

The Municipality of Port Hope
An Economic Development Strategic Plan

GGA Management Consultants
April, 2006

GGA • MANAGEMENT CONSULTANTS

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April 19, 2006

Ms Judy Selvig
Economic Development Officer
The Municipality of Port Hope
20 Queen Street
Port Hope, ON
L1A 3V9

Dear Ms Selvig:

We are pleased to present our Economic Development Strategic Plan for the Municipality of Port Hope. This has been a very important undertaking. The Strategies and Tactics described in this document, when implemented, can make a very positive contribution to sustaining and improving Port Hope's economy and quality of life.

We would like to thank Chair, Councillor Karen O'Hara and the members of our Advisory Committee – Sarah Clayton, Paul Rumgay, David Monteith, Tom Payne, Dan Koomen, who provided constructive suggestions and information throughout the planning process. We also appreciated the views and advice we received from members of Port Hope Council and senior staff. We would also like to thank the many members of Port Hope's business and community organizations, as well as Port Hope's residents, who provided valuable contributions in our focus groups and workshops. We would also like to acknowledge the support of the Northumberland Community Futures Development Corporation by means of the Government of Canada Eastern Ontario Development Fund which has helped to make this planning effort possible. We would like to particularly thank you for your support throughout the process.

We believe that moving forward with this Strategic Plan will contribute to a positive economic future for Port Hope.

Yours truly,



Gerald A. Grant
Managing Director

cc M. Williams, GGA
M. Thresher, GGA
R. Blanchard, GGA



Canada



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Table of Contents

	Page No.
Executive Summary	5
1.0 Purpose of the Economic Development Strategic Plan	9
1.1 Objectives of the Economic Strategic Plan Initiative	10
1.2 Process for Preparing the Economic Strategic Plan	10
1.3 Key Elements of an Economic Development Strategic Plan	11
2.0 Diagnostic Assessment	13
2.1 Strengths and Opportunities	14
2.2 Weaknesses and Threats	19
2.3 Implications for building Economic Development Strategies	21
3.0 Economic Development Strategic Plan – Mission, Visions, Objectives and Strategic Framework	22
3.1 Mission	22
3.2 Vision	22
3.3 Objectives	22
3.4 Strategy Formulation and Strategic Framework	23
4.0 Economic Development Strategic Plan – Strategies and Tactics	25
4.1 Strategy #1: Get the Infrastructure Right	27
4.2 Strategy #2: Build on Key Industry Strengths	35
4.3 Strategy #3: Support Agricultural Diversification	44
4.4 Strategy #4: Big Idea – Be the New Multi-Sourced Energy Centre for the GGH	46
4.5 Strategy #5: Renewed Marketing of Port Hope	51
4.6 Strategy #6: Human Resources to Meet Port Hope Business Needs	54
Appendix A: Consultation with Port Hope Business and Community Leaders	
Appendix B: Bibliography	



Executive Summary

The key aspects of the recommended Economic Development Strategic Plan for Port Hope are:

Mission

Port Hope strives to be a diverse urban and rural municipality working to create a balanced and fiscally responsible community. We value our natural, cultural and heritage attributes to provide opportunities for all – preserving our past and embracing our future.

Vision

The key aspects of what Port Hope will be after 2010 are:

- The New, Multi-sourced Energy Centre for the Greater Golden Horseshoe (GGH)
- A prosperous community blessed with unique locational, natural, cultural and heritage assets
- Forward thinking and open for business
- Balanced growth is sustaining high quality urban and rural lifestyles and affordable municipal services
- New investment and entrepreneurship which promotes economic growth, our community values and the environment is encouraged
- Our vibrant downtown, waterfront and shopping experiences are appreciated by residents and continue to attract increasing numbers of visitors
- Our most important economic strength is our people - their knowledge, skills and involvement assure an ever-brighter future for our community

Strategic Objectives

The objectives of the Port Hope Economic Development Strategic Plan are as follows:

- Follow the Mission and achieve the Vision
- Increase job growth at least as fast as population growth
- Increase industrial/commercial's share of assessment above the current level
- Unify the community behind an action plan for the future



The core Strategies recommended in this Port Hope Economic Development Strategic Plan are as follows:

1. **Get the Infrastructure Right.** This addresses the problem of available industrial land; at present there is not enough available land in the right places to attract new investments, and sewage treatment needs expanding. Further, rental housing shortages limit labour movement. All of these are significant constraints that need to be addressed if any type of aggressive economic development plan is to succeed. Six Tactics address this Strategy.
2. **Build on the Key Industry Strengths of Nuclear and Tourism.** This is a classic build on one's strengths approach and given the very positive outlook for these industries, it is justifiable and pragmatic to pursue expanded activities. Six Tactics are involved in this Strategy.

Nuclear is part of Canada's energy future for the foreseeable future. Uranium processing is highly regulated, subject to continual process improvement and as safe as any fuel source. It is the main export industry in Port Hope and it has a strong world future.

Tourism is a clean industry and is already a strength in Port Hope. It is a growth industry - especially if viewed as marketing to the GGH and pass-by traffic on the 401. Tourism growth can be a strong, added boost to industrial development since visitors who become familiar with the Municipality's assets may relocate their businesses to the Municipality and tourism can attract owner-entrepreneurs.

3. **Support Agricultural Diversification.** This is the other strong 'industry' in the Municipality. This can be strengthened through the suggested Tactics as well as through close co-operation with the County. Two specific Tactics are suggested.
4. **Pursue a 'Big Idea' –** Be the new Multi-sourced Energy Centre for the GGH. The demand for energy and all its associated research and investment requirements are massive in Southern Ontario. Port Hope can build on its location and history, combined with modern research and a goal of being green. This initiative also builds on the ambitions to reduce the local energy footprint – it means that the “cobbler will have the lightest and most enduring shoes”. Five major Tactics are suggested here although it is unlikely that all would materialize to the same degree. The idea of a 'Big Idea' will also serve as a catalyst for driving all development efforts.
5. **Renewed Marketing of Port Hope.** A new strategy means that the existing marketing efforts will need to be retooled to fit the newly adopted Tactics. Given the current effective capabilities of this department, only two specific plans are proposed under this Strategy.
6. **Develop Human Resources to Meet Port Hope's Business Needs.** Finally, economic growth is dependent on an employable labour force that fits the needs of existing and potential employers. Ensuring that the training and educational needs are met involves three Tactics.



Each Strategy is supported by a number of Tactics that include details on rationale, purpose and goals, work plan specifics, timing and resourcing. The 24 Tactics suggested in this plan are shown below.

1: Get the Infrastructure Right	2: Build on Key Industry Strengths	3: Support Agricultural Diversification	4: Big Idea – Be the Multi-Sourced Energy Centre for the GGH	5: Renewed Marketing of Port Hope	6: Human Resources To Meet Port Hope Business Needs
1.1 Establish Municipal Industrial Park	2.1 Market to Related Companies	3.1 Promote Agri-Tourism	4.1 Nuclear Power Plant at Wesleyville	5.1 Update Marketing Collaterals and Website	6.1: Improve School-to-Work Transition
1.2 Use Tax Structure to Influence Industrial Land Owners of Vacant Lots to Cycle Land	2.2 Build on PHAI and Cameco Vision 2010	3.2 Attract an Agricultural Produce Processing Facility, or Establish a Cooperative	4.2 Alternative Energy Power Plant(s) at Wesleyville	5.2 Geographic Targetted Direct Mail and Broadcast Advertising	6.2: Coordinate Skills Training with Economic Development Plan and Regional Educational Institutions
1.3 Ensure Sufficient Waste Water Treatment Facilities for Future Growth	2.3 Build/Expand As Antique Centre		4.3 Cogeneration Power Plant at Wesleyville		6.3: Build Volunteer Base
1.4 Establish Mixed Use – Intensified Housing	2.4 Continue Development Plans for Major Marina Complex		4.4 Ethanol Power Plant at Wesleyville		
1.5 Expand Availability of Rental Housing	2.5 Increase Tourism Events		4.5 Become a Model Low Energy Community		
1.6 Encourage Retirement Housing	2.6 Support Heritage, Arts and Cultural Activities				



Implementation

The following are key aspects for implementation:

- Council should agree on the priorities of our recommended Strategies and Tactics with input from the Economic Development Department. This should be agreed within 3 months.
- Each Tactic should be assigned a Council member and a staff member to be the champions
- The first order of business for each Tactic is to establish a work plan and to resource it appropriately – in project management terms – this would be a project charter. The charter should include basic objectives and the measures that are to be used to assess success.
- A timeline should be set by the champions and regular reporting must be provided to Council on progress.
- Each year, a summary evaluation of progress will be needed and a review to see if any Tactics need to be rethought and whether any should be added. This evaluation should specifically deal with any changed circumstances.



The Municipality of Port Hope Economic Development Strategic Plan

1.0 Purpose of the Economic Development Strategic Plan

Municipalities that are preparing Economic Development Strategic Plans are generally doing so in response to unprecedented change. These communities recognize that their future depends on an accurate understanding of external forces that are affecting their communities. Strategic planning is a means for the municipality to constructively embrace change for its benefit rather than simply responding to change.

Port Hope has an enviable position on the eastern edge of the Greater Toronto Area and the Greater Golden Horseshoe. It is a municipality with an attractive blend of industrial strength, rural balance, historical importance and transportation convenience. Its growth rate in the past 20 years (slower than the GTA but faster than many comparably sized communities) has fit well into many residents' desire to balance growth and economic prosperity with modest or no change to lifestyle.

However, the burgeoning growth of North America's fourth largest metropolis is beginning to exert increasing pressures on the satellite communities around it. Port Hope has recognized over the past 10 years that it must be pro-active in planning for economic development. Its 1999 Study – *Moving Ahead: A Blueprint for Economic Development in Port Hope* - and then a more planning oriented study in 2002 - *Port Hope Growth Management Strategy* - both addressed some of these issues. However, the need to work in a more focused manner to ensure that more jobs come to Port Hope is clear.

