

# Prospering Communities

## Creating and Implementing Sustainable Economic Development Strategies

Presentation for OEMC 2013

Chris Lindberg, Senior Sustainability Specialist

with Jay Amer, Amer & Associates Economic Development

September 12, 2013



Sustainable  
Communities

## *Chris Lindberg, Senior Sustainability Specialist*



- A recognized national authority in sustainable community planning and development. Focussed on helping communities to move successfully from planning to implementation.
- More than twelve years of experience delivering strategic planning, sustainability, stakeholder engagement and management services.
- Municipal clients include Cochrane, Fort Saskatchewan, Hinton, Kingston, Morinville, Ottawa, Regina, Richmond & Whitehorse.



# Golder Sustainability Community Solutions



Sustainability Plans  
and Strategies



Landscape Architecture  
and Urban Design



Strategic Planning and  
Implementation



Community and  
Regional Planning



Public and Stakeholder  
Engagement



GIS and 3D  
Visualization



Heritage and Cultural  
Management



Climate and Energy  
Strategies

[www.golder.ca/sustainable-communities](http://www.golder.ca/sustainable-communities)



# Show of Hands Polling

- **Do you have a sustainability plan?**
- **Do you have a current economic development strategy?**
- **Do you have more than one person doing economic development?**
- **How would you characterize your municipality's attitude to economic development:**
  - **Positive and supportive** – decision-makers understand the value and allocate resources
  - **Neutral** – most decision-makers don't get involved and assume everything is going fine as long as I don't ask for more resources
  - **Negative and critical** – I have to justify my existence on a daily basis





## Workshop Objectives

- Outline the synergies and similarities between sustainability planning and economic development
- Present a framework for bridging the gap between planning and implementation
- Share stories and lessons learned from regional municipal economic development practitioners

*A great plan isn't  
enough to create  
a great  
community:  
it's how you  
implement it that  
matters*

# Handout



## From Great Ideas to Great Communities

A Guide for Implementing Integrated Community Sustainability Plans in Nova Scotia



### Sustainable Community Solutions: Bridging the Gap Between Planning and Implementation

Innovative visions and plans require equally innovative management, engagement and implementation solutions. The key to long-term success is to connect and align activities in all of these areas with your long-term objectives. The strategies and leading practices below work to embed sustainability into the structure and culture of your organization, and accelerate your journey towards your desired future.

	STRATEGY	LEADING PRACTICES
ENGAGE	Engage Council, staff, community members and stakeholders as partners in planning and implementation	<ul style="list-style-type: none"> <li>Innovate with community oversight and partner mechanisms</li> <li>Collaborate and advocate as a region</li> <li>Communicate, communicate, communicate</li> <li>Find, connect and support champions and strategic actors</li> <li>Educate and train decision-makers</li> <li>Celebrate partners and success</li> </ul>
VISION	Commit to a clear, comprehensive and long-term vision with specific goals, targets and indicators	<ul style="list-style-type: none"> <li>Clear framework and analysis</li> <li>Comprehensive and holistic vision</li> <li>S.M.A.R.T. goals, targets and indicators</li> <li>Ongoing maintenance and renewal</li> <li>Commit, maintain and renew</li> <li>Regular, meaningful public reporting</li> </ul>
PLAN	Align and integrate plans and long-term goals	<ul style="list-style-type: none"> <li>Integrated strategic planning framework and cycle</li> <li>Rigorous alignment of municipal and community plans</li> <li>Update processes and criteria for developing, assessing and approving plans and designs</li> <li>New plans developed for key action areas</li> <li>"Back-casting" and ongoing analysis</li> </ul>
ACT	Align programs, services, regulations and advocacy with long-term goals	<ul style="list-style-type: none"> <li>Take early action for innovation</li> <li>Review and align:                             <ul style="list-style-type: none"> <li>Programs and incentives</li> <li>Regulations, standards and guidelines</li> <li>Approval processes and criteria</li> <li>Procurement practices</li> <li>Advocacy work</li> </ul> </li> <li>Set integrated goals for operations, utilities and asset management</li> </ul>
MANAGE	Embed sustainability in corporate structures, processes, policies and management systems	<ul style="list-style-type: none"> <li>Manage the sustainability culture shift</li> <li>Align and integrate municipal structures and teams</li> <li>Align employee responsibilities and incentives</li> <li>Embed sustainability in management systems</li> <li>Update and align administrative policies and decision-making tools</li> <li>Integrate goals into budget and finance processes</li> <li>Integrate goals into internal monitoring and reporting</li> <li>Assess and evaluate impacts and outcomes</li> </ul>

