ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING AGENDA

Date: Thursday May 4th 2017
Location: City Hall Committee Room 3 (Third Floor)
Time: 6:00pm

1. Call To Order

2. Confirmation of Previous Minutes
   a. Monday October 17th 2016

3. Business Arising from the Minutes

4. Delegations
   a. Engineering Staff
      City of Port Colborne engineering staff will provide a brief overview of the East Side Employment Lands project - work that has been completed to date and next steps

   b. David Oakes, Director of Economic Development for Niagara Region
      Mr Oakes will present on the role of Niagara Region Economic Development and Team Niagara

5. Business
   a. Chair’s Update
   b. Staff Update
   c. Committee Report to Council
      A committee vote on the committee report to council needs to be recorded
   d. Economic Development Strategy RFP Review
      Review of RFP for previous economic development strategy and identification of priorities for new RFP
   e. Future of Committee
      Discussion on future of committee as economic development strategy is conducted

6. New Business

7. Information/Correspondence

8. Adjournment
October 17, 2016
MEETING OF THE PORT COLBORNE ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Minutes of the sixth regular meeting of the Committee Members of the Port Colborne Economic Development Advisory Committee, held in the Third Floor Committee Room 3, City Hall, 66 Charlotte Street, Port Colborne October 17, 2016, 5:00 p.m.

The following Committee Members were in attendance:

Committee Members: Gary Bruno, Matthew Cherevaty, Fred Davies, Betty Konc, Jeni LaMarre, Kate Ostryhon-Lumsden, David Semely, Jordan Sherlock, Dee Tilbrook

Councillors: Mayor John Maloney, Councillor John Mayne

Regrets: Len Stolk, Councillor Dave Elliott,

Guest: Donna Abbott

Staff: Evan Acs, Scott Luey, Karen Walsh

1. CALLED TO ORDER: 5:00 p.m.

Welcome Donna Abbott from the Tourism & Marketing Advisory Committee

2. CONFIRMATION OF PREVIOUS MINUTES:

A: Monday, July 18, 2016
Revisions: attendance list change “Mayor Bea Kenny” to “Mayor John Maloney”

Moved by: Dave Semely
Seconded by: Jeni LaMarre

CARRIED

3. BUSINESS ARISING FROM THE MINUTES:

None

AGENDA CHANGES

Moving new business before business.

Moved by: Mayor John Maloney
Seconded by: Jeni LaMarre
CARRIED
4. NEW BUSINESS

Scott Luey discussed the Corporate Strategic Plan that was done in 2015, which is in different stages of completion. He went through each item on the list and discussed where each item is at. There will be a report going to council to ask for funding to do another Corporate Strategic Plan with different options on the process/facilitator. The strategic plan can provide a road map for an economic development strategy. Committee members advised Mr Luey to start the strategic plan as soon as possible and not to wait until spring 2017. Mr Luey was also advised to engage an external facilitator free of biases and agendas.

Councillor Mayne advised the city looks for the best use of money. It is the tax base that supports the cities expenses. The City needs a good solid base Strategic Plan to increase the Economic Development for the City.

5. BUSINESS

a. Chair's Update

No report.

b. Economic Development Officer’s Update

i. Sold 2 acres of land on Invertose Dr to On the Road Machine. The building will be 14,000 -15,000 square feet. They have outgrown their current location.

ii. The City passed by-law to waive development charges to Sept., 2017. Westwood Estate Phase 2 is starting to build.

iii. Updating Zoning by-law (last update was 1982). The Official Plan was updated in 2013. Maps are currently on the second floor for viewing. The text is complete but being reviewed internally before public hearings.

iv. New branding for tourism (replacing Uncharted, Unexpected) – putting together a steering committee of eight people for new branding including design layouts. Committee provided input that rebranding is premature in light of a corporate strategic plan and economic development strategy being completed.

Motion
This committee recommends postponing any rebranding exercise be completed after the Corporate Strategic Plan and Economic Development Strategic Plan have been done.