Port Hope must compete with nearby communities such as those in Clarington and with Cobourg as the eastern gateway. Port Hope will also need to factor in the direct impacts of the Province's 'Places to Grow Act' and its indirect impacts as the region's development industry seeks places to locate ground-level housing as well as more intense housing.

Recognizing the challenges and opportunities which lay ahead, the Municipality of Port Hope retained **GGA • Management Consultants** to prepare an Economic Development Strategic Plan in consultation with the community. This report documents the Economic Development Strategic Plan and can act as a guide to Council and the community as Port Hope creates its economic future.



1.1 Objectives of the Economic Development Strategic Plan Initiative

The objectives of the Economic Development Strategic Plan initiatives were as follows:

- Create a focused Marketing Plan to galvanize business and job growth
- Assess Port Hope's strengths, weaknesses and opportunities for economic development
- Establish new Mission, Vision and Plan in consultation with business and community leaders
- Evaluate industrial, rural development and tourism opportunities and related labour requirements
- Evaluate Port Hope as a retirement living destination and the Municipality's quality of life infrastructure
- Develop a Plan for Action

1.2 Process for Preparing the Economic Strategic Plan

This Plan was prepared with extensive consultation with Port Hope's business and community leaders (see Appendix A). Interviews and focus groups were undertaken with these individuals to explore existing economic challenges and opportunities. The Mayor, members of Council, and senior staff in Economic Development and other departments were also interviewed to gain their perspectives on economic development and the relationships between this planning effort and other municipal initiatives.

Previous economic development and planning studies undertaken by the Municipality and the County were reviewed (see Appendix B) and Province of Ontario planning and development policies taken into consideration. Consultant economic research and knowledge of "best practices" in economic development were also applied to the development of recommended Strategies and Tactics. The process also benefited from the guidance of our Economic Development Advisory committee and their constructive suggestions and comments.



1.3 Key Elements of an Economic Development Strategic Plan

A comprehensive municipal Economic Development Strategic Plan will typically have a number of components, as illustrated below:



An Economic Development Strategic Plan is built upon a clear sense of the community's hopes and aspirations for the future. This Vision of a desired future is formulated from the consultation program that involves all segments of the community and a Diagnostic Assessment of the municipality's economic development strengths, weaknesses, opportunities and threats. The mission of the municipality and its economic development department is to achieve the Vision. The Vision provides a basis for detailed Strategies and Tactics and Action Plans that focus on all aspects of the community's economic future – providing a guide for decision-making and collective action by Council and the community. This Plan document describes each of these Strategic Plan elements to assist Port Hope to create its desired economic future.



2.0 Diagnostic Assessment

In order to develop a Strategic Plan and Vision, Port Hope must have a good understanding of where it currently stands from an economic development perspective and an understanding of the overall economic environment in Ontario and Canada within which the Plan will operate.

The main external economic factors at work that will influence the Plan include:

- The overall Canadian economy is very strong – unemployment rates are at 30 year lows, the dollar is strong and the TSX is near its historical high. However, there are elements of this story that are a challenge for Port Hope's and Ontario's economies. The economic strength is largely commodity led, especially oil. While this is very good for Alberta, it is damaging for most Ontario manufacturing by driving up energy input prices and buttressing the strong dollar which in turn makes export prices less competitive.
- Some of the traditional sectoral strengths of Ontario are experiencing significant competitive pressures, e.g. pulp and paper and auto manufacturing (especially GM and Ford).
- Foreign jurisdictions such as China, India and Korea are strengthening their competitive position in information technology and communications (knowledge processing outsourcing, business processing outsourcing) as well as starting to make serious inroads in other areas such as manufacturing and pharmaceuticals.
- Tourism, long a mainstay of Ontario's economy has three main challenges – the strong dollar removing one major enticement; high energy costs helping keep long-distance travel down; and the impending travel document restrictions about to be imposed by the US. In addition, there is still some residual impact from SARS, as well as security concerns.
- Notwithstanding the challenges, there are significant reasons for buoyancy. While the traditional big three auto makers are retrenching, the 'imports' are gaining and continue to make major investments in Ontario. While Stelco continues to have its problems, Dofasco has become a prized acquisition within the consolidating steel industry. Closer to home, the revival of the nuclear industry means that one of the economic pillars of Port Hope has a very promising future. Many Ontario companies are also making capital investments to improve their productivity and competitive position. Even the outsourcing to Asia trends tend to mask a strong market in Ontario for US outsourcing – even with a stronger dollar. Ontario-based companies can and do succeed on the world stage as shown by RIM and Manulife.

The main implication of the above factors is that economic growth is possible but it has to be achieved in a very competitive environment – it will not just happen on its own.



2.1 Strengths and Opportunities

Strategies are always built on strengths. For Port Hope these are:

- **Location.** Port Hope is the eastern gateway to North America’s fourth largest urban market, has easy access to road, rail and water transportation for both Canadian and US markets, and in the future will have good access to air transportation – see following exhibit.



Fourth largest urban market in North America

Road, rail and water, eventually closer access to air

US access to east and west

Source: Port Hope website

- The economic base of Port Hope is balanced with strong manufacturing and tourism bases combined with solid education, health care and retail sectors as shown in the exhibit following.



Key Strength: Good Diversity in Employment Base

(Note – total labour force is about 7,500)

2001 Employment Base (Jobs in Port Hope)		Nuclear growing		
Industry (NAICS)	Jobs	% Jobs	Concentration Index*	
11 Agriculture, Forestry, Fishing and Hunting	140	2%	1.11	Average
21 Mining and Oil and Gas Extraction	0	0%	0	Low
22 Utilities	80	1%	1.66	High
23 Construction	110	2%	0.59	Low
31-33 Manufacturing	1,870	31%	1.79	High
41 Wholesale Trade	120	2%	0.42	Low
44-45 Retail Trade	745	12%	1.04	Average
48-49 Transportation and Warehousing	150	2%	0.61	Low
51 Information and Cultural Industries	45	1%	0.26	Low
54 Professional, Scientific and Technical Services	205	3%	0.47	Low
55 Management of Companies and Enterprises	10	0%	1.16	Average
56 Administrative and Support, Waste Management	105	2%	0.5	Low
61 Educational Services	440	7%	1.12	Average
62 Health Care and Social Assistance	635	11%	1.12	Average
71 Arts, Entertainment and Recreation	75	1%	0.63	Low
72 Accommodation and Food Services	530	9%	1.34	High
81 Other Services (except Public Administration)	315	5%	1.13	Average
91 Public Administration	230	4%	0.68	Low
Total	6,035	100%		