September 2013

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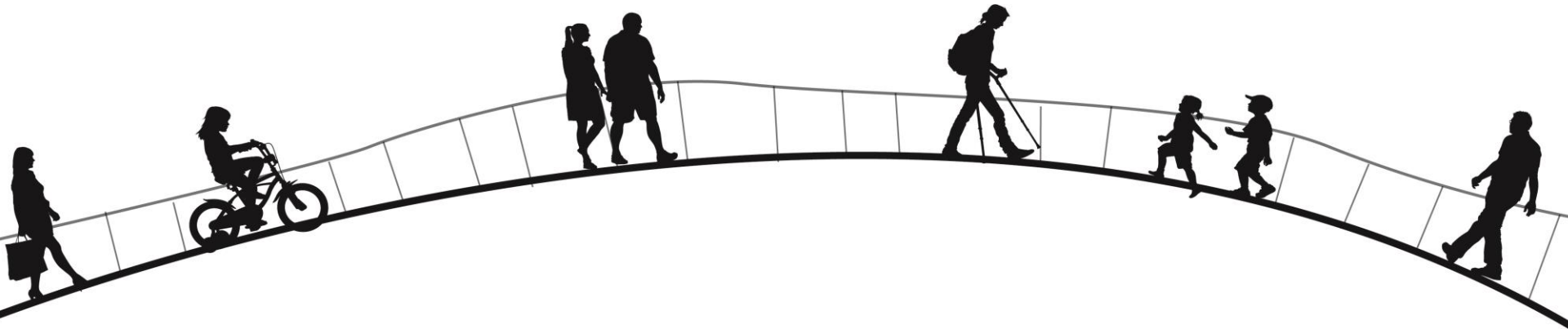




# Acknowledgements

*This presentation draws heavily on interviews with the following professionals:*

- **Jeff Garrah**, CEO Kingston Economic Development Corporation
- **Dave Paul**, Director, Economic Development, Brockville
- **Andrew Redden**, Economic Development Manager, Hastings County
- **Terry Besner** , Economic Development and Communications Officer at United Counties of Stormont, Dundas and Glengarry
- **Bob Cheetham**, Director of Economic Development at Town of Smiths Falls
- **Jay Amer**, Amer & Associates Economic Development



## Integrated Community Sustainability Plans (ICSPs) and Economic Development Strategies

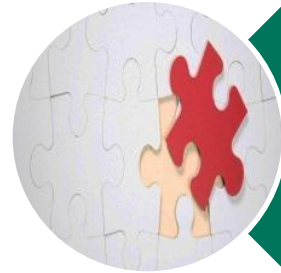




# Sustainability Planning in Ontario

## ***Integrated Community Sustainability Plan:***

*A long-term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives, including environmental, culture, social and economic objectives*



### **Integrated**

*Integrates and focuses activities across all community dimensions*



### **Community**

*Led by the municipality but endorsed and owned by the community*



### **Sustainability**

*Long-term vision and goals grounded in sustainability principles*



# Sample of Sustainability Plans in Ontario

Community	Population	Sustainability Plan Name	Enacted
York Region	1,032,524	York Region Sustainability Strategy	2007
Niagara Region	431,346	Sustainable Niagara	2012
Markham	301,709	GreenPrint	2011
Vaughan	288,301	Green Directions Vaughan	2009
Cambridge	126,748	Corporate Sustainability Plan	2011
Kingston	123,363	Sustainable Kingston	2010
Ajax	109,600	Integrated Community Sustainability Plan	2012
Leeds and Grenville	99,306	Integrated Community Sustainability Plan	2012
Caledon	59,460	Severn Sound Sustainability Plan	2010
Halton Hills	59,008	Green Plan	2008
Stouffville	37,628	Sustainable Development Guidelines	2009
Stratford	30,886	Stratford 2028	2008
East Gwillimbury	22,473	Thinking Green: Sustainability Strategy	2009
Brockville	21,870	Brockville Sustainability Plan	2012
Collingwood	19,241	Sustainable Community Plan	2008
The Blue Mountains	6,453	Sustainable Path	2010
Tweed	6,057	Integrated Community Sustainability Plan	2010
Stirling - Rawdon	4,978	Integrated Community Sustainability Plan	2012
Bancroft	3,880	Sustainable Bancroft	2011