Moved By: Dave Semely
Seconded By: Betty Konc
CARRIED
Abstentions: John Maloney

c. Committee Report to Council

Each Committee member was provided a few minutes to discuss the draft report provided in the agenda package, namely seeking input on what points should be brought forward to council. The notes from that discussion are attached to these minutes. After all members provided input discussion focused on recommending a new economic development strategy be completed for the City.

Motion
This committee recommends to City Council that it authorize the preparation Economic Development Strategic Plan in conjunction with the City’s overall Strategic Plan.

    Moved By: David Semely
    Seconded By: Gary Bruno

CARRIED
Abstentions: John Maloney

d. Tourism & Marketing Advisory Committee

Staff provided a verbal report on issues that have arisen with the Tourism & Marketing Advisory Committee, with meetings being missed and ex-officio members resigning and not being replaced. The committee is not functioning in its current form. Changing its structure and making it a standing sub-committee of the Economic Development Advisory Committee may be beneficial.

Motion
The Tourism & Marketing Advisory Committee to become a subcommittee of the Economic Development Advisory Committee. Terms of Reference for the two committees will be amended.

    Moved By: David Semely
    Seconded By: Kate Ostryhon-Lumsden

CARRIED
Abstentions: John Maloney

Next meeting – tentatively set for November 21st 2016 at 5 pm

4. NEW BUSINESS (Continued)
Several members requested that minutes be circulated shortly after each meeting and that agenda packages be distributed earlier prior to meetings.

6. INFORMATION/CORRESPONDENCE

None

7. ADJOURNMENT:

Moved by:   Dave Semely  
Seconded by:   Dee Tilbrook

Resolved that we do now adjourn.  
CARRIED

Time of adjournment 7:10 p.m.
Discussion on items to be reported to Council

- Great ideas but the issues take place once the Economic Development Strategic plan is done.
- Need to be more focus on Economic Development.
- If we act on other areas, it will work.
- We have to cultivate and maintain new business in the community strategy plan.
- New industrial development & maintain existing business.
- We need to sell our city to the Region.
- Need to have shovel ready industrial land.
- People are here to spend money.
- Need to focus more on a vision – then do an Economic Development Strategic Plan.
- Filter everything through the vision (Residential, tourism, industrial).
- We should not go to council and use the time to work on a vision.
- Need to develop evidence base.
- Need an overall communication plan – have a gatekeeper to have all communication filter through and have all the boxes ticked.
- Need to have a brand – a vision is the starting point.
- Branding marketing helps create presents.
- Port Colborne’s self-image not very strong.
- Need to have more representation at the Niagara Industrial Association (NIA), like there is for all the other communities.
- Why are we not more forceful and have more of a present outside the area?
- We can’t do everything all at once.
- Need to be willing to go into uncharted territory.
- Need to think outside the box and be comfortable with it.
- Really good process establishing the committee.
- Not a lot of goal setting targets, once established organize and natural growth will happen.
- How can we do anything else if arguing on the slogan and cost.
- The business community needs to represent themselves at Regional events.
- Hosting events, such as plant tours, brings awareness to the are and people ask questions on what else is available and being done.
- Political – forgotten community – what are we doing to get ahead of it.
- Make awareness to council.
- We need to get out in the Region to represent Port Colborne (not just City Staff and Council)
- Vision – where are you going.
- Tourism focused a lot of competition with other municipalities & what are they doing to become different.
- We do not utilize waterfront at all – too many weeds.
- There are 13 recommendations and 8 are outcomes.
- Can’t see it coming to any fruition.
- A new Economic Development Strategic Plan includes vision, tourism.
• Can’t pre-judge the outcome.
• Port Colborne is not industrial it is a bedroom site community like Milton and Elliott Lake.
• We recommend an Economic Development strategic plan in conjunction with the city strategic plan.
• Wording of recommendations needs to change.
• Municipal corporate structure.
• Corporate cultural weak.
• Communications officer – in the overall Strategic Plan.
• Strategic Plan number one priority.
• Current corporate cultural – how to promote like it’s not open for business.
• Strategic Plans needs to be development.
• People from other areas rave about the service at the City.
• Where are the areas at City Hall that need to improve the Corporate Cultural?
• Messaging inconstant.
• Corporate Cultural - someone needs to attend functions.
• When new in town and seeking information – need to relay on other business owners in the Downtown Business Improvement Area (DBIA).
• No one from the City or DBIA welcomed new businesses.
• Positive outlook from new people then people that have lived here for long periods.
• There is a common theme - all about Strategic Plan and Vision.
• Post industrial age a lot of brownfields to clean up
• Need a case study analysis (business plan) for the following:
  o Canal Days;
  o Roselawn;
  o Marina;
  o Waterfront.
• Downtown CIP – infrastructures then new business, new jobs, new assessment.
• Anything the city does the burden is on the taxpayers.
• We see the way things were done years ago was right.
• More bureaucracy and more staff and the taxes are going up and the City is going nowhere.
Port Colborne Economic Development Advisory Committee