* Above 1 is concentrated here, below 1 it is under-represented

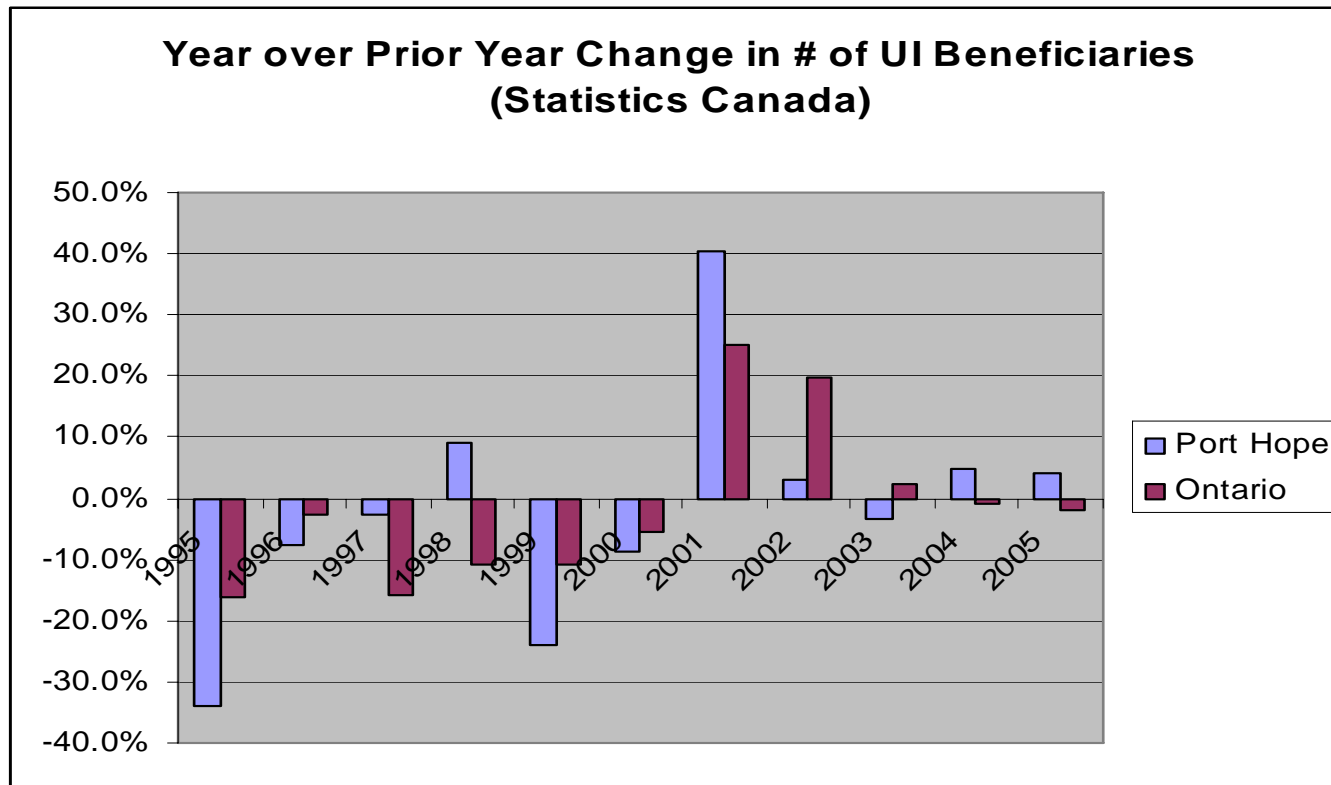
Tourism growing

Source: 2001 Census and REDDI

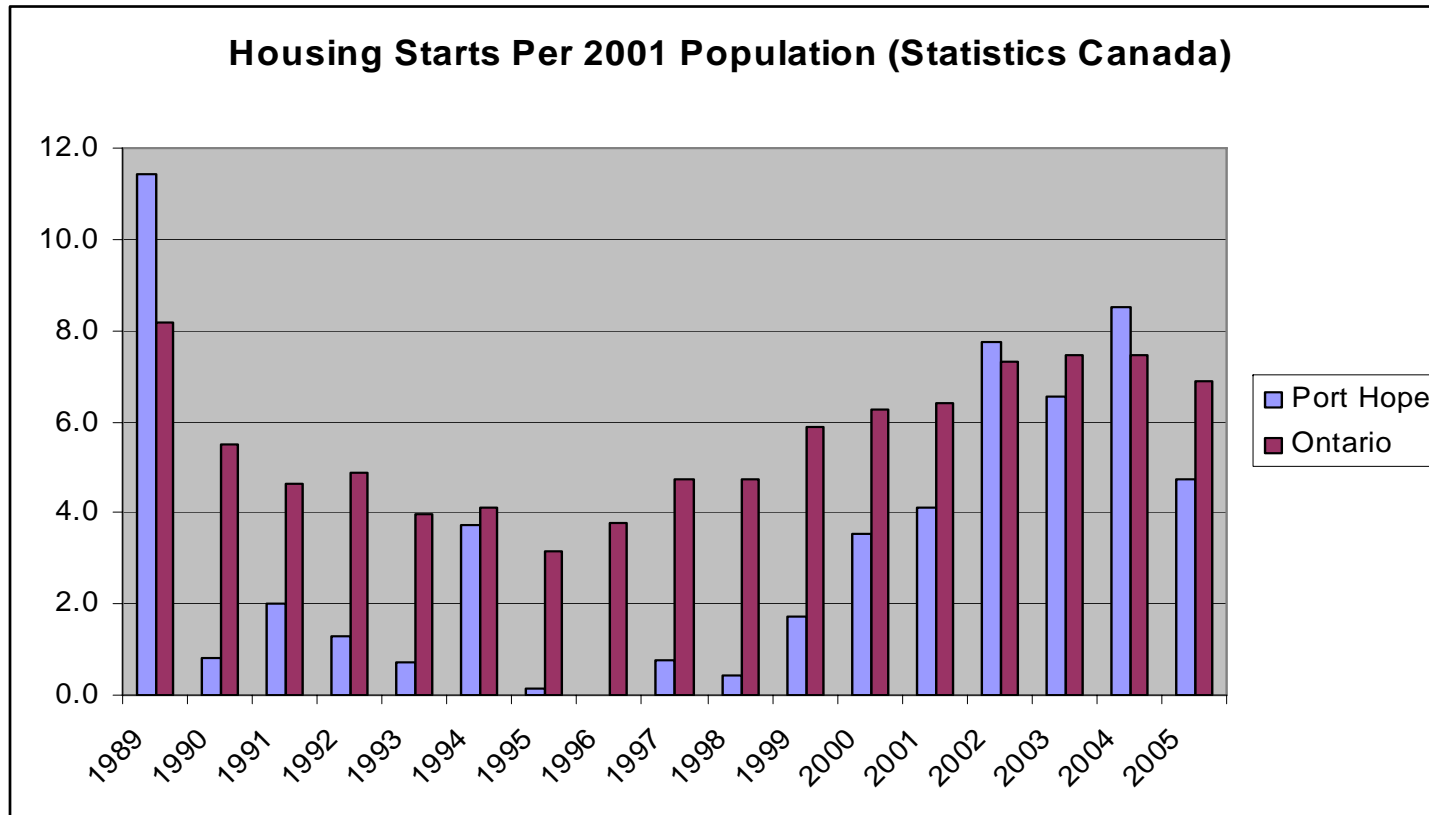


Note that the 2001 Census of Agriculture indicated that there were 169 farms with 240 operators which means that the above data under-count the farm sector – probably because some farmers may have reported other jobs on the Census of Population.

- Current economic trends are relatively positive for Port Hope. While little data except for the Census are available for Port Hope due to it being below the size threshold for most annual surveys such as the Labour Force Survey. (Counts of UI beneficiaries (shown immediately below) indicate that Port Hope has a slight upward edging in unemployment compared to the provincial average (in the 2001 Census, unemployment rate for Port Hope was 6.4% compared to 6.1% for the province).



In the case of housing, Port Hope is clearly experiencing a housing boom compared to the previous decade (For instance, Port Hope's population according to the 2001 Census only grew 1% from 1996 while Ontario's grew 6.1%). This is important to note since most population forecasts will be based on trends from 1996 to 2001 and the lack of activity in that timeperiod compared to recent patterns means that forecasts may be low unless they take very recent trends into account. The reports of land banking going on in the area also indicates that growth is expected.



The two economic trends charts above indicate a relatively strong local economy and the interviews conducted for this Plan also confirmed that general conditions for most employers were positive (some exceptions are noted later in this report). The following chart indicates that there is some commuting for employment out of the community – about 20% in 2001 left to work outside Port Hope (from Cobourg to many points further away. This is not nearly the level which would be associated with a bedroom community (80-90%). The chart also indicates that there are not enough jobs in the community to employ all those that want to work.

2001 Employment Sourcing (Jobs in Port Hope)		
Industry (NAICS)	Jobs	Net Movement of Labour*
11 Agriculture, Forestry, Fishing and Hunting	140	-10
21 Mining and Oil and Gas Extraction	0	-10
22 Utilities	80	-170
23 Construction	110	-260
31-33 Manufacturing	1,870	110
41 Wholesale Trade	120	-35
44-45 Retail Trade	745	-165
48-49 Transportation and Warehousing	150	-135
51 Information and Cultural Industries	45	-75
54 Professional, Scientific and Technical Services	205	-95
55 Management of Companies and Enterprises	10	0
56 Administrative and Support, Waste Management	105	-115
61 Educational Services	440	-55
62 Health Care and Social Assistance	635	-85
71 Arts, Entertainment and Recreation	75	-35
72 Accommodation and Food Services	530	-105
81 Other Services (except Public Administration)	315	-70
91 Public Administration	230	-165
Total	6,035	-1,530
20 % of employed leave on a net basis. That is of the 7,500 in the labour force, a net of 1,500 go outside.		

Source: Statistics Canada



The local interview program also highlighted the following strengths:

- Quality of life was seen as very strong (except for young people who desired more activities locally)
- Strong community participation indicates a strong commitment to building the future and is a key part of the quality of life
- Given the proximity to the GTA, there is a very large labour pool
- Labour costs were seen as reasonable by employers with little upward pressure (the slight uptick in UI beneficiaries above validates this observation)
- Training and access to new graduates was seen as a positive for a community of this size – with 4 colleges and 4 universities in the catchment area plus access to those in Toronto
- Strong export (from the region) basis for many of the businesses
- The interviews and the experience of the consultants would indicate that Port Hope currently has a well-respected and very active economic development department. Also, the Municipality has a healthy view towards ensuring that it constantly updates its economic development strategies.
- As will become clear in the listing of Tactics, there are many economic development opportunities identified through the workshops, interviews and consultant research – these include building on current employer strengths, tapping into underutilized areas, building on the agricultural base, drawing on the locational strength near Toronto – all in all over 40 solid and significant ideas were evaluated and about 25 of them have been included in the recommended Strategies and Tactics outlined later in this document.

2.2 Weaknesses and Threats

All municipalities have some drawbacks that can negatively impact economic development locally. In Port Hope the interview program and group workshops highlighted the following:

- High property taxes – both for industrial/commercial and for residential. Companies reported paying over 50%, and sometimes 100% more here than in other locales. Residents reported paying as much in taxes in Port Hope as they had in Toronto, although house prices were quite a bit lower
- The lack of industrial buildings appropriate for current industrial needs as well as the lack of available industrial land, especially larger parcels, constrains the choices of companies searching for new locations. The 2002 Growth Management Study indicated that there was enough industrial land for 20+ years. However, these parcels of unused industrial land are spread out around town, are often not for sale (presumably hoping eventually to be rezoned to



residential and thus a higher value) and often would require truck traffic through built up areas. Current real estate preferences are for easily accessed, high visibility sites not in conflict with surrounding land users.