# How are ICSPs different from other plans?

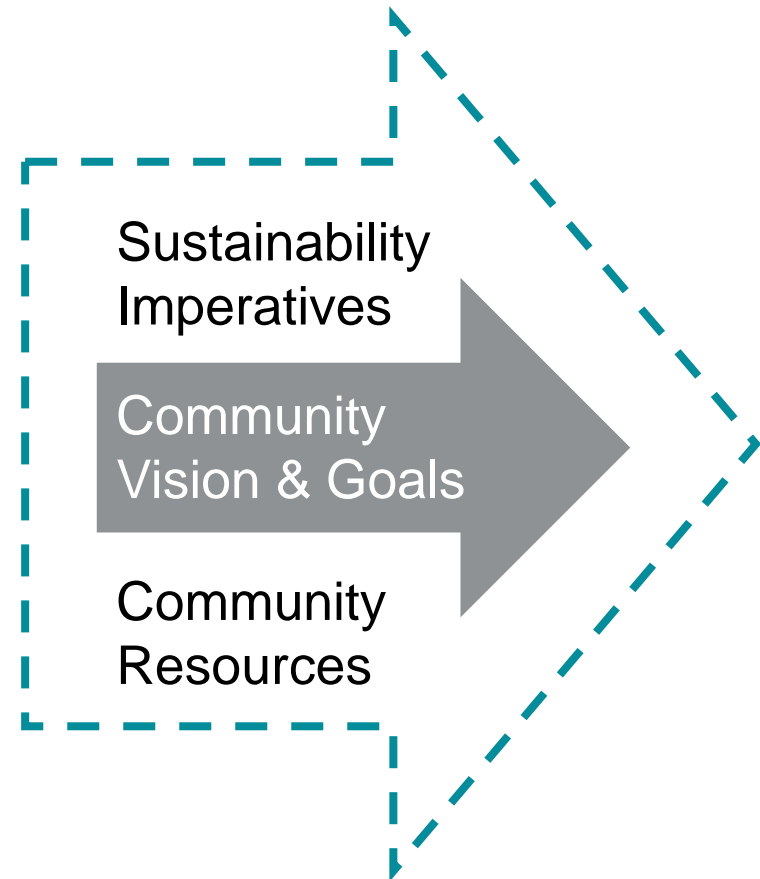
**Long-term (20+ years)**

**Sustainability framework**

**Comprehensive “umbrella”**

**Community ownership**

**No clear home or mandate for implementation**





# Common Sustainability Goal Areas

Environment	Society	Culture	Economy	Governance
Solid Waste	Health	Arts & Culture	Local economy	Land-Use Planning
Water & Sewerage	Safety	Recreation	Business & Industry	Accountable Leadership
Air Quality	Poverty and Affordability	Community Identity	Workforce & Employment	Sound Management
Ambient Light & Noise	Food Security	Diversity & Inclusion	Transportation	Civic Engagement
Natural Ecosystems & Biodiversity	Desirable Community	Education	Buildings, Infrastructure & Housing	
Climate Change		Heritage	Targeted sectors (Agriculture, Tourism etc.)	
Energy				



# Example: Economic Health Goals from Sustainable Kingston

## Themes:

- EC 1: Economic Development
- EC 2: Community Economic Development
- EC 3: Labour Market Development
- EC 4: Infrastructure
- EC 5: Tourism
- EC 6: Agriculture

## Sample Indicators

- Unemployment rate
- Entrepreneurship (% self employed)
- Employment by occupation

## Sample Goals

- Establish Kingston as a leader in green technology
- Attract innovative Advanced Manufacturing Businesses
- Address the relationship between sustainable economic development and creating the jobs necessary to reduce poverty
- Drive entrepreneurship start up
- Support and implement green procurement
- Support a “creative cities” approach based on cultural development
- Provide a diversity of jobs with fair wages and safe working conditions



# Sample Economic Development Targets

## Sample Targets

- By 2029, the number of businesses across all sectors increases by 50%
- By 2029, increase local food consumption by 50%
- By 2029, increase consumption of local goods & services by 50%
- By 2020, increase number of businesses with commitment to being environmentally responsible by 50%
- A healthy (20:80) business-to-resident tax split
- Narrower ratio of tourist numbers in peak month to those in lowest than baseline of 13:1
- An increase in the number of employed residents over a ten-year period from 2006 to 2016 as measured by Statistics Canada
- By 2020, increase the proportion of GDP derived from goods and services produced in the region by 10% from current baseline

