tourism	74,000	77,358	76,300	3.1%	0	76,300	3.1%
Total TAX LEVY BY PROGRAM	562,000	422,922	577,100	2.7%	0	577,100	2.7%
Gross Expenditures by Type							
Salaries, Wages, Benefits	493,400	291,710	518,500	5.1%	0	518,500	5.1%
Materials & Supplies	13,000	2,850	11,000	(15.4%)	0	11,000	(15.4%)
Purchased Services	98,600	123,060	47,600	(51.7%)	0	47,600	(51.7%)
Other Expenditures	2,000	37,500	0	(100.0%)	0	0	(100.0%)
Minor Capital & Transfer to Reserves	0	302	0	0.0%	0	0	0.0%
Gross Operating Expenditures	607,000	455,422	577,100	(4.9%)	0	577,100	(4.9%)

Economic Development 2011 - 2012 Expenditure Summary by Program and Service

	2010 Requested Budget	2011 Preliminary Base Budget	Base Budget Change (%)	2011 Requested Adjustments	2011 Forecast Requested Budget	2010-2011 Change (%)	2012 Forecast Base Budget	2012 Requested Adjustments	2012 Forecast Requested Budget	2011-2012 Change (%)
EXPENDITURE BY PROGRAM										
Economic Development										
Economic Development	500,800	526,600	5.2%	0	526,600	5.2%	540,500	0	540,500	2.6%
Tourism	76,300	39,100	(48.8%)	0	39,100	(48.8%)	0	0	0	(100.0%)
Total EXPENDITURE BY PROGRAM	577,100	565,700	(2.0%)	0	565,700	(2.0%)	540,500	0	540,500	(4.5%)
REVENUES										
Total Revenues	0	0	0.0%	0	0	0.0%	0	0	0	0.0%
Tax Levy Requirement	577,100	565,700	(2.0%)	0	565,700	(2.0%)	540,500	0	540,500	(4.5%)
TAX LEVY BY PROGRAM										
Economic Development										
Economic Development	500,800	526,600	5.2%	0	526,600	5.2%	540,500	0	540,500	2.6%
Tourism	76,300	39,100	(48.8%)	0	39,100	(48.8%)	0	0	0	(100.0%)
Total TAX LEVY BY PROGRAM	577,100	565,700	(2.0%)	0	565,700	(2.0%)	540,500	0	540,500	(4.5%)
Gross Expenditures by Type										
Salaries, Wages, Benefits	518,500	496,500	(4.2%)	0	496,500	(4.2%)	471,100	0	471,100	(5.1%)
Materials & Supplies	11,000	13,200	20.0%	0	13,200	20.0%	13,300	0	13,300	0.8%
Purchased Services	47,600	55,000	15.5%	0	55,000	15.5%	55,100	0	55,100	0.2%
Other Expenditures	0	1,000	0.0%	0	1,000	0.0%	1,000	0	1,000	0.0%
Gross Operating Expenditures	577,100	565,700	(2.0%)	0	565,700	(2.0%)	540,500	0	540,500	(4.5%)

Service: Economic Development

Purpose of Service:

To serve as a catalyst for economic development; specifically, jobs and assessment growth.

Service: Economic Development

Activity	Responsibilities	Current Service Level
Business Facilitation	<ul style="list-style-type: none"> - Provide business facilitation for new and existing companies in the development approval process. - Develop process guidelines for business to better inform companies of the process for development. - Provide recommendations to others departments in the Commission to improve the development approval process. 	<p>- The department currently provides facilitation and will work in 2010 to improve the process and provide better information to companies.</p>
Provide Accessible Information for the Business Community	<ul style="list-style-type: none"> - Compile information such as demographics, statistics, development charge data, etc. - Maintain database of available lands and buildings for sale or lease. - Prepare comprehensive reports for site selectors. - Make presentations to ICI realtors, Chamber of Commerce, etc. 	<p>- Maintain level of service and provide improvements to the quality of information provided (e.g. – development of template and data set for responding to site selection proposals).</p>
Ensure adequate supply of employment lands	<ul style="list-style-type: none"> - Bring new employment land on stream through market assessment, facilitation with land owners and developers, and development of business case for servicing. - Analyze underutilized and vacant properties to determine barriers for development and formulate recommendations to overcome barriers. 	<p>- New level of service – this work not previously undertaken by Economic Development.</p>
Build target industry sectors	<ul style="list-style-type: none"> - Explore development of a life sciences and technology park. - Create an international hub for digital media and animation. 	<p>- New level of service – initiatives identified in the Council approved Economic Development Strategy.</p>
Marketing Outreach	<ul style="list-style-type: none"> - Prepare marketing plan and materials to attract target companies. - Attend tradeshow, etc. to market Oakville. - Develop and implement a corporate calling program. - Build relationships with key community stakeholders. 	<p>- New level of service as identified in the Economic Development Strategy.</p>