- Historic low level radioactive waste contamination *which resulted from past waste management practices associated with radium and uranium production* in Port Hope is safely managed by the federal government. However, it can create a negative perception for some people living elsewhere and is a concern for some Port Hope residents. The Port Hope Area Initiative will complete the cleanup of Port Hope and the contamination will be managed safely for hundreds of years. With the announcement of the cleanup and through the Environmental Assessment process a more positive attitude has developed in Port Hope and the stigma associated with the contamination has been reduced. With the completion of the cleanup and the beneficial public use of the waste management facility as a park, the stigma associated with the contamination is expected to be removed.
- The remediation will create disruption for some business owners/operators, residents and agencies. Through thorough planning, preventative construction practices and continual monitoring, these disruptions are expected to be minimal. The federal government will monitor the effects of its cleanup activities on businesses, including tourism, and measures will be put into place to ensure businesses do not suffer financially from the cleanup activities.
- While the economic base is well-balanced between various industry sectors, the Municipality is highly dependent on two major employers, Cameco and Collins Aikman. In the case of Cameco, current market conditions are very favourable but Collins Aikman's parent company has problems and the current market slide of some of their clients is another threat.
- As a smaller community, there are fewer employment options for the young and new-comers. This can dissuade immigration and encourages youth to leave. This is mostly a challenge to the lifestyle preferences of families in the area since it does not negatively impact employers need to hire. An additional challenge to these two groups is the lack of rental housing. This further re-enforces young people's perception of the need to leave and presents a challenge to newcomers wishing to move into the area without making a house purchase.
- Sewage treatment capacity has been reached and any significant industrial expansion will require expanded waste water treatment infrastructure. Depending on where industrial expansion occurs, there may be a need for servicing.
- As can often be seen in smaller communities with a large employer that has had both positive and negative impacts, the presence of the nuclear industry is a divisive topic in the community (similar to Cornwall – paper, and Niagara Falls – gambling). Building consensus in regards to support for the nuclear sector will be very important if Port Hope is to realise fully potential local spin-off opportunities and attract new industry in the nuclear sector.
- So far Port Hope has been far enough away from Toronto to avoid the trend to becoming a bedroom community that has engulfed many communities closer. This means that the community continues to enjoy a strong sense of identity and matches the lifestyle preferences of its residents. However, pressure is mounting as the eastern edge of the GTA moves outwards. The impacts of the Ontario Growth Strategy for the Greater Golden Horseshoe and the New Planning Policy



Statement have yet to be fully analyzed from Port Hope's perspective. However, both policies will encourage intensification in the Region. This may protect Port Hope to some degree but if Port Hope is an easier place to build ground-level housing compared to other areas, natural demand for this type of housing may increase. Also, as Durham's economy grows, the pressure to use Port Hope as a bedroom community is likely to increase.

One impact of becoming a bedroom community, in addition to the loss of the traditional character of the Town, will be pressures on municipal finances over the medium to longer term unless there is a corresponding increase in industrial/commercial assessment since, generally speaking, residential assessment is usually not enough to cover all the services needed by those residences. This can be offset in the short-term through development charges but generally speaking, over the longer haul, residential areas do not pay for themselves.

- Any investments in building the local economy must be considered in the light of other competing needs for community infrastructure such as schools, recreational facilities, municipal offices and other local services.
- Areas near Port Hope can help support economic development efforts such as in agriculture and tourism while at the same time as they compete for newly locating firms in the region.

2.3 Implications for Building Economic Development Strategies

The strengths, weaknesses, opportunities and threats as listed above suggest that there are many opportunities for Port Hope to build its economy, while recognizing a number of constraints that will need to be addressed as well.

A key issue for a community of Port Hope's size is growth rates and pressures. Given that Port Hope has largely been a smaller centre with very modest, if any, growth prior to 2001, there is a strong sense by many of wanting the Municipality to remain much the same. On the other hand, there are others that would like to see more growth because it helps their local retail or tourism business or because they want more jobs for the next generation or because they want more tax revenue for the Municipality to be able to afford more services (or reduce existing taxes) or a combination. However, growth rates are really not totally within a municipality's control unless dramatic measures are taken to stop growth (it is much harder to cause growth when regional factors are not in growth's favour). In the consultant's view, growth is coming as witnessed by the jump in housing starts in the last 4 years and by the level of activity that can be easily seen just to the west in Bowmanville and Darlington. Unless a regional crisis turns the GTA away from being a major employment and population growth centre in North America, the outward expansion will start to impact Port Hope with more residential growth inevitable. As a consequence, unless the Municipality becomes more active and successful in attracting and generating more jobs, the area will become a bedroom community and will gradually lose its unique character. This is a good time for Port Hope to be developing its Vision and economic strategy since it still has an opportunity to manage the coming growth pressures and create a balanced work-live community.



3.0 Economic Development Strategic Plan - Mission, Vision, Objectives and Strategic Framework

In developing the Economic Development Strategic Plan, the consultants have used a working view of what the Mission, Vision and objectives could be for Port Hope. These have been developed with input from the Advisory Committee and have been reviewed by the community workshops. They take into consideration what has been voiced by residents and businesses during this study and through various reports. The Mission, Vision and Objectives are as follows:

3.1 Mission

Port Hope strives to be a diverse urban and rural municipality working to create a balanced and fiscally responsible community. We value our natural, cultural and heritage attributes to provide opportunities for all – preserving our past and embracing our future.

3.2 Vision

The key aspects of what Port Hope will be after 2010 are:

- The new Multi-sourced Energy Centre for the GGH
- A prosperous community blessed with unique locational, natural, cultural and heritage assets
- Forward thinking and open for business
- Balanced growth is sustaining high quality urban and rural lifestyles and affordable municipal services
- New investment and entrepreneurship which promotes economic growth, our community values and the environment is encouraged
- Our vibrant downtown, waterfront and shopping experiences are appreciated by residents and continue to attract increasing numbers of visitors
- Our most important economic strength is our people - their knowledge, skills and involvement assure an ever-brighter future for our community

3.3 Objectives

The objectives of the Economic Development Strategic Plan are as follows:

- Follow the Mission and achieve the Vision
- Increase job growth at least as fast as population growth
- Increase industrial/commercial's share of assessment above the current level
- Unify the community behind an action plan for the future



3.4 Strategy Formulation and Strategic Framework

In developing Strategies, the proposed Economic Development Strategic Plan takes the following into consideration:

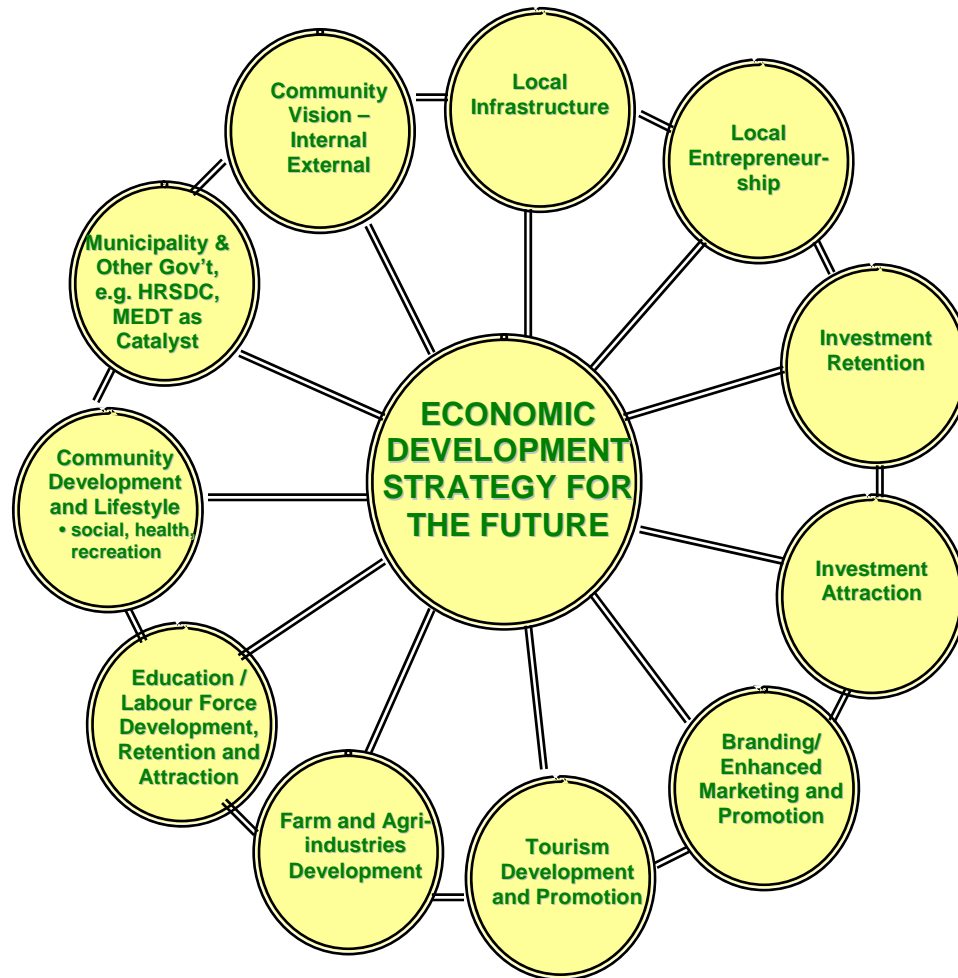
- The Municipality should have plenty of choices as to what can be done – this indicates a strong optimism for the possibilities and also allows an opportunity to custom design what can be implemented based on what the community, Council and staff are most comfortable with.
- Deals with the most pressing constraint issues head on and thus points out the challenges and the necessity to deal with the negative issues within the community. This takes a risk that these very issues, by being surfaced, could become so distracting that they will derail acceptance of the Plan and/or its implementation. However, a good Strategic Plan needs to be implemented well and this cannot be achieved if major divisive issues that are also economic constraints, are not dealt with openly.
- Port Hope cannot be an island - close collaboration with neighbours (especially Cobourg and Northumberland) will benefit all. In several areas - tourism and agriculture especially - critical regional mass helps. Also, Northumberland has an economic development strategy and Cobourg is a close-by major employer and market.
- Jobs are usually the main focus of an economic development strategy. But in the case of Port Hope, it will be prudent to make sure, as a high priority, that any expenditure helps build the tax base.
- Other than nuclear, tourism and agriculture, there are no natural industry-specific advantages. Therefore, sector target marketing of Port Hope, other than in the three identified segments, should not attempt to pick winner segments but rather should focus on the best potential source of investments.
- Protecting quality land is important to the value and vision of Port Hope's residents. A balanced, work-live community needs to be a mixture of residential, industrial/commercial and open-space uses. A policy to preserve agricultural land, building on and respecting the goals of the Places to Grow Provincial Strategy, is very important to the overall balance of the area.
- Strategies should be focussed on the new and unique. Port Hope has a well-recognized and excellently-operated economic development function in place. This function already does the 'normal' activities of such a municipal service. The strategy described below assumes that these normal functions will continue (and strongly recommends that they do). The following Strategies thus form a 'stretch' plan that encourages the Municipality to become much more aggressive in its pursuit of expanding employment and industrial/commercial assessment bases.

