



MUNICIPALITY OF

PORT HOPE

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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ACKNOWLEDGEMENTS

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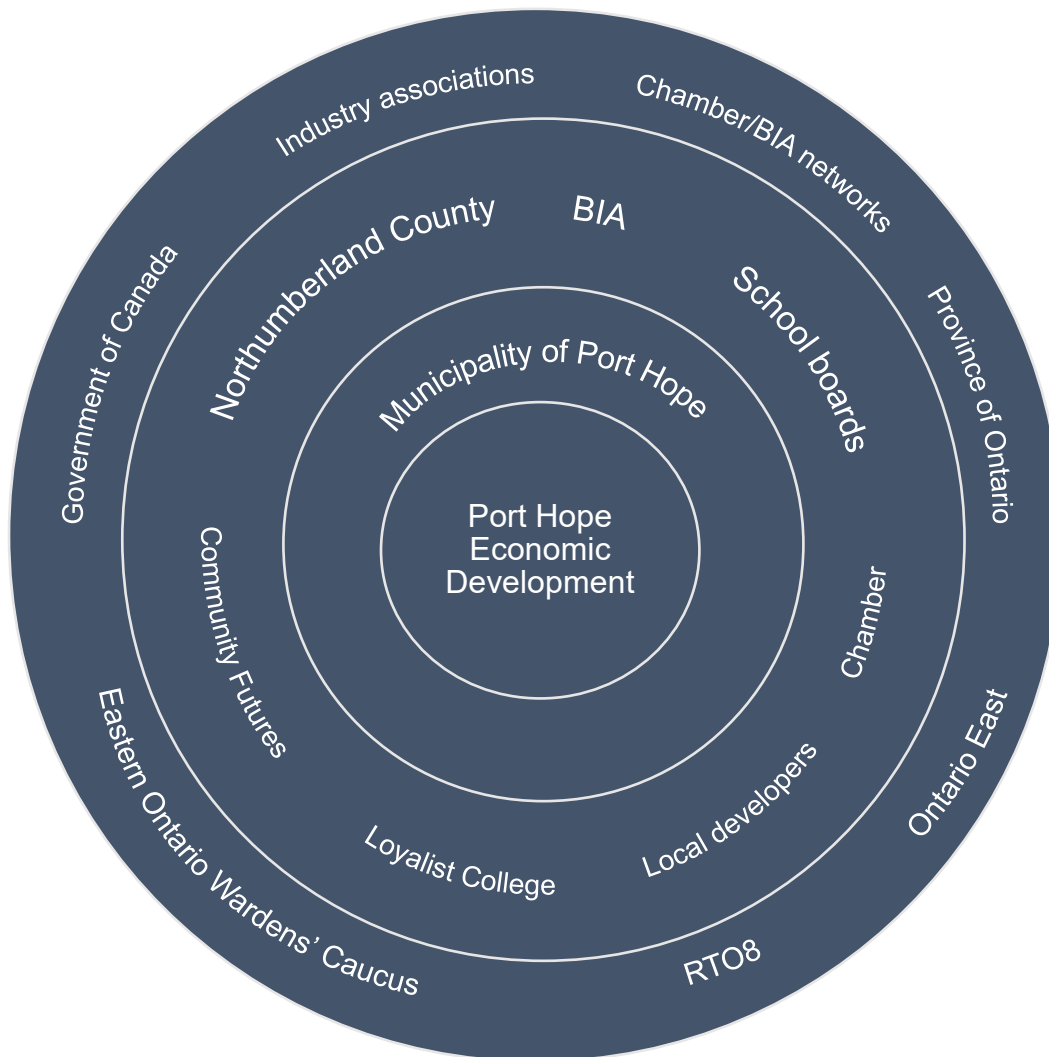
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THE ECONOMIC DEVELOPMENT DIVISION: COLLABORATOR, ADVISOR AND ADVOCATE

Port Hope's economic development office is part of a larger ecosystem made up of the Municipality of Port Hope's other municipal departments, local community stakeholders and regional organizations. Port Hope's economic development success relies on collective, coordinated efforts from parties across the system.



WHY A STRATEGIC PLAN?

Port Hope's Economic Development Strategic Plan will guide the Municipality's efforts to establish and support economic prosperity and contribute to its residents' quality of life.

The Municipality of Port Hope offers its residents the benefits and attributes of a small town with close access to the amenities of larger urban centres such as Oshawa, Toronto and Kingston. The community features very low crime and access to many recreational assets in the municipality and the wider region.