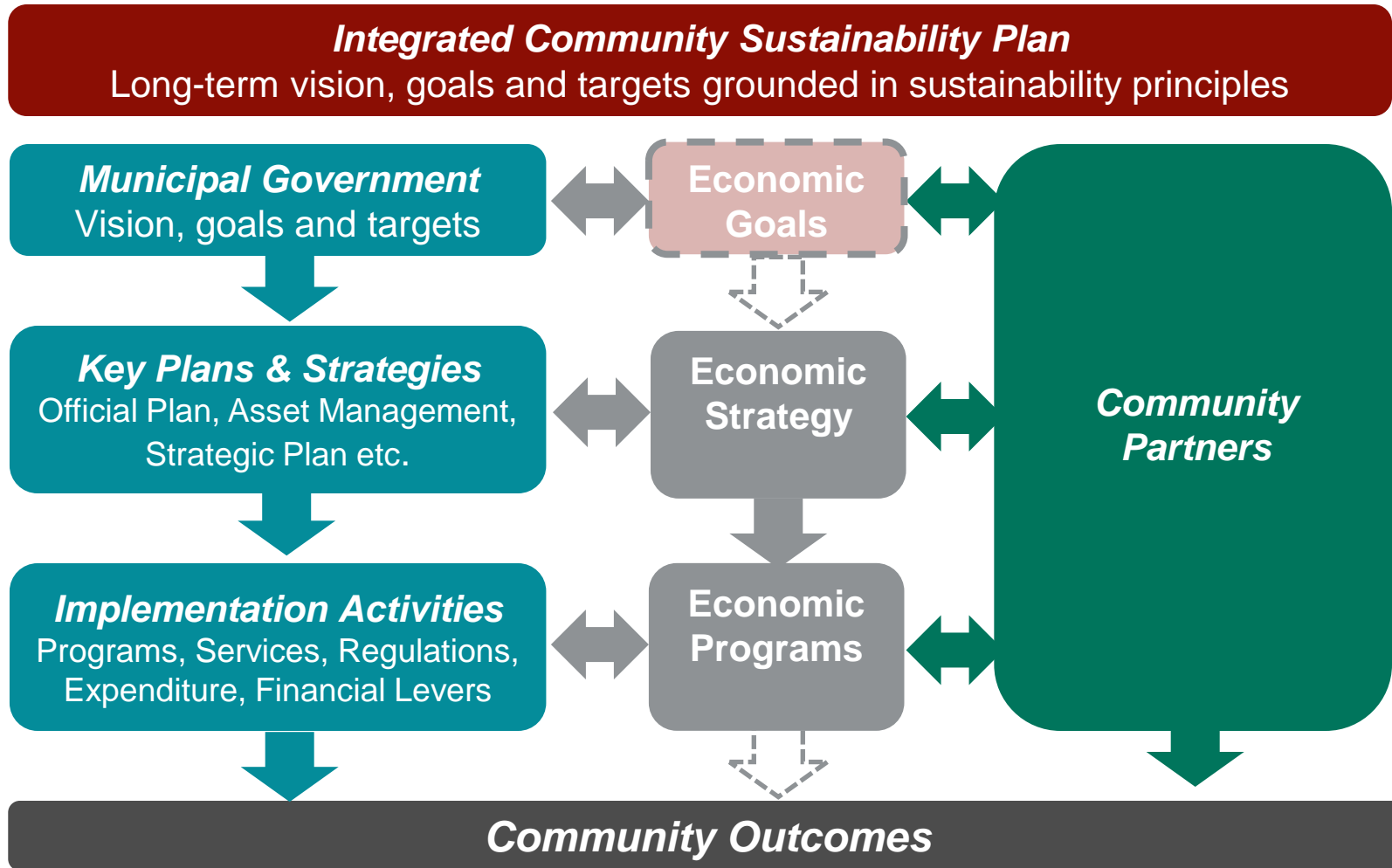


# The Role of an ICSP





# ICSPs and Economic Development: Comments?







# ISCPs and Economic Development Strategies

## ICSP

- Comprehensive and broad scope
- Not legislated
- 25-100 year time frame
- Focus is goals, targets, indicators and reporting
- Community-owned, municipally driven: community organizations as partners
- Economy focus on “green” and local business

## Economic Development Strategy (EDS)

- Focus on economy; secondary focus areas (culture, green business)
- Short term (< 5 years)
- Focus is strategy and action rather than goals or outcomes
- May be stakeholder-“owned” (e.g. businesses) or municipally-owned or both; may not have broader community support

## Linkages

- ICSP establishes economic goals (whether you like it or not) that are often central to the plan
- Similar goals, different language
- **Both ICSP and EDS rely on community action to achieve results**



## Other Similarities

Hybrid governance, business champions

Infinite responsibilities, modest influence

Facilitating, relating, coordinating

Expectations and misunderstandings

Seeding the future

Requiring change

“The future is not a road to be discovered, it is a place to be created.”

–Göran Carstedt, Senior Director of the Clinton Climate Initiative

“Economic Development is about inspiring passion in people”

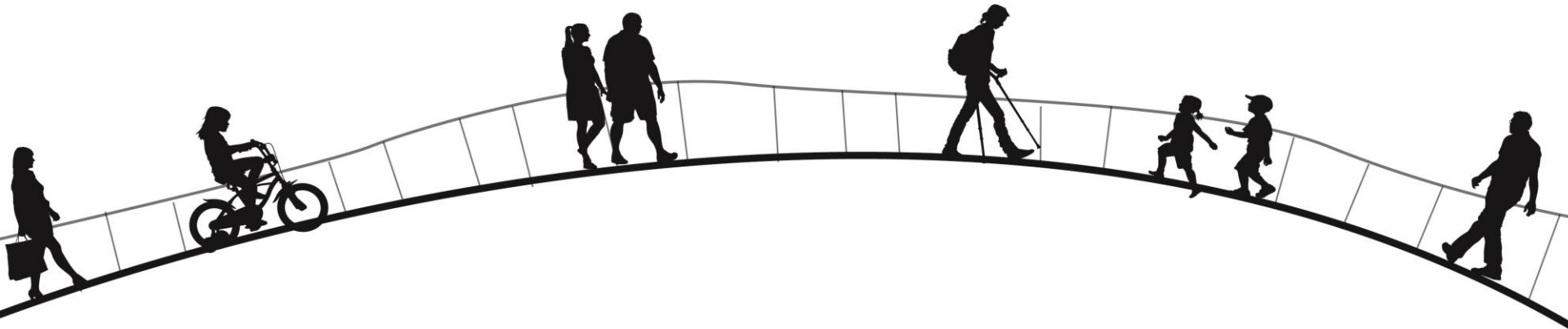
- Andrew Redden’s favourite quote (source not remembered)



# What do you think?

- What connections do you see between sustainability plans and economic development strategies?