REPORT TO COUNCIL

November 2016
Port Colborne Economic Development Advisory Committee (EDAC)

Report to Council
November 2016

This is a report submitted by the EDAC. It is designed to supplement and provide additional background to staff reports submitted to Council in conjunction with normal reporting guidelines as a committee of Council.

The Committee has reviewed and endorsed this report.

Committee Members

Fred Davies, Chair – Niagara Business & Innovation Fund
Jeni LeMarre, Vice Chair - Mark Gilbeault & Associates – Main St. BIA
Gary Bruno, Tourism Committee Representative
Dave Elliott – Council Representative
John Mayne – Council Representative
Dee Tilbrook – Karma Living, Community Member
Matt Cherevaty – Vale
Betty Konc – J.B. Fashions - Downtown BIA
Kate Lumsden – Remax Welland Realty
Len Stolk – Stolk Construction – Chamber Rep
David Semley – Community Rep
Jordan Sherlock – North American Traffic
Mayor John Maloney – Ex Officio

1.0 Summary & Key Recommendations

Following months of discussion of a wide variety of issues and documents related to Port Colborne’s economy, the Economic Development Advisory Committee is presenting a number of important recommendations to City Council.

These recommendations are designed to accomplish two goals:
1. To provide Council with advice and recommendations to engage in immediately actionable projects to solve specific issues or problems that have been identified;

2. To provide Council with advice and recommendations to engage in a new comprehensive, community-based, economic and tourism development strategy.

1.1 Dual Strategic Planning Process

The EDAC’s key recommendation to City Council is that it considers engaging in a comprehensive new economic & tourism development strategy for the community. This should be a minimum of a five-year strategy facilitated by a professional with the continuing input of the EDAC. The EDAC requests that the Committee be involved in drafting the terms of reference for this process and be a key resource for the process.

This strategy should be objective, comprehensive, and be developed with no preconceived notions or idea of the final product. The plan should establish strategic directions that will survive any term of council and provide long term objectives based on credible data and trends. It should be the economic development business plan for Port Colborne.

It appears that while desirable, the Economic Tourism and Development Strategy may not be able to precede the Corporate Strategic Plan. Instead, this comprehensive strategy is recommended to be completed in conjunction with the current updating of the City’s corporate strategic plan to ensure activities and resources are focused on complimentary objectives. In fact, the EDAC believes this is a vital process to provide Council with an internal and external platform developed with consistent criteria.

The early work completed by the EDAC also suggests that it is important that any strategic planning be completed with a realistic approach to economic development with strategies that are attainable, measurable, and based on sound business planning and evidence based inputs. The Committee recognizes that resources are scarce, and choices are hard, but it is important that all decisions of council be guided by, and related to, the future growth of the community on a broad consensus.

Funding for this may be cost shared with the Region. There also appears to be possible funding envelopes from the Ontario government to assist in sharing the cost of a new strategic plan. The cost of this plan should not exceed $50,000.00.

The EDAC recommends that the EDO engage in research to secure funding as soon as possible.

Cost: City portion - +/- $15,000.00 Regional portion - +/- $15,000.00, Provincial portion – +/- $15,000.00
1.2 A Clear Community Vision

The key to any strategic plan is to have a clear ‘vision’ to guide decisions as a community.