The Strategic Framework chart on the following page lists all the traditional classes of initiatives that a local economic development strategic plan could include. Many of these are very appropriate for Port Hope and have been included in the proposed Strategic Plan, Strategies and Tactics. However, some have been given more prominence than others in order to make the mix as appropriate as possible for Port Hope. Existing economic development activities support local entrepreneurship, industrial retention, co-ordination with all levels of government and branding to the extent that no added special strategy is



proposed for these areas. Also, community development seems to be high enough on the “local radar” that no added strategy is proposed here.

Strategic Framework



4.0 Economic Development Strategic Plan – Strategies and Tactics

The Economic Development Strategic Plan is composed of a number of overall Strategies that are in turn composed of a significant number of specific Tactics and action plans (see the triangle chart in the Introduction).

- Each Tactic was assessed using a number of criteria:
 - Is the local political will positive? This is the small 'p' political and refers to the composite of the businesses, council, staff and residents.
 - To what degree is the tactic within the control of the municipality? This includes whether the Municipality can make the decision (such as buying industrial land) or whether most of the decision is made elsewhere (such as whether to make Wesleyville available for industrial development)
 - How expensive is the tactic to execute? Land purchase is expensive whereas some marketing activities can be low cost (brochure printing) in comparison.
 - How much impact, and how direct an impact, will the tactic have on job creation if it is successful?
 - How much impact, and how direct an impact, will the tactic have on property tax assessment if it is successful?

While few Tactics can score high on all these factors, a reasonable overall score was needed for any tactic to be included in the set of recommendations below.

The core Strategies recommended for the Port Hope Economic Development Strategic Plan are as follows:

1. **Get the Infrastructure Right.** This addresses the problem of available industrial land; at present there is not enough available land in the right places to attract new investments, and sewage treatment needs expanding. Further, rental housing shortages limit labour movement. All of these are significant constraints that need to be addressed if any type of aggressive economic development plan is to succeed. Six Tactics address this Strategy.
2. **Build on the Key Industry Strengths of Nuclear and Tourism.** This is a classic build on one's strengths approach and given the very positive outlook for these industries, it is justifiable and pragmatic to pursue expanded activities. Six Tactics are involved in this Strategy.
3. Nuclear is part of Canada's energy future for the foreseeable future. Uranium processing is highly regulated, subject to continual process improvement and as safe as any fuel source. It is the main export industry in Port Hope and it has a strong world future.



4. Tourism is a clean industry and is already a strength in Port Hope. It is a growth industry - especially if viewed as marketing to the GGH and pass-by traffic on the 401. Tourism growth can be a strong, added boost to industrial development since visitors who become familiar with the Municipality's assets may relocate their businesses to the Municipality and tourism can attract owner-entrepreneurs.
5. **Support Agricultural Diversification.** This is the other strong 'industry' in the Municipality. This can be strengthened through the suggested Tactics as well as through close co-operation with the County. Two specific Tactics are suggested.
6. **Pursue a 'Big Idea'** – Be the new Multi-sourced Energy Centre for the GGH. The demand for energy and all its associated research and investment requirements are massive in Southern Ontario. Port Hope can build on its location and history, combined with modern research and a goal of being green. This initiative also builds on the ambitions to reduce the local energy footprint – it means that the “cobbler will have the lightest and most enduring shoes”. Five major Tactics are suggested here although it is unlikely that all would materialize to the same degree. The idea of a 'Big Idea' will also serve as a catalyst for driving all development efforts.
7. **Renewed Marketing of Port Hope.** A new strategy means that the existing marketing efforts will need to be retooled to fit the newly adopted Tactics. Given the current effective capabilities of this department, only two specific plans are proposed under this Strategy.
8. **Develop Human Resources to Meet Port Hope's Business Needs.** Finally, economic growth is dependent on an employable labour force that fits the needs of existing and potential employers. Ensuring that the training and educational needs are met involves three Tactics.

Most of the balance of the Report is devoted to the individual Tactics and action plans that implement each Strategy. The Report closes with a number of recommendations on implementing the Plan.

In describing the individual Tactics, a number of specifics are included based on the experience of the consultants as to costs and who could/should be involved. Timing suggestions are also made. All of these details are provided as illustrations of how the Strategies and Tactics could be enacted. As will be described in the Implementation section later, the key first step for Port Hope is to review these recommended Strategies and Tactics and decide which ones make the most sense given all the other activities and commitments of the Council and staff. The 24 Tactics in total are well beyond the existing resources of the Municipality and its Economic Development Department to undertake immediately. The Municipality should prioritize and implement Tactics as resources can be made available. They are all provided in order to demonstrate the great potential that exists for action. (Another twelve Tactics that received serious consideration were left off the list for various reasons and are itemized at the end of the Tactics section).



4.1 Strategy #1: Get the Infrastructure Right

Tactic: 1.1 Establish Municipal Industrial Park

Rationale

Readily available, economically priced land is one of few competitive advantages municipalities have to offer which is within their control. Current designated industrial land is fragmented and often located in a wrong place within the Municipality, i.e. near residential areas.

Purpose and Goals:

- Make more appropriately located and zoned land available for new industries in Port Hope
- Facilitate the attraction of companies to Port Hope
- Break even on investment (costs all factored in)

Action Plans:

- Undertake location and detailed needs study for an Industrial park
 - Map existing lands and determine best use based on current planning principles
 - Identify best potential sites for new industrial park taking into consideration the need to be near truck routes
 - Assess land assembly and property development costs
 - Assess market demand and market price scenarios
- Evaluate funding alternatives for Port Hope
 - including factoring all costs such as for servicing and land acquisition and land carrying and marketing costs
 - Evaluate implementation requirements such as zoning and servicing
- Make Staff and Committee decision as to whether to recommend to Council
- If Recommended, make presentation to Council for decision

Who Is Responsible:

- Economic Development Staff, including the CAO
- Consultant



Resources Required:

Feasibility stage

- Internal – 3-4 person weeks of staff time for feasibility process
- External – \$50,000 of consultant resources

Build Stage

- Internal – ¼ of a staff position
- Financing – unknown at this time but will be in \$ millions as an upfront investment with an expectation of a break-even return

Timing:

Recommended commencement

Immediate

Feasibility stage

6 months

Build Stage

24 months

Other Comments:

If an industrial park is created near the 401, then more downtown located industrial land could be rezoned to residential uses. Also, an Industrial park recommendation is similar to the 1999 recommendation and to ideas in the Northumberland County Strategy



Tactic: 1.2 Use Tax Structure to Influence Industrial Land Owners of Vacant Lots to Cycle Land

Rationale

By taxing under-used/unused industrial land higher, current owners will be encouraged to market their land.

Purpose and Goals:

- Make more appropriately located and zoned land available for new industries in Port Hope
- Facilitate the attraction of companies to Port Hope
- Resolve land use issues around land banking

Action Plans:

- Meet with Province to see what can be done to differentially zone and tax vacant land
- Make staff decision as to what to recommend to Council
- If recommended, make presentation to Council for decision

Who Is Responsible:

1. CAO and Finance Director

Resources Required:

Feasibility stage

- Internal – 1-2 person weeks of staff time for feasibility process

Timing:

Recommended commencement

Immediate

Feasibility stage

3 months

Implement stage

12 months



Tactic: 1.3 Ensure Sufficient Waste Water Treatment Facilities for Future Growth

Rationale

Without capacity, will constrain, slow and limit choice of Port Hope's growth options.

Purpose and Goals:

- Remove any municipal services constraints to economic development
- Facilitate the attraction of companies to Port Hope

Action Plans:

- Ensure that current project on an Urban Growth Management Strategy fully evaluates the availability of municipal services under all growth scenarios
- Ensure that the growth scenarios include increasing levels of economic development
- Evaluate implications of Growth Management Strategy for economic development and press for revisions if Strategy does not adequately address industrial development needs

Who Is Responsible:

- Planning, Engineering/Public Works and Economic Development Staff

Resources Required:

Feasibility stage

- Internal – 1-2 person weeks of staff time for feasibility process
- External – assume that the new Growth Management Strategy includes funding of full evaluation of municipal services, especially water, revise if necessary

Build Stage

- Could be very significant if expanded facilities are needed

Timing:

Recommended commencement

Immediate

Feasibility stage

3 months

Implement stage

Depends on findings – could be significant if expansion of facilities are required



Tactic: 1.4 Establish Mixed Use – Intensified Housing

Rationale

Promote growth by trying to ensure various housing types and prices - otherwise will become mid-scale bedroom community only. This is a tactic of influence and the end result is not directly in the control of the Municipality.

Purpose and Goals:

- Ensure a variety of housing styles and costs are available
- Facilitate the attraction and retention of employees to Port Hope
- Ensure compliance with Provincial Policy Statement and Places to Grow Policies

Action Plans:

- Request Report From Planning Department on Implications of Proposed New Official Plan and the Places to Grow Provincial Policy on the Housing Stock
 - Growth in types of housing, by value
 - Identify gaps
 - Assess market demand and market price scenarios
- Meet with representatives of the residential development industry to get their views on market trends and local residential economics
- Make staff decision as to what, if anything, to recommend to Council regarding the Official Plan and zoning
- If recommended, make presentation to Council for decision

Who Is Responsible:

- Economic Development Staff, including representative from Planning

Resources Required:

Investigation stage

- Internal – 1-2 person weeks of staff time for review process

Recommendation Stage

- Internal – part of regular staff time in Planning and Economic Development
- External - possible need for planning consultant



Timing:

Recommended commencement

Summer, 2006, when details of Places to Grow Policy are released

Investigation Stage

6 months

Recommendation Stage

24 months



Tactic: 1.5 Expand Availability of Rental Housing

Rationale

Required to help with the work-live balance in the community since not all jobs pay enough to allow ownership - also helps in-migration.