## Lessons Learned: Challenges and Successes



# The “Planning-Implementation Gap”

## Planning

- What we plan to do...
- Our commitment...
- Our long-term visions and values...



## Implementation

- What we actually do...
- Our accountability...
- Our short term operational targets and objectives...

## Potential Consequences

- Eroded trust
- Lost momentum
- Missed opportunities

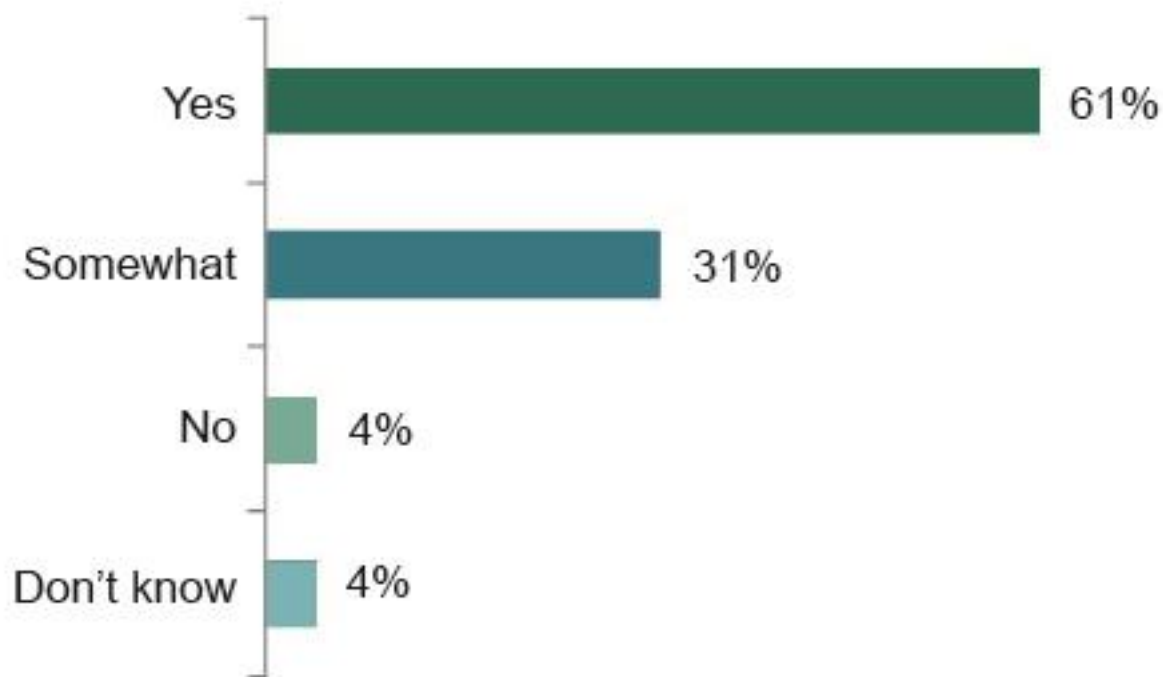


# Most Communities Experience a Gap

## QUICK POLL

Do you think that the planning-implementation gap is significant in your municipality?

*Yes, Somewhat, No, Don't know*



Source: Stratos webinar, December 1, 2011.



## What do you think?

Take a few minutes to discuss with your neighbour:

- **What's the best economic idea that never happened in your community?**
- **Why stopped it from happening?**  
What barriers are you encountering with moving economic development initiatives forward in your community?





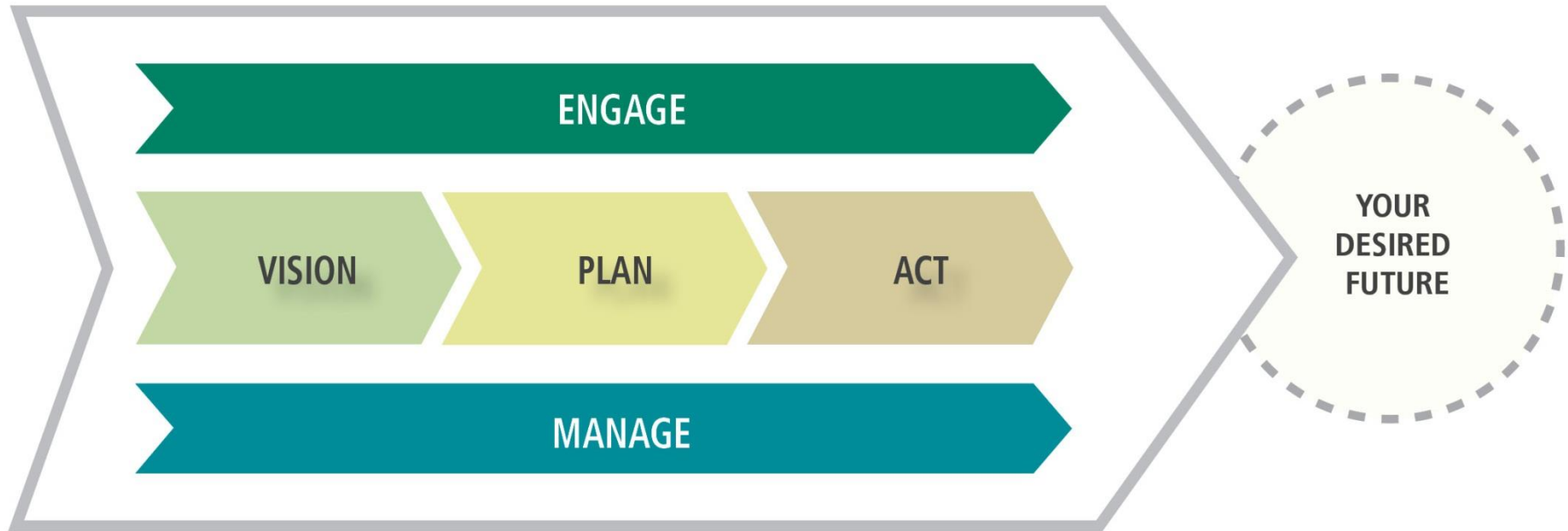
# Common Implementation Barriers for Economic Strategies (and Sustainability)