Port Hope is now at a crossroads. The labour market across Ontario is tightening. Two out of every five individuals in the workforce in Port Hope are over the age of 55 and will likely retire in the next decade or so. Many of Port Hope's top companies and employers are struggling to find workers. The majority of business owners (53%) are over the age of 55 and most will also be transitioning into retirement in the near future.

The most important industries in the region are facing an uncertain environment. Ontario's agriculture, manufacturing, energy, and tourism sectors are facing considerable headwinds but also unprecedented opportunities for growth.

The community competition for both people attraction and business investment has never been more pronounced as most municipalities across Ontario face the same challenges related to population attraction and fostering a business environment that can stand out among the competition.

At this time of transformational change, Port Hope is well positioned to succeed.

How does Port Hope attract talent? There is good evidence that people will move to the community, but it requires an appropriate mix of new housing to accommodate them. The municipality also needs to focus on the community attributes and assets needed to support population growth such as childcare, recreational amenities and a range of local services.

How does Port Hope compete for and attract business investment? Access to more employment lands, enhancements to municipal policies and a proactive approach to supporting business development will go a long way to positioning Port Hope as an economic development leader.

How does Port Hope ensure there is a strong entrepreneurial pipeline? Port Hope can support small business by creating an environment that is conducive to business startups and succession.

This economic development strategic plan provides our roadmap to ensure the community can continue to thrive while honouring its heritage and welcoming the new ideas and people that will contribute to its future.

A VISION FOR PORT HOPE'S ECONOMY

Port Hope has emerged from a time of change and uncertainty and is now poised to move forward. This strategy focuses on establishing an effective economic development program that leverages existing municipal programs, builds on the region's strengths, expands connections with the business community, and addresses areas of challenge and opportunity.

In an environment of competing priorities and actions, the economic development vision and mission provide a framework for determining and coordinating the Municipality's economic development efforts. The vision describes the future state that the Municipality of Port Hope is working toward. The mission is the Municipality's economic development call to action, describing what Port Hope does and why.



VISION

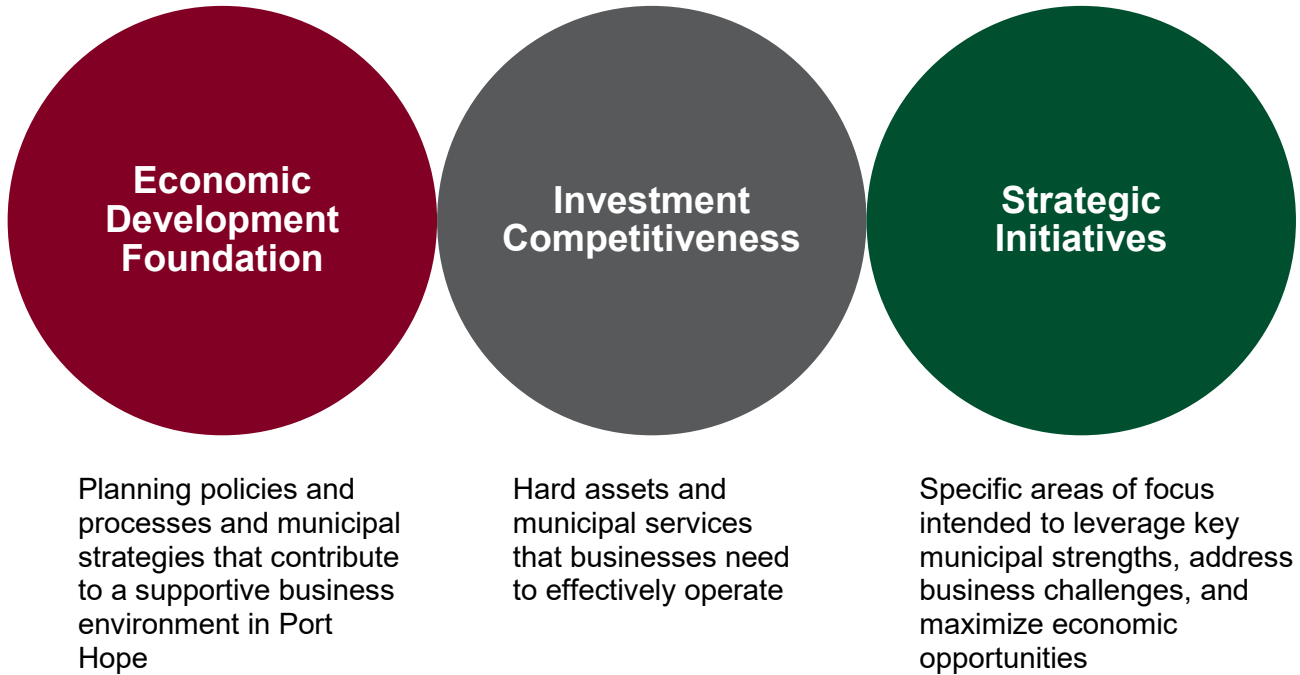
A vibrant economy and thriving business community that supports an exceptional way of life for Port Hope residents.