A vision statement describes a community’s values and aspirations and a shared image of what they want their community to become over the next 10 to 20 years in the future. The statement should address all aspects that make up a community such as the social, cultural and economic fabric. Statements should be forward thinking and written in a positive, affirmative and inspirational style. The vision statement functions like a captain steers a ship to stay the course on its journey as changes occur.¹

This is one of the most important first steps in developing an economic development strategy. Everything flows directly from the Community Vision and all decisions should be made with direct respect and upholding the tenets of the Vision.

Cost: 0

1.3 Case Study Analysis and Business Planning

The Committee recognizes that there are important economic drivers in the community which should be regularly reviewed for performance and contribution to the growth of the economy. The EDAC requests and recommends that it be provided with a further mandate to engage in analysis of key assets of the city to review business practices and recommend, where necessary, new business models and policies to be considered to ensure and promote sustainability.

Effective management of public assets have evolved to include new strategies to establish performance expectations and outcome measurement. See footnote reference for an outline of 143 KPIs for municipal strategic planning.¹

The EDAC recommends that we engage in a broad review of community assets and policies where revenue streams may or may not be evident or expected as a contribution to overhead. The Committee also recommends that each of these case studies include new models for sustainability and performance evaluation.

The key policies and assets would include:

- Review of Community Events, economic impact and performance metrics. Develop a business model that mitigates risk to the taxpayer, and maximizes actual economic contribution to the local economy;
- Review of City communications, marketing and branding strategy.

• Review of current operational model and sustainability of the Roselawn Centre. Develop capital plan and operational sustainability plan;
• Review of the Sugarloaf Harbour Marina model and establish an annual business plan with key performance indicators and deliverables;
• Review of economic impact of all CIP’s beginning with the Downtown CIP and recommend development plans;
• Engage the community in a survey of ideas, impressions, concerns and feedback on key assets as part of a comprehensive analysis.

Cost: +/- $20,000

1.4 Departmental Review HR Structure

• EDO, Tourism & Event Management

Throughout the review of various areas within the economic development file, the committee recognized that there appears to be a level of confusion or disconnect between the activities in municipal departments. For example, the key communications position reports to the Director of Community Services and Events, while the EDO is charged with the tourism file. Similarly, community events form part of the community’s overall tourism, but are not necessarily linked to priorities of the EDO and Tourism effort. Collaboration between the two municipal divisions can be inefficient. As a result, key performance indicators cannot be measured.

The EDAC recommends that the City of Port Colborne engage in an internal review of human resources in departments with a role in economic, tourism, promotion, events management, and communications to streamline processes and create more effective delivery model and a positive and inviting environment for investment in the community.

There are several areas where this review can provide a better service model. For example,

• Economic Development & Tourism is a division of the planning department. The EDAC recommends that consideration be given to creating an Economic & Tourism Department reporting directly to the CAO.

• Events & marketing operates in the Community Services Department and is not currently modelled to have a collaborative linkage to economic development notwithstanding events and the marketing has a direct correlation to tourism and economic development.

• Economic impact and other asset analysis reports are done through Community Services in isolation to the Economic Development & Tourism division. It is important that all of
these efforts are co-ordinated with a common approach to ensure we are actually measuring performance and impact.

The EDAC recommends that senior management consider restructuring the framework of economic development and tourism, consider merging events and marketing into one department. This will ensure greater efficiency, leadership, integrated marketing and performance evaluation and impact analysis. The EDAC believes this is important for the future success of new strategies.

Cost: Internal

- **Customer Service & Corporate Culture**

Over the past several months the EDAC heard from members in the industrial, commercial and tourism sector about the business services model at City Hall and perceptions about effective service delivery. Several anecdotal presentations were heard in our visioning sessions which indicated that are perceived difficulties in doing business with city hall. Among the concerns, several pointed to specific examples:

- Perceived lack of co-ordinated processes between departments;
- Perceived lack of expeditious customer service response to enquiries and requests for assistance from City Hall;
- Excessive paper burden and red tape, including burdensome and unnecessary internal multi-level processes for simple projects;
- General attitudes and ‘not my job’ issues;

The EDAC recommends that senior administration consider proceeding with a customer service review to streamline processes, improve and provide the highest level of customer service at City Hall, and to ensure the most efficient and cost effective model is used. The Committee also recommends a survey be sent to ‘customers’ over the past year or so to determine the level of satisfaction in dealing with city hall and to provide feedback to senior management.