- Lack of shared vision
- Lack of political/senior understanding and commitment
- Infinite responsibilities, limited resources
- Pace of approvals processes
- Access to capital / development-ready land
- Conflicting priorities
- Short-term thinking
- Unwelcome surprises
- Lack of regional revenue-sharing mechanisms
- Resistance to change





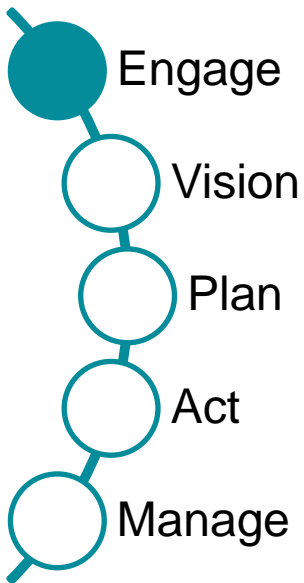
# A Framework for Bridging the Gap





# Engage

## Engage Council, staff, community members and stakeholders as partners in planning and implementation

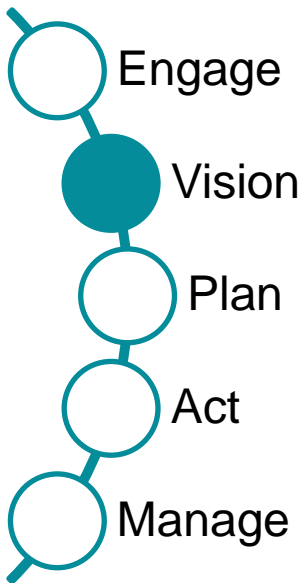


- Strong, “hybrid”, independent governance
- Identify and support champions
- Get to know your clients and their priorities
- Build strong external relationships (regulators, utilities, etc.) and advocate for your clients
- Build strong internal relationships (planners, Council) and mutual understanding
- Communicate, celebrate, educate



# Vision

## Commit to a clear, comprehensive and long-term vision with specific goals, targets and indicators

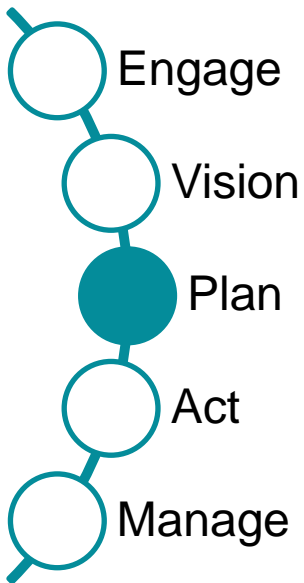


- Develop (or link) to long-term social, economic and environmental goals
- Develop a logic model linking activities, outputs, short-term outcomes and long-term outcomes
- Be clear on what you can deliver (and when)
- Report regularly: keep economic development top of mind



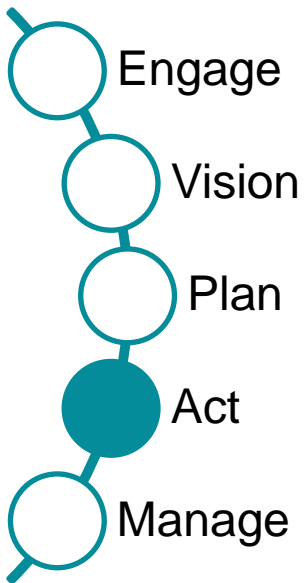
# Plan

## Align and integrate plans and long-term goals



- Link to and leverage other plans
- Know your sectors, do your homework and keep your finger on the pulse
- Use a collaborative annual work-planning process
- Work with planning and public works to prepare investment/ development-ready lands (zoning, servicing, approvals)