MISSION

To work collaboratively to foster business investment, grow key industries, encourage new entrepreneurs, and attract workforce talent, while honouring our heritage and leveraging our community image.

STRATEGIC PLAN PILLARS



GOALS AND OBJECTIVES

The strategic pillars are further defined and translated into a series of complementary goals and objectives. Goals describe the broad-based end state that is needed to achieve the mission. The objectives describe the desired outcome as a result of the end state.

STRATEGIC PILLAR	GOAL End state	OBJECTIVE Desired outcome
Economic Development Foundation	[1] Supportive planning policies and processes	Clear, consistent policies and processes that facilitate development aligned with Port Hope’s economic development vision.

	[2] A strategic framework for prosperity	Municipal strategies that enhance Port Hope's appeal as a desirable location to live, work and visit.
Investment Competitiveness	[3] Infrastructure capacity	The hard infrastructure required to support the local business community and attract new investment.
	[4] Business focused systems and services	The human and financial resources and services needed to both develop and execute the economic development strategic plan.
Strategic Initiatives	[5] Focused sector development	Leveraging sector strengths to support existing businesses and attract new investment.
	[6] Talent rich community	Targeted programs to address Port Hope's workforce demand.
	[7] People attraction and retention	Programs and amenities that support the quality of life to attract and retain residents.

GOAL 1	SUPPORTIVE PLANNING POLICIES AND PROCESSES
OBJECTIVE	Clear consistent policies and processes to facilitate development aligned with Port Hope's economic development vision

Municipal planning documents including an Official Plan, Secondary Plans, Zoning Bylaws and Community Improvement Plans (CIP) are all integral components of creating an effective economic strategy for a community.

The County of Northumberland is currently updating its Official Plan. Once this plan is approved, Port Hope will need to amend its Official Plan. This will include an expansion of the urban boundary to accommodate the identified community land needs to the year 2051 and the adoption of a new zoning by-law to implement the policy direction of Council. It will also involve the development of policies that

- o manage growth for environmental and fiscal sustainability.
- o support economic opportunities to occur within land use designations including residential districts, commercial districts, employment districts and the rural area, home based businesses and remote workers
- o articulate the Municipality's goals and objectives but be flexible to address the evolving nature of today's economic environment.



The Province of Ontario has enacted new legislation and regulations that will require Port Hope to update and streamline its approval process as well as review its staffing complement to ensure there is sufficient capacity to process day-to-day development applications and ensure that the policies are kept up to date and reviewed in a timely manner.

GOAL 2	A STRATEGIC FRAMEWORK FOR PROSPERITY
OBJECTIVE	Municipal strategies that enhance Port Hope's appeal as a desirable location to live, work and visit

Port Hope has excellent assets to attract economic development including the downtown, waterfront, and access to highway 401. Creating a common approach within all municipal documents will help position these assets to accommodate economic growth. The Economic Development Division should provide feedback and guidance on the economic potential of municipal policies and processes to ensure they are aligned.

To be prepared to meet the future development needs and attract new investment, the Municipality should develop a long-term financial strategy to ensure that employment lands are shovel ready and support the infrastructure needs in other locations throughout the community such as the downtown and waterfront.

Port Hope must regularly consider the cross-functional impact of its various policies to ensure its economic development strategic plan is aligned with other municipal and regional strategies. Port Hope should also seek opportunities for continuing dialogue with the development community, businesses, Chamber of Commerce, HBIA, County, provincial, and federal economic development partners, and others to ensure that the planning documents remain current and responsive to the community's economic needs.

Incentives are an important consideration for potential investors when comparing jurisdictions in their site selection process. Port Hope's budgeting should include a review of the grants that are available through the various Community Improvement Programs (CIP) and options to explore an economic CIP including a tax equivalent grant program. Beyond planning tools and shovel ready lands, potential investors are also looking at jurisdictions that offer incentives.



GOAL 3	INFRASTRUCTURE CAPACITY
OBJECTIVE	The hard infrastructure required to support the local business community and attract new investment

Providing shovel-ready employment land is essential if Port Hope wants to retain local businesses that have outgrown their existing facilities or attract new prospective investors to the Municipality. It is imperative that there is an adequate supply of land that is designated, zoned, and serviced to meet the needs of the development community. Once the new Official Plan and Zoning by-law have been adopted, it will be important for the Municipality develop a servicing strategy for newly developed land.