Purpose and Goals:

- Ensure a variety of rental options are available
- Facilitate the attraction and retention of employees, especially younger and/or lower paid, to Port Hope

Action Plans:

- Meet with representatives of the residential development industry in Region to get their views on rental market trends and local residential economics
- Develop a briefing package to be circulated to known property investment groups and individuals about rental potential in Port Hope
- Circulate package, possibly combine with Retirement Housing Package

Who Is Responsible:

- Economic Development Staff, perhaps with the help of a summer student or co-op placement

Resources Required:

Investigation stage

- Internal – 1-2 person weeks of staff time for review process

Recommendation Stage

- Internal – part of regular staff time in Planning and Economic Development
- Small amount of funds for package printing and circulation, can also use PDFs and emails

Timing:

Recommended commencement

Summer, 2006

Investigation Stage

2 months

Recommendation Stage

24 months



Tactic: 1.6 Encourage Retirement Housing

Rationale

Helps with community building and has some economic impacts since it increases population, local consumer purchasing, and some increased tourism from visitors.

Purpose and Goals:

- Attract more residents to Port Hope, which will attract more visitors
- Improve the size of the local consumer market

Action Plans:

- Ask Planning Department to comment on current zoning and other policies with respect to facilitating retirement housing
- Develop a briefing package to be circulated to known property investment groups and individuals about retirement housing potential in Port Hope
- Circulate package, possibly combine with Rental Housing package

Who Is Responsible:

- Economic Development Staff, perhaps with the help of a summer student or co-op placement

Resources Required:

Investigation stage

- Internal – 1-2 person weeks of staff time for review process

Recommendation Stage

- Internal – part of regular staff time in Planning and Economic Development
- Small amount of funds for package printing and circulation, can also use PDFs and emails

Timing:

Recommended commencement

Summer, 2006

Investigation Stage

2 months

Recommendation Stage

24 months



4.2 Strategy #2: Build on Key Industry Strengths

Tactic: 2.1 Market to Related Companies

Rationale

Cameco and Zircatec (now part of Cameco) are large purchasers of products and services - some suppliers to the nuclear industry may benefit from being in Port Hope.

Purpose and Goals:

- Attract more service and manufacturing jobs to Port Hope - will include research, engineering, consulting and manufacturing sectors

Action Plans:

- Meet with Cameco (including Zircatec) to identify all possible target companies – including current and potential suppliers. Research nuclear industry lists (associations, compiled lists, etc)
- Develop marketing package based on current materials
- Follow typical direct marketing (DM) campaign (mailing, phone follow-up, lead identification, lead pursuit).
- Depending on reaction to this low cost approach, consider some targeted advertising in relevant trade journals

Who Is Responsible:

- Economic Development Staff

Resources Required:

DM Stage

- Internal – 1 person week of staff time for planning process
- Internal – small amounts of funding to cover list acquisition and distribution charges and extra collaterals (could also use low cost PDF/email approach)

Advertising Stage(if warranted)

- Internal – 1 week of staff time to prepare campaign
- External – use of ad agency for creative and placement – may be additional or might fit within existing budget
- Financing – modest for placements (assumes most of the creative is available anyway)



Timing:

Recommended commencement

Commence in 1 year – to follow initial attempts to support nuclear locally

DM stage

6 months

Advertising Stage (if warranted)

12 months

Other Comments: Depends on a positive climate locally for nuclear industry.



Tactic: 2.2 Build on Port Hope Area Initiative / Port Hope Project, and Cameco Vision 2010

Rationale

The Port Hope Area Initiative / Port Hope Project (PHAI) process and the Cameco Vision 2010 project will require significant expertise and work on remediation.

Much of this will occur anyway but given the length of time and given the developing industry in brownfields redevelopment, Port Hope could become a major centre for this industry

Purpose and Goals:

- Leverage considerable upcoming remediation efforts into a sustainable industry locally

Action Plans:

- Meet with the PHAI Management Office and Cameco to fully plot out the economic activities that will be part of the remediation efforts
- Develop procurement policy recommendations for the PHAI and Cameco to consider when hiring and contracting – with significant elements supporting local offices
- Meet with University of Ontario Institute of Technology (UOIT), Durham College, Trent University and Queen's University to build research projects into the remediation efforts
- Meet with training committees to ensure that relevant skill training is available
- Develop an annual conference on waste remediation to be held in area to focus attention on the area as a centre of expertise
- Market Port Hope to remediation companies and services

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an outside consultant's time to help plan details of all the activities

Roll out Stage

- Internal – significant staff time to support all the action plans – could be as much as ½ a person-year if a major conference is developed
- Financing – modest to do marketing to remediation companies and to promote conference – conference will need help from rest of County and from Durham Region



Timing:

Recommended commencement

Immediate

Ongoing

Other Comments: Much activity will happen anyway, the purpose of this tactic is to ensure some jobs stay when construction finishes (and even more jobs are created during construction)



Tactic: 2.3 Build/Expand As Antique Centre

Rationale

Port Hope has a critical mass of these stores - more retailers can be attracted to Port Hope and this can make Port Hope as an antique centre an attraction in and of itself.

Purpose and Goals:

- Attract more commercial operations to downtown and in rural area of municipality
- Create tourism spin-offs to increased visitors

Action Plans:

- Develop specific plan to attract more antique stores and festivals
- Consider special commercial category with a different (and lower) business tax
- Work with property owners and real estate firms to enhance offerings
- Do a special marketing campaign to antique store owners in Ontario and Quebec
- Evaluate a special antique show, fair, events
- Evaluate opportunity to teach restoration and other related skills at Durham College, University of Ontario Technical Institute, Trent University and Queen's University – consider a special municipal scholarship program to encourage students – carry a provision that they must attempt to work in Port Hope during summers etc

Who Is Responsible:

- Port Hope BIA, with support from Tourism office and Economic Development Office

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan

Roll out Stage

- Internal – notable staff time to support all the action plans – might benefit from hiring co-op student
- Financing – modest to do marketing to antique companies and to promote events – conference will need help from rest of County



Timing:

Recommended commencement

Planning Stage

Immediate

Roll out Stage

Ongoing

Other Comments: This is one of the activities that could benefit from co-ordination with Northumberland County and Cobourg



Tactic: 2.4 Continue Development Plans for a Major Marina Complex

Rationale

Boating is major growth activity for older baby boomers. Boating has become a critical component of Tourism along the north shore of Lake Ontario. Can form major stop-over hub with Cobourg. Could make it a major element of revitalizing south side of downtown. Initiative will complement the overall plan to develop the waterfront.

Purpose and Goals:

- Create a major boating destination in combination with Cobourg
- Create tourism spin-offs with increased visitors
- Create opportunity to increase market share

Action Plans:

- Continue to undertake required planning studies and other development activities related to a new marina complex - including possibility of bringing the water closer to downtown with the development of Mill St. from Madison St. North and the development of other adjacent properties (e.g. Centre Pier or old Canadian Tire etc.)
- Consider holding an architectural design contest to see what kind of ideas could emerge and to draw attention to this possibility

Who Is Responsible:

- Parks and Recreation Department and Waterfront Trail Committee

Resources Required:

- To be determined by Parks and Recreation Department and Waterfront Trail Committee, based on study results and developmental requirements

Timing:

- To be determined - Environmental Assessment will commence in Fall of 2006 and continue for 18-24 months



Tactic: 2.5 Increase Tourism Events

Rationale

Draws different crowds each time. Large adjacent market in Greater Golden Horseshoe from which to draw.

Purpose and Goals:

- Create a major constant series of events that appeal to different groups
- Create tourism spin-offs with increased visitors

Action Plans:

- Meet with Port Hope tourism operators and other key players – map out current roster of events, brainstorm potential added events – could include:
 - High tech orienteering (GPS related)
 - Fly fishing festival
 - More bandshell events
- Develop at least one event (existing or new) as a “signature event” to raise Port Hope’s profile
- Develop implementation plan for each

Who Is Responsible:

- Tourism office and Economic Development office – could possibly obtain seed financing from province and/or federal government

Resources Required:

Planning Stage

- Internal – 2-3 weeks of staff time to develop ideas

Implementation Stage

- Internal – depending on the details of the plans
- Financing – will depend on roll Port Hope might take in each event and level of funding support available

Timing:

Recommended commencement

Planning Stage

Immediate

Implementation Stage

Depends on plans



Tactic: 2.6 Support Heritage, Arts and Cultural Activities

Rationale

The various cultural attractions such as the Capitol Theatre are mainstays of the daily living culture, as well as tourism and help set the unique character of the Municipality

Purpose and Goals:

- Help ensure the success of the Capitol Theatre and other initiatives as much as feasible as a major anchor to the tourism draw of Port Hope
- Create tourism spin-offs with increased visitors

Action Plans:

- Council should continue its support of the Theatre and other cultural assets

Who Is Responsible:

- Port Hope Council and the community

Resources Required:

- Funding and organizational support

Timing:

Recommended commencement

Immediate and ongoing

Implementation Stage

Depends on plans

Other Comments: This is not really an economic development program, per se, but a recommendation to Council to continue its support – and to increase it if at all possible



4.3 Strategy #3: Support Agricultural Diversification

Tactic: 3.1 Agri-Tourism

Rationale

The close proximity to a huge urban market that is constantly seeking new recreational opportunities provides a ready market opportunity.