## Align programs, services, regulations and advocacy with long-term goals

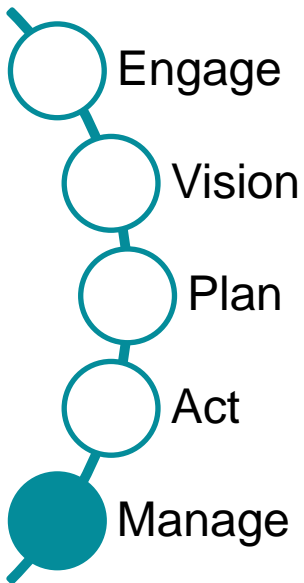


- Be client focused: adapt your program to their needs
- Program trends:
  - Attraction (green, cultural, stakeholder management)
  - Retention (approvals, employment lands, mentors)
  - Labour market (demographics, recruitment)
  - Diversification (destination, tourism, immigration)
  - Investment (Angel network, grants)



# Manage

## Embed your goals and way of thinking in corporate structures, processes, policies and management systems



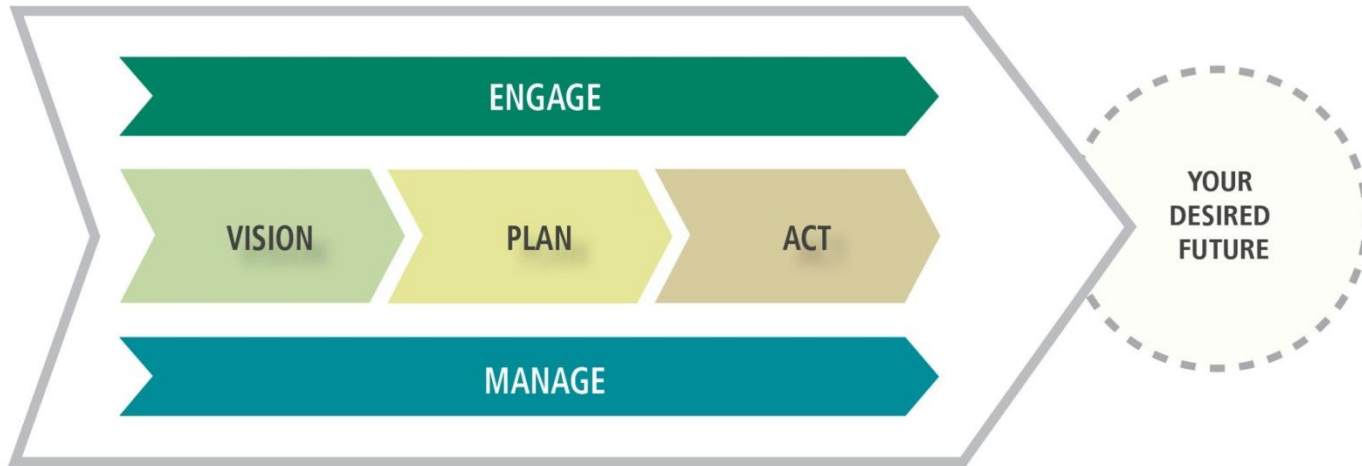
- Build the right team and job descriptions
- Know your role and manage your time
- Develop your work plan
- Leverage internal monitoring and reporting systems
- Assess and evaluate impact

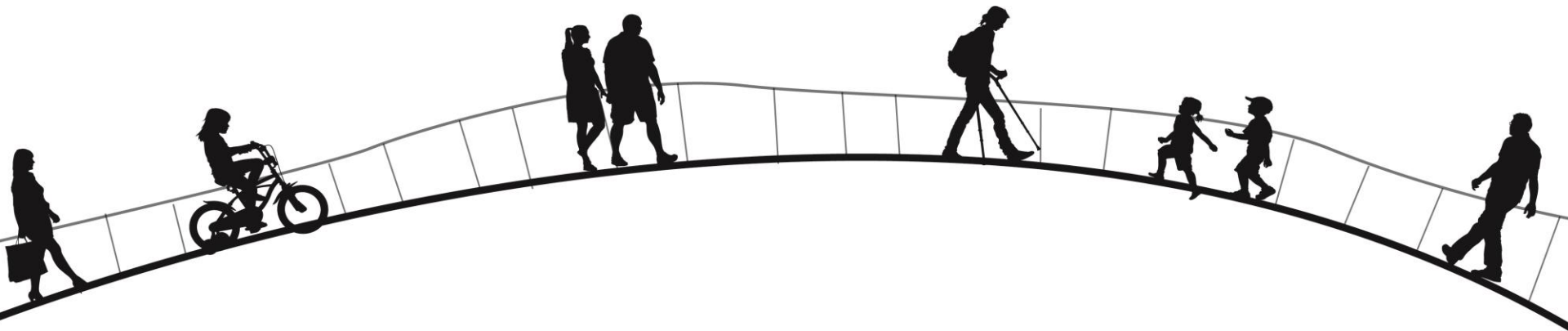


# Discussion

Work with your neighbour to discuss:

- What is one idea from the presentations today that you can take back to your community?
- What is one idea that you haven't heard today that you would like to share?





## In Closing





## Applying the Framework: Implementation Check In

- **Assess** your planning and policy framework.
- **Diagnose** your organization's implementation strengths and challenges.
- **Prescribe** actions and a change strategy to mitigate challenges and accelerate implementation.