As a regular practice, Port Hope Economic Development should identify all available and underutilized municipal and privately owned employment land across the municipality and confirm the current property owners' interest in selling. A best practice to pursue is to maintain online directories of available properties with detailed site information including mapping, property dimensions, zoning, permitted uses, pricing, servicing capacity, vendor contact information, etc. to assist businesses with their site selection efforts.

The Ganaraska River and Lake Ontario waterfront in Port Hope present a tremendous opportunity to combine recreational, tourism and commercial uses and build on the Municipality's exceptional quality of life. Port Hope should ensure that the economic development potential for this district is carefully considered with the implementation of the waterfront development strategy.

GOAL 4	BUSINESS-FOCUSED SYSTEMS AND SERVICES
OBJECTIVE	The human and financial resources and services needed to both develop and execute the economic development strategic plan

The Economic Development Division is charged with demonstrating Port Hope's economic development strengths and opportunities. This will involve maintaining an up-to-date community profile and information on available sites and buildings, available supports for business, and business news. The Economic Development Division must be able to facilitate site selection and support local and prospective businesses with the information, connections and assistance they need to invest in Port Hope.



Port Hope has a suite of Community Improvement Plan programs targeting investment in the downtown. The Economic Development Division must ensure businesses are aware of the incentives available to them and provide assistance in completing applications to access the funding.

The Economic Development Division must sew connections between existing businesses and business-adjacent actors. An annual forum would provide businesses with an opportunity to connect with each other and with municipal leaders, learn about the programs available to support them, address areas of opportunity and concern, learn about new funding or other resources and get updates on the implementation of the economic development strategic plan.

The Division will keep municipal Council, staff and economic development partners engaged and informed on the

implementation of this strategic plan, reporting back regularly to highlight the accomplishments achieved throughout the year and ongoing activities.

GOAL 5	FOCUSED SECTOR DEVELOPMENT
OBJECTIVE	Leveraging sector strengths to support existing businesses and attract new investment

Port Hope identifies sectors where the community has a demonstrated value proposition and potential for growth and should aim to invest in and reinforce these strengths - though this does not discourage support or investment in existing or prospective business in other areas.

Target Sectors

-  MANUFACTURING
-  DOWNTOWN & RETAIL BUSINESSES
-  SMALL BUSINESS & REMOTE WORKERS
-  AGRICULTURE
-  TOURISM
-  ENERGY
-  LOCAL SERVICES

GOAL 6	TALENT RICH COMMUNITY
OBJECTIVE	Leveraging sector strengths to support existing businesses and attract new investment

Port Hope should attract talent to meet local workforce demand and to ensure a balanced demographic profile, which includes attracting young families and immigrants. Employers are going to have to take the lead while the Municipality supports with coordination, mobilization, and promotional activities.

Loyalist College will be a key partner in this effort. The college can tailor its programming to local demands and offer customized training for specific firms and industries. The municipality and its employers should also promote Port Hope career opportunities to students in other regional post-secondary education institutions. Providing appropriate student accommodations will be critical to attracting more students into the region and building the talent pipeline.

Another education and training asset in Port Hope is Trinity College, which can be leveraged for economic and social impact and talent attraction and retention.

GOAL 7	PEOPLE ATTRACTION AND RETENTION
OBJECTIVE	Programs and amenities that support quality of life to attract and retain residents

Port Hope provides a high quality of life and is close to larger urban centres, waterfront, and other advantages as a location to live. To attract residents, Port Hope will need more housing, especially more affordable options that support the growing younger demographic coming to the municipality. These residents will also need access and improvements to community amenities such as childcare, recreation/sports facilities, health and wellness services, schools, and transportation.

Port Hope should support innovative approaches to the development of residential land and new and retrofit buildings with a variety of housing options and budgets aligned with short and longer-term population growth projections. To attract and retain young families, it should support efforts aimed at increasing childcare and healthcare services in the community.

IN CLOSING

Port Hope's Economic Development Strategic Plan must spur action if the Municipality intends to achieve its vision of a vibrant economy, thriving business community and exceptional way of life for Port Hope residents.

Our strategic plan will enact our community's commitment to fostering business investment, growing key industries, encouraging new entrepreneurs, and attracting workforce talent, all while respecting our history and bringing our community into its bright future.

This is an abridged version of the strategic plan designed for public distribution. To see the full and complete Economic Development Strategic Plan, please contact:

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