Purpose and Goals:

- Maximize the development of agri-businesses that attract visitors
- Create tourism spin-offs with increased visitors

Action Plans:

- Convene a planning conference between Northumberland County, Cobourg, and Port Hope tourism, agricultural and economic development organizations to identify specific opportunities for agri-tourism in the Region and to develop a co-ordinated initiative to realize the best opportunities
- If necessary, form a joint Task Force to push this strategy and tactic forward

Who Is Responsible:

- Northumberland County ED, PH Tourism and ED, Cobourg ED and agricultural groups

Resources Required:

- Staff Time – 1 week of person time per organization
- Volunteer time – 2 days per person involved

Timing:

Recommended commencement

Whenever all the parties could get together – could be delayed a bit to permit some of the other Tactics to start first – partly because some of these activities are already occurring ‘naturally’

Other Comments: The County of Northumberland should be encouraged to drive the economic development Strategies for the agricultural sector. This particular Tactic is included to draw attention to the importance of Agriculture in PH and the surrounding area.



Tactic 3.2 Attract an Agricultural Produce Processing Facility, or Establish a Cooperative

Rationale

While prior attempts have had some difficulties, having a local production facility would encourage more activity and create a greater scale to agricultural activities in the area

Purpose and Goals:

- Provide alternative for farmers to move production from commodities to higher value-added produce
- Create additional employment in rural area of the municipality and the county

Action Plans

- Establish a committee of representatives of the agricultural community to develop processing plant requirements
- Undertake study to:
 - Explore the potential to attract an existing processor to Port Hope
 - Explore the potential to develop a new processing facility through a cooperative, taking into account previous local producer experience

Who Is Responsible:

- Economic Development Staff, working with Northumberland and County ED and others, e.g. Community Futures Corporation
- Consultant

Resources Required:

- Staff Time – 4 – 6 weeks
- Volunteer time – 2 – 4 days over 6 months
- Consultant

Timing:

Planning stage

- Immediate

Roll-out Stage

- Dependent on results of feasibility study



4.4 Strategy #4: Big Idea – Be the New Multi-Sourced Energy Centre for the GGH

Tactic: 4.1 Nuclear Power Plant at Wesleyville

Rationale

Ontario will need more nuclear power. Darlington is nearby. Power grid is nearby and it is located away from built-up areas.

Purpose and Goals:

- Build on the presence and zoning of Wesleyville
- A major facility such as a nuclear plant would overcome any development requirements for servicing by Port Hope
- Large job creator and assessment base increase (property taxes)

Action Plans:

- Meet with relevant provincial and federal officials to assess requirements
- If necessary, hire a consultant to do a feasibility study as to how best to lobby for a nuclear power facility
- Develop a municipal position to which Council agrees.

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an outside consultant's time to help plan details of all the activities

Roll out Stage

- Internal – staff time to help support Committee
- Financing – modest to do marketing to decision-makers

Timing:

Recommended commencement

Immediate

Roll-out Stage

Ongoing

Other Comments: Given the increasing need for more power in Southern Ontario, and given that such a power plant might go to Darlington – the Municipality should lobby for it to be located a little bit further down the road in Port Hope.



Tactic: 4.2 Alternative Energy Power Plant(s) at Wesleyville

Rationale

All sources of energy will be needed. Lakeshore location is good for wind. Topography may be good for solar power cells. Power grid is nearby and it is removed from built-up areas.

Purpose and Goals:

- Build on the presence and zoning of Wesleyville
- A major facility such as wind farm and/or solar farm would overcome any development requirements for servicing by Port Hope
- Large assessment base increase (property taxes)

Action Plans:

- Meet with relevant Ontario Power Generation and provincial and federal officials to assess requirements
- Hire a consultant to do a feasibility study
- Develop a municipal position to which Council agrees.

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an outside consultant's time to help plan details of all the activities

Roll out Stage

- Internal – staff time to help support Committee
- Financing – modest to do marketing to decision-makers

Timing:

Recommended commencement

Immediate

Roll-out Stage

Ongoing



Tactic: 4.3 Cogeneration Power Plant at Wesleyville

Rationale

Close to rail links with Toronto. Improvements in garbage incineration reduces emissions to acceptable levels.

Purpose and Goals:

- Build on the presence and zoning of Wesleyville
- A major facility such as a cogeneration plant would overcome any development requirements for servicing by Port Hope
- Large job creator and assessment base increase (property taxes)

Action Plans:

- Meet with City of Toronto to see if they would consider funding a feasibility study
- Meet with relevant provincial and federal officials to assess requirements
- Hire a consultant to do a feasibility study
- Develop a municipal position that Council agrees to.

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an outside consultant's time to help plan details of all the activities

Roll out Stage

- Internal – staff time to help support Committee
- Financing – modest to do marketing to decision-makers

Timing:

Recommended commencement

Immediate

Roll out Stage

Ongoing

Other Comments: Controversial but worth exploring due to improved incineration technologies and the need for Toronto to find a made in Ontario solution for its solid waste disposal.



Tactic 4.4 Ethanol Power Plant at Wesleyville

Rationale

While there are a number of such projects in Southern Ontario, if the feedstock can be secured, then this added source should be investigated

Purpose and Goals:

- Build on the presence and zoning of Wesleyville, regional agricultural strengths
- A major facility such as an ethanol plant would overcome any development requirements for servicing by Port Hope
- Job creator and assessment base increase (property taxes)

Action Plans:

- Meet with relevant provincial and federal officials to assess requirements
- Hire a consultant to do a feasibility study
- Develop a municipal position that Council agrees to.

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an outside consultant's time to help plan details of all the activities

Roll out Stage

- Internal – staff time to help support Committee
- Financing – modest to do marketing to decision-makers

Timing:

Recommended commencement

Immediate

Roll out Stage

Ongoing



Tactic: 4.5 Become a Model Low Energy Community

Rationale

Model energy conservation to establish a local culture of energy-wise and a leadership position in efficient energy production and use.

Purpose and Goals:

- Set a focus on modern low energy use
- Focus the culture of the area on being energy-wise
- Not directly a job creator but helps to offset any negative perceptions of being an energy production centre

Action Plans:

- Establish a community task force to identify how best to reduce the energy 'footprint' in all sectors
- Set a community goal
- Do appropriate research to back up plans and goals
- If necessary, hire a consultant to do a feasibility study
- Develop a municipal position that Council agrees to
- Consider holding a local conference to explore options and to promote low energy

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – significant volunteer time to build plan
- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an outside consultant's time to help plan details of all the activities

Roll out Stage

- Internal – staff time to help support Committee
- Financing – could be notable up-front capital expenditures to implement recommendations of Task Force in municipal government

Timing:

Recommended commencement

Immediate

Roll out Stage

Ongoing



4.5 Strategy #5: Renewed Marketing of Port Hope

Tactic: 5.1 Update Marketing Collaterals and Website

Rationale

All marketing organizations need to renew their marketing efforts to make sure that they are 'on topic' - that they support the strategies and Tactics.

Purpose and Goals:

- Once the Economic Development Strategic Plan is agreed, align marketing strategy to Plan
- Develop suitable branding and marketing approaches
- Not directly a job creator but helps to make marketing support more successful
- Ensures that any leads that come to Port Hope get all the information that they need

Action Plans:

- In conjunction with ad agency – develop renewed look and feel
- Redesign website to be more focussed on information relevant to site selectors. Establish a separate economic development website linked to municipal website. Consider an Intranet Portal for Economic Development Committees and Task Forces as part of new website
- Do appropriate research to back up marketing plans and goals
- Develop a municipal position to which Council agrees

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an ad agency and website design firm to help plan details of all the activities

Roll out Stage

- Internal – staff time (part of normal activities)
- Financing – might require some added marketing money for redesign



Timing:

Recommended commencement

Immediate

Roll out Stage

Ongoing

Other Comments:

- If at all possible, separate website from Municipality's general website – obviously with strong links in each direction – this way it is easier to construct the website to be more sales focussed to outsiders



Tactic: 5.2 Geographic Targetted Direct Mail and Broadcast Advertising

Rationale

Port Hope's biggest locational advantage is that it is adjacent to the 4th largest urban conurbation in North America and is well-connected to it through road and rail. Many businesses in the GTA need to move to find bigger or better space - once a decision to move is made, Port Hope should ensure that it is a location that is considered - much like how Vaughan markets itself now.

Purpose and Goals:

- Focus advertising for both Tourism and Industrial Attraction on GGH
- Maximize efficiency of advertising dollars

Action Plans:

- In conjunction with ad agency – develop appropriate marketing program into GGH, including:
 - Direct marketing
 - Advertising space
 - Broadcast media
- Focus on plants in older areas of the GGH and on rental areas (most opportunity for expansion decisions)

Who Is Responsible:

- Economic Development Staff

Resources Required:

Planning Stage

- Internal – 2-3 weeks of staff time over first year to develop plan
- External – may benefit from an ad agency and website design firm to help plan details of all the activities

Roll out Stage

- Internal – staff time (part of normal activities)
- Financing – might require some added marketing money for redesign

Timing:

Recommended commencement

Once 4.1 is finished

Roll out Stage

Ongoing



4.6 Strategy #6: Human Resources To Meet Port Hope Business Needs

Tactic 6.1: Improve School-to-Work Transition

Rationale

Port Hope prides itself on a strong sense of community. The better that the community can retain multiple generations, the better this culture will prevail.

Purpose and Goals:

- Ensure that Port Hope businesses have access to skilled young people for growth and to fill vacancies caused by retirements
- Encourage young people to complete their high school diploma and stay in the municipality as workers
- Provide for skills in demand by newly locating businesses

Action Plans

- Establish coordinating committee of local businesses and secondary school officials from Northumberland Boards to establish opportunities for students through co-op, apprenticeship, summer and after-school work activities. Committee could also involve the University of Ontario Technical Institute, Durham College and Trent University
- Leverage new Student Pathways for Success program being funded by Ministry of Education to coordinate school-to-work transition

Who Is Responsible:

- other regional educational institutions

Resources Required:

Investigation stage

- Internal – 4 weeks of staff time intermittently over first 3 months

Implementation Stage

- External – monthly meetings of Human Resources Training and Development Committee to coordinate student placements and promote further business participation

Timing:

Recommended commencement

Immediate in preparation for 2006 school year beginning in September

Implementation stage

3 months, including evaluation after 1 year

Build stage

Ongoing



Tactic 6.2: Coordinate Skills Training with Economic Development Plan and Regional Educational Institutions

Rationale

Matching of needed skill sets is critical to the ongoing labour needs of employers – facilitates their expansion and attraction.