### BENEFITS

**Organize** staff to share critiques on the current state and identify untapped opportunities.

**Optimize** staff time, flag high-priority actions, streamline municipal activities and inspire action.

**Develop** strategies and tools to help overcome challenges.

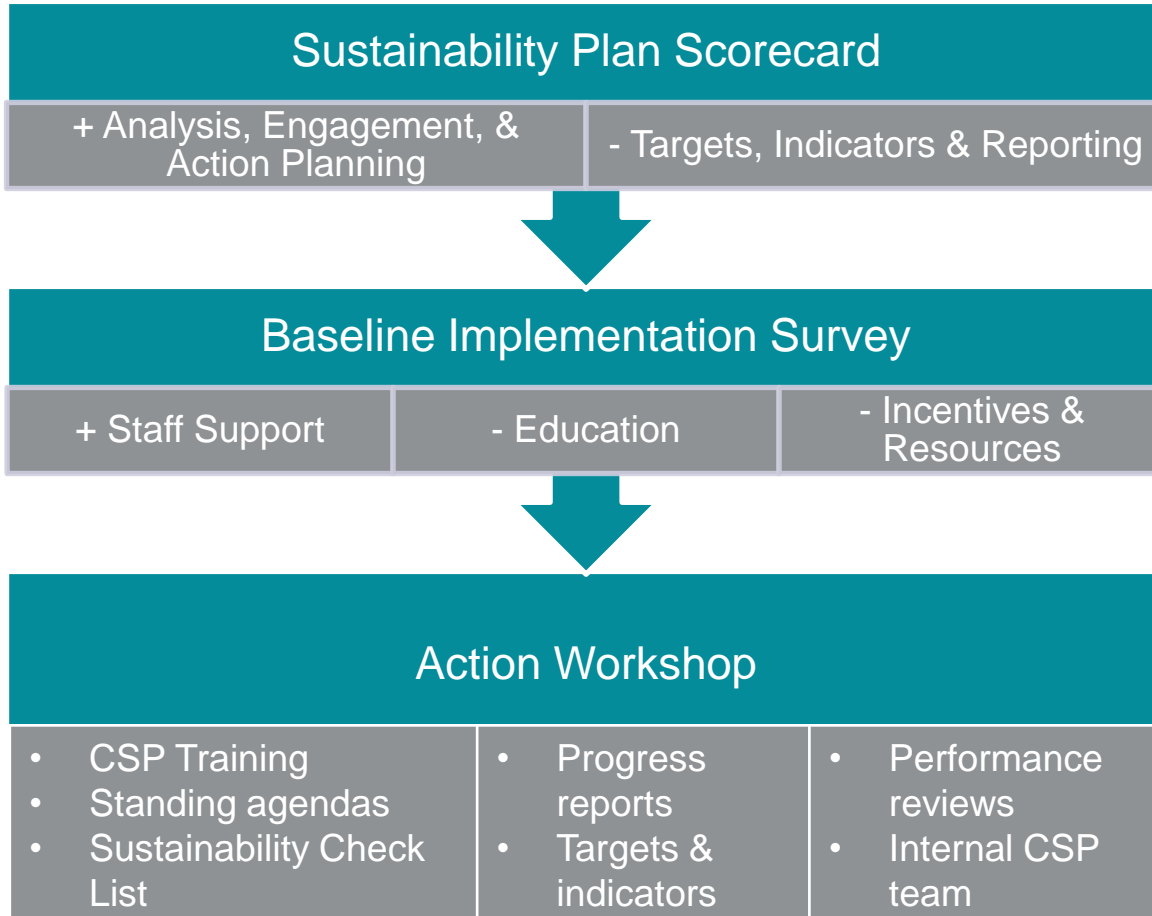
**Identify** and discuss key implementation challenges and solutions.

*“The workshop was really like a blood-transfusion for the sustainability plan. It opened people’s eyes to how important the plan is and how it applies to their area of work.”*

*- Clayton Kittlitz,  
Director of Planning,  
Fort Saskatchewan*



# Example: Hinton Sustainability Check In



*“The Check In was just what we needed. Some staff members were skeptical at the beginning of the day, but everyone left with a shared understanding of how important our sustainability plan is and what we need to do to embed it in our culture.”*

*- Bernie Kreiner, Town Manager*



## In sum

- ICSPs have a lot to offer to economic developers
- Sustainability and economic development managers have a lot in common, and face similar barriers to implementation
- Develop and communicate your logic model and “theory of influence / change” and report on progress
- Get out of your office and into the field
- Proactive communication



## For More Information

**Chris Lindberg**

Senior Sustainability Specialist

T: (613) 592 9600 ext. 4295

E: [Chris\\_Lindberg@golder.com](mailto:Chris_Lindberg@golder.com)

Download the guide at:

<http://www.sustainability-unsm.ca/sustainability-a-icsps.html>

or [www.golder.com/UNSM-Guide](http://www.golder.com/UNSM-Guide)