Cost: Internal
2.0 Background Perspectives

In January 2016, Council approved the appointment of the EDAC to review, advise and recommend actions and strategies for consideration by Port Colborne Council. Since the inaugural meeting, the committee has met more often than required under the by-law to review the past, present and future prospects of our local economy.

For the first time in over a decade, a community-based committee was asked for input to help Council make good decisions about the future of the city. The level of enthusiasm and the amount of dialogue was clearly evident as the work began. The dialogue quickly led to a discussion into many important questions aimed at defining the community and its economy.

What is Port Colborne?

- Is Port Colborne an industrial community?
- Is Port Colborne a tourist community?
- Is Port Colborne a residential community?
- Are we focused on the right strategies?
- Does our waterfront represent our future?
- Are community events a valuable economic development tool?
- What are the major barriers to growth?
- Why has Port Colborne’s population remained the same as it was 20 years ago?
- Have we been promoting the right strategies in the past?
- What are the socio-economic and demographic realities in Port Colborne?
- How do all these questions tie into a long term vision and strategy?

The Committee reviewed information available including previous strategies of Council and economic development reports with a holistic approach without any predetermined positions. Previous assumptions were reviewed on the basis of both historical and current conditions, statistics and results.

To understand what we are today, the committee reflected on the economic history of the community and the transition it continues to make from reliance on past heavy industry supported by a mostly local and a similarly heavy industrial supply chain. Port Colborne was built on the canal, with iron, nickel and the marine industry. In its heyday, Port Colborne was a hub of industry with a strong base from several other sectors including cement and grain refineries. Shipping was vital, as it is today, but with a much deeper local employment base in the marine and marine supply chain sectors. Today Port Colborne is still in transition decades after the loss of thousands of jobs.
Not unlike other post-industrial communities, Port Colborne remains challenged to find strategies that will grow the economy and generate a stable tax base and a sustainable future. It is critical to the future of Port Colborne to pursue strategies that enhance the assessment base, lower the burden on an ageing taxpayer demographic, and follow a vision that is reasonable, attainable and measurable.

2.1 The Starting Point

The consensus of the committee is that Port Colborne struggles with its identity. We have not answered the questions above to any significant degree to give us clearly defined images of what we are, and where we want to go as a community.

We want to have a vibrant and sustainable local economy, but there are big barriers to that goal which has inhibited growth for decades.

According to the last census, regional analysis, and economic activity, Port Colborne has a disproportionate number of troubling issues. We have serious socio-economic problems in many sectors which has affected our identity, and our strategies. We have higher than average unemployment, and a shortage of available skilled labour locally.

Comparatively, Port Colborne has a disproportionately higher level of poverty, unemployment and government transfers in Niagara. We have a lower than average levels of income, education and mobility. We also have the second highest average age in Niagara behind Niagara On The Lake, but for opposite economic reasons. NOTL attracts seniors with sustainable incomes.

We promote ourselves as destination for tourism, entertainment, diverse restaurants and bistros, arts and culture and dynamic and historic retail districts. However, our inventory of community assets in these sectors are not as strong as we purport them to be which has confused the market, internally and externally.

We are Canada’s ‘South Coast’ along the sandy shores of Lake Erie and a destination where ‘business and lifestyle are a perfect match’. We are ‘uncharted, unexpected’ and a ‘multi-modal’ transportation hub providing strategically superior mobility infrastructure for industrial growth. Our branding has also confused the market over the years and has contributed to our identity issues.

2.2 Visioning Sessions

The Committee held several visioning sessions. These sessions were designed to review our past, our present and our views on the future. The main purpose of these sessions was to come to terms with what we are, our limitations, and our expectations for the future. These visioning
sessions set the stage for the key recommendations put forward and to also establish a framework for a comprehensive economic and tourism development strategy to follow.

Topics were explored in a wide-open process to explore three areas of interest:

- What AREN’T we in Port Colborne and not likely to be in the future?
- What ARE we today?
- What CAN we be in the future?

For the purposes of this report and to highlight EDAC’s conclusions, the most relevant or most identified topics are included.