Purpose and Goals:

- As a complement to School-to-Work Transition Action Plan, develop a Committee to coordinate skills training and recruitment between Colleges and Port Hope employers
- Assist Colleges to develop training programs linked to PH employer needs – existing and newly locating
- Encourage Port Hope young people to stay and work in the community

Action Plans

- Establish coordinating committee of local businesses and educational officials to address human resources training and development needs
- Develop programs involving Port Hope employers to increase employment opportunities for youth
- Utilize existence of Committee, training programs and links to educational institutions as a positive marketing attribute in Economic Development marketing collaterals

Who Is Responsible:

- Establishment of Human Resources Training and Development Committee (HRTDC)
- HRTDC to have representatives from Northumberland Boards, Durham College, University of Ontario Technical Institute, Trent University, and Port Hope employers

Resources Required:

Investigation stage

- Internal – 2 weeks of staff time intermittently over first 3 months

Implementation Stage

- External – monthly meetings of HRTDC to coordinate training, recruitment, HRTDC meetings and business participation activities

Timing:

Recommended commencement

Immediate

Investigation stage

3 months

Implementation stage

Ongoing, including evaluation after 1 year



Tactic 6.3: Build Volunteer Base

Rationale

Much economic development activity, especially in smaller communities depends on local volunteers. While Port Hope is well-known for this being a strength, an aggressive Plan will need many volunteers and thus their continued support needs to be assured.

Purpose and Goals:

- Increase the amount of resources available to implement the Strategic Plan
- Reduce reliance/overwork on staff
- Build community buy-in

Action Plans

- Identify candidates to lead efforts on various Tactics as required, and secure their involvement

Who Is Responsible:

- Economic Development Staff

Resources Required:

Investigation stage

- Economic Development Staff to identify relevant individuals 6 hours over 3 months

Build Stage

- Economic Development Staff to monitor and periodically invite community and business representatives to participate in or lead tactic implementation

Timing:

Recommended commencement

Immediate

Implementation stage

Ongoing



The following table summarizes the Strategies and supporting Tactics

1: Get the Infrastructure Right	2: Build on Key Industry Strengths	3: Support Agricultural Diversification	4: Big Idea – Be the Multi-Sourced Energy Centre for the GGH	5: Renewed Marketing of Port Hope	6: Human Resources To Meet Port Hope Business Needs
1.1 Establish Municipal Industrial Park	2.1 Market to Related Companies	3.1 Promote Agri-Tourism	4.1 Nuclear Power Plant at Wesleyville	5.1 Update Marketing Collaterals and Website	6.1: Improve School-to-Work Transition
1.2 Use Tax Structure to Influence Industrial Land Owners of Vacant Lots to Cycle Land	2.2 Build on PHAI and Cameco Vision 2010	3.2 Attract an Agricultural Produce Processing Facility, or Establish a Cooperative	4.2 Alternative Energy Power Plant(s) at Wesleyville	5.2 Geographic Targetted Direct Mail and Broadcast Advertising	6.2: Coordinate Skills Training with Economic Development Plan and Regional Educational Institutions
1.3 Ensure Sufficient Waste Water Treatment Facilities for Future Growth	2.3 Build/Expand As Antique Centre		4.3 Cogeneration Power Plant at Wesleyville		6.3: Build Volunteer Base
1.4 Establish Mixed Use – Intensified Housing	2.4 Continue Development Plans for Major Marina Complex		4.4 Ethanol Power Plant at Wesleyville		
1.5 Expand Availability of Rental Housing	2.5 Increase Tourism Events		4.5 Become a Model Low Energy Community		
1.6 Encourage Retirement Housing	2.6 Support Heritage, Arts and Cultural Activities				



Implementation

The following are key aspects for implementation:

- Council should agree on the priorities of our recommended Strategies and Tactics with input from the Economic Development Department. This should be agreed within 3 months.
- Each Tactic should be assigned a Council member and a staff member to be the champions
- The first order of business for each Tactic is to establish a work plan and to resource it appropriately – in project management terms – this would be a project charter. The charter should include basic objectives and the measures that are to be used to assess success.
- A timeline should be set by the champions and regular reporting must be provided to Council on progress.
- Each year, a summary evaluation of progress will be needed and a review to see if any Tactics need to be rethought and whether any should be added. This evaluation should specifically deal with any changed circumstances.



Excluded Ideas

The following ideas were proposed for consideration. Some were not included since they were assumed to happen anyway while others were excluded for specific reasons. Many of these additional ideas are listed below.

Community Forums for local entrepreneurship	Normal activity that will happen anyway
Target GM suppliers	These suppliers will look at Port Hope anyway
Control appearance of new investments	Local by-laws and practices are probably sufficient and any extra-special restrictions are probably counter-productive
Make downtown film-friendly	While filming can bring in significant revenues, the disruption factor would be significant - given that shopping is an important tourism strategy above - being film friendly is probably counter-productive
Twinning of Hockey Pads	This would improve the possibility of having more tournaments and thus be an event draw. However, the tourism potential is not significant enough, of itself to justify the expense compared to other economic development initiatives. It may be justified on a local recreation opportunity basis
Promote more B&B's	The local conditions are supportive of B&B's and the market will foster more as demand justifies it without any special help
Brownfields redevelopment into museums, restaurants, etc	Market forces tend to drive these investments. Until Port Hope becomes a larger tourism centre, these are unlikely to happen.
Automotive support	Support for existing companies (business retention), including auto suppliers is a normal activity for economic development and should be pursued strenuously, as to be expected



Recruit a mid-level hotel	Market forces tend to drive these investments. Until Port Hope becomes a larger tourism centre, this is unlikely to happen. Also, if too premature, could hurt the B&B businesses
Flowers/Horticultural	Market forces will decide this - also – Port Hope can depend on the County to promote this type of development
TCS-like school	Market for residential-style schools is not growing and these tend to be located in major centres as that is what the Asian market likes
Promote home businesses, high tech, engineering, etc	Promoting to these sectors is very typical of all economic development targeting and does not help make Port Hope unique. This will happen in due course as a result of all other activities and does not warrant a separate strategy



Appendix A: Consultation with Port Hope Business and Community Leaders

We would like to thank the people of Port Hope who contributed to this Economic Development Strategic Plan, including:

- Aldo D'Agostino, Cameco Corporation
- Andrea Patterson Tourism Co-ordinator
- Ann Irwin, Garden Accents
- Anne Taylor Scott, Planner
- Barb Spry, Treasurer
- Barbara Stephenson, Chief Librarian
- Barry Walker
- Bill Jackson
- Bill Simpson, Viceroy Homes
- Bob Steane, Cameco Corporation
- Bob Sculthorpe
- Brad Robertson, Esco Limited
- Brenda Liston Hanley, Fleming College
- Carl Cannon, CAO
- Cal Morgan, Councillor
- Carole Payne
- Dan Koomen
- Daryl Bottema, Durham College
- David Graham
- David Luton
- David Monteith, Chair Agricultural Advisory Committee
- David White
- Diane Heard, Tourism
- Deborah Frosst-McInnes, D Frosst Design Studio
- Denis Lafreniere, Chemcraft International Inc.
- Dianne Huffman, Collins & Aikman
- Emma Gorsline, Unitrak Corporation Ltd.
- Eugene Todd, Director Parks Recreation and Culture
- Fran Aird, Clerk, Deputy CAO
- Gary Hull - Deputy Police Chief
- Gord Evans, Workforce Development Board
- Graham Brown
- Heather Formosa, Durham College
- Holly Hills - Century 21 Real Estate
- Jackie Irwin, NorAg
- Jack Goering – Environmentalist
- Jennine Huffman, Chamber of Commerce
- Jeff Gilmer, Gilmer's Home Building Centre
- Jim Gilmer, Rotarian
- Jeff Lees, Councillor
- John Boughen
- John Campbell President HBR HBIA
- John Morand, Councillor
- John Quantrill, Quantrill Chevrolet Cadillac Ltd
- Judy Selvig, Economic Development Officer
- Kathran Helps
- Karen O'Hara, Councillor
- Ken Andrus, Chief Building Inspector
- Linda Thompson, Deputy Mayor
- Lloyd Jones - Zircatec
- Lorraine Bulger, Economic Development
- Mark Klintworth, University of Ontario Institute of Technology
- Mark Stevenson, Project Manager, Port Hope Project



- Mike Rostetter (CAO – retired)
- Milton Baulch
- Paul Evans
- Patricia Sinnott, Chair, Environmental Advisory Committee
- Paul Rungay
- Peter Angelo, Director Public Works
- Renee McLachlan, Paperworks
- Rick Austin, Mayor
- Rob Cooper, Collins & Aikman
- Robert Humphrey, Northumberland County Economic Development
- Robin Dines, Hillcrest Victorian Inn
- Roger Carr QC, Firefighter Museum
- Sarah Clayton, Chair Economic Development Advisory Committee
- Stephanie Matiyek, Student Councillor
- Steve Ashton - G. Facey Clothing
- Stewart Raynor - Norpak Handling Limited
- Sue Stickley, LLRW
- Ted Watts, Councillor
- Tom Payne, Bed & Breakfast Association
- Uwe Meyer, Managing Director Capitol Theatre
- Wendy Giroux, Chamber of Commerce



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