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
One stop access to business development information	- Survey of companies.	N/A	N/A	60% of companies surveyed report high level of satisfaction
Accessible support, assistance, and facilitation for companies	- Survey of companies Number of companies that are given business assistance.	N/A	N/A	50 companies assisted

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Adequate Supply of Employment Land	- Number of hectares brought on stream	N/A	N/A	0 brought on stream (WPW in 2011)
	- Absorption rate of employment land	N/A	N/A	20 acres absorbed
A growing and diversified economy	- Number of business expansions - Number of non-residential building permits - Life science park development - Digital media and animation hub development - Increase in office development - Number of new international companies	N/A	N/A	Narrative on life science park and digital hub development Stats from building dept. on building permit targets

Positive image of Oakville in the business community, here and elsewhere.	<ul style="list-style-type: none"> - Number and type of awards - Summary of media clippings - Feedback from survey 	N/A	N/A	<p>60% of companies surveyed had a positive image of Oakville</p> <p>Narrative on any awards and/or media clippings</p>
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Economic Development Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	493,400	291,708	518,500	5.1%	0	518,500	5.1%	496,500	471,100
Materials & Supplies	13,000	2,994	11,000	(15.4%)	0	11,000	(15.4%)	13,200	13,300
Purchased Services	98,600	123,061	47,600	(51.7%)	0	47,600	(51.7%)	55,000	55,100
Other Expenditures	2,000	37,500	0	(100.0%)	0	0	(100.0%)	1,000	1,000
Minor Capital & Transfer to Reserves	0	302	0	0.0%	0	0	0.0%	0	0
Gross Operating Expenditures	607,000	455,565	577,100	(4.9%)	0	577,100	(4.9%)	565,700	540,500
Grants	30,000	22,500	0	(100.0%)	0	0	(100.0%)	0	0
Other Revenue	15,000	11,250	0	(100.0%)	0	0	(100.0%)	0	0
Tax Levy Requirement	562,000	421,815	577,100	2.7%	0	577,100	2.7%	565,700	540,500
By Service Programs									
Economic Development	562,000	421,815	577,100	2.7%	0	577,100	2.7%	565,700	540,500
Service Total	562,000	421,815	577,100	2.7%	0	577,100	2.7%	565,700	540,500

Service Results Narrative:

The department will improve the quality of service to the business community, help bring new employment lands on stream, commence new sector initiatives, and undertake a targeted approach to optimize the use of Oakville's employment lands.

2010 Plan**Base Budget Adjustments to Service**

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Economic Development - Inflation	Increase base budget for inflation and merit impact on salaries and benefits, purchased services and materials and supplies.	Maintain current level of service	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$15,200
Economic Development - Personnel Services	Inflationary and merit increases in personnel costs have been offset by the reduction of part-time complement.	Maintain current level of service	Ensure skilled staff for the delivery of services and programs	\$10,200
Economic Development - Purchased Services	The budget has been adjusted to for the additional funds required to maintain standard levels of service.	Maintain current level of service	Ensure ongoing uninterrupted availability of service necessary for Town growth	(\$45,000)
Economic Development - External Revenue	The budget for grant funding no longer available has been removed.	Maintain current level of service	Improve reporting accuracy for service costs	\$30,000
Economic Development	A reserve transfer is not required and the budget has been removed.	Maintain current level of service	Improve reporting accuracy for service costs	\$15,000

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Economic Development - 2% Reduction	The base budget has been reduced based on usage and current levels of spending. Areas reduced include: external reproductions, professional development, mileage, contracted services, etc.	Maintain current level of service	To reduce overall tax levy	(\$10,300)

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Economic Development -Inflation	Increase base budget for inflation and merit impact on salaries and benefits, purchased services and materials and supplies.	Maintain current level of service	Ensure skilled staff for the delivery of services and programs	\$17,500
Economic Development Tourism - Personnel	Decrease base budget this balances with the transfer to Oakville Tourism Partnership.	Maintain current level of service	Improve reporting accuracy for service costs	(\$39,200)
Economic Development - Purchased Services, Material and Supplies	The budget has been adjusted to for the additional funds required to maintain standard levels of service.	Maintain current level of service	Ensure ongoing uninterrupted availability of service necessary for Town growth	\$10,300

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Economic Development - Inflation	Increase base budget for inflation and merit impact on salaries and benefits, purchased services and materials and supplies.	Maintain current level of service	Ensure skilled staff for the delivery of services and programs	\$13,900

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Economic Development Tourism - Personnel	Decrease base budget this balances with the transfer to Oakville Tourism Partnership.	Maintain current level of service	Improve reporting accuracy for service costs	(\$39,100)