2.3 What AREN’T we in Port Colborne and not likely to be in the future?

- Superior Multi-modal Transportation Hub

The expired economic development strategy for Port Colborne pursued a primary focus on the idea that Port Colborne is a multi-modal hub for growth based on superior transportation linkages. The committee suggest that this is not necessarily an accurate statement and while the community should continue to promote strategic advantages Port Colborne is not currently a superior location based on existing multi-modal infrastructure.

Compared to Niagara communities along the QEW and 406, Port Colborne is not particularly well connected by highways to the rest of Niagara or to major markets. Highway access is nominally adequate, but not superior, in comparison with other Niagara corridors. Port Colborne is not at all strategically located close to international airports, nor is the rail connectivity superior or even accessible on many existing industrial lands. While the Welland Canal is indeed a working canal with potential for new industrial development, this asset will grow as a result of market forces beyond the control of the city. Growth along the SLSA is connected directly to international markets and subject to global demand.

*Port Colborne should remain vigilant in providing a data base of available industrial and waterfront lands, and promote this within a much broader economic development vision and not a primary or central strategy.*

The Committee recognizes that there are certain strategies that should be considered including continued lobbying for the 406 extension to Port Colborne. Improvements to the 406 in Welland has improved efficiency to Port Colborne which has lowered driving times from South Niagara to North Niagara and the QEW.
The EDAC recommends that efforts be deployed to secure improvements to both highways 58 and 140 to include accelerator and passing lanes. Both highways could be twined similar to Hwy 3 between Gasline and the Peace Bridge.

- **Major Industrial Hub**

In 2011, over 15% of Port Colborne’s labour force was employed in the manufacturing sector. The EDAC observed that the majority of industrial expansion in Port Colborne over the past 20 years has been organic. Many of Port Colborne’s most stable employers are businesses that were started in Port Colborne or located here because of connections or an affinity to the community or area. The Committee noted that the city’s recently completed BR&E plan represents the appropriate focus for future manufacturing and industrial expansion.

In assessing the data and economic realities, the Committee concludes that Port Colborne is not likely to become a major industrial hub in the next several decades. According to the Region of Niagara, Port Colborne’s population growth is not expected to increase more than approximately 150 people per year, or 3100 in the next 20 years. The inventory of industrial land closer to major highways and market access puts Port Colborne in a less attractive position. The inventory of industrial land in Port Colborne is also mostly unserviced.

Notwithstanding, Port Colborne can promote industrial development through continued emphasis on organic growth within existing clusters by developing a community strategy that promotes Port Colborne as a great place to live and raise a family. This harkens back to the strategy that was developed in the 80’s and continues to be used in some City promotional documents that ties ‘business & lifestyle’ into the industrial strategy.

*Companies without ‘just in time’ requirements are perfect targets if we are able to provide a vision that is attractive on several levels throughout the local economy. The new strategy should focus on a broadly-based community asset base that the attractive and inviting.*

2.3 **What CAN we be in the future?**

- **Tourism & Seasonal Resident Development**

The EDAC observed that Port Colborne does not have a strong tourism economy, yet. Clearly, there is important tourism activity in Port Colborne, but the economic outputs in tourism activities do not provide a sustainable tourism base. Tourism assets necessary to sustain a traditionally defined tourist economy are simply not present in Port Colborne. This also extends to recreational tourism notwithstanding certain economic generators in the sector such as boating and cycling. We can develop strategies to expand this market.
The primary barrier to expanding tourism assets is availability of developable land on which tourism assets can be created and lack of hotel accommodation. Accommodation is generally limited with mostly fair weathered seasonal demand. A study done by the City of Port Colborne concluded that Port Colborne could not sustain a hotel with similar size to Rose City Suites. Forecasted occupancy rates would not create or sustain the necessary return on investment required to attract an investor able to construct this tourism asset.

The availability of waterfront land is severely restricted. While it appears Port Colborne has an abundance of vacant waterfront lands, most of this land is Federally owned, industrial and subject to development restrictions. Other lands along the east side waterfront are industrial, corporately owned, with a high degree of brownfield designation. This is a major barrier to future tourism, recreational or residential development.

The observation that Port Colborne is not a community with a sustainable base of tourism assets does not mean that tourism strategies should not be developed or pursued. It simply means that those future strategies need to take into account the actual realities of this sector.

On the upside, and an often overlooked reality, is that Port Colborne has an enormous ‘seasonal resident’ strategic advantage. The summer months expand Port Colborne’s seasonal population by well over 10,000 people from Sherkston to along the Lake Erie shoreline. This yearly demographic provides the city with a unique marketing opportunity that should be central to promotional campaigns.

*A full community survey of the tourism and seasonal sectors should form part of an overall strategic planning process to estimate economic impact and future prospects for growth.*

- **Residential Development**

The Committee discussed the continuing problem of lack of residential development in Port Colborne. While 2016 has seen a significant uptick in new housing starts, this is an anomaly in relation to comparative statistics of housing starts to other communities in Niagara over the past several years. CMHC (Canada Mortgage and Housing) analysis for the fourth quarter 2013 housing starts, as with all other quarterly analysis over the past decade, has Port Colborne at the very bottom of urban communities in Niagara.

Port Colborne’s recent surge in market value is a direct supply and demand reality. According to anecdotal research from local agents, for the first time ever in Port Colborne, the resale market experienced a number of multiple bid offers, often before for sale signs hit residential properties. Inventory continues to be low and the absorption of infill and new lots reflects this positive new reality.
A good barometer of a community’s health is the strength of its housing market. In fact, according to Stats Can, new housing development can have a more sustainable impact on small communities over small industrial development.

New housing construction is a clear and decisive vote of confidence in a community and an indication of the growth trajectory in the near and medium term. The reason for this is it is the singularly most expensive decision the average taxpayer can make is to build a brand new home. One must be decidedly optimistic to put this capital at risk. This is a good measuring stick for the local economy.

New home construction, at a local level, has a direct and measurable multiplier impact. From mortgages to furnishings and fixtures, the creation of new economic activity is undeniable. It also immediately creates a brand new revenue stream to the municipal and regional governments where none existed before.

The EDAC recognizes that residential development is a purely private sector driven component of the economy. While the City has experimented with developing residential lots in certain circumstances, it is a financial risk that is not traditionally within municipal strategies. The city can provide a co-ordinated marketing and promotional platform that will enhance residential development. The best way to entice a person to commit the most important investment of their lives is the level of comfort, safety, stability and diversity in the community.

_The Committee recommends that as part of the comprehensive economic and tourism development strategy, a full investment attraction strategy be included to promote the attraction of residential sub-division development, and the completion of existing draft plans of subdivision to add serviced inventory of building lots._

- **Waterfront Enhancement**

The EDAC recommends that the City of Port Colborne support the Region’s Waterfront Enhancement Strategy. This project may have a positive impact on Port Colborne.

_In addition to this, and as part of an overall evaluation of waterfront opportunities in the new strategic plan, the EDAC recommends an entire review of waterfront lands with an eye to evaluating and promoting acquisition of lands for new residential, recreational, commercial and tourism development._

- **Rebranding Port Colborne**

Staff will present along side this report, a motion passed by the EDAC requesting Council defer the rebranding project designed to update the “uncharted, unexpected” moniker that has been badly received in the marketplace. The Committee believes, however, that notwithstanding the
clear need to rebrand, it should be done in conjunction with a new visioning exercise and the economic and tourism strategic plan. The dollars allocated to this is recommended to be redeployed to the strategic planning process.

The main reason for this is that it is necessary to first dive into the vision we have for Port Colborne and then translate that vision into a branding campaign. As we analyze the focal points for a new strategy, we may also find ourselves embarking into a new territory. For example, we have spent thousands of economic development dollars promoting the “multi-modal” concept which the EDAC believes was not a realistic strategy. The “Where Business & Lifestyle Are A Perfect Match” continues to be used on the City Web Site and seems to have been a more successful reflection of the image Port Colborne has of itself, but it is confused with other marketing strategies that have found their way into the various publications promoting Port Colborne.

The Committee notes that negative nomenclature that has found its way into things related to Port Colborne represents a troublesome situation. Specifically, for example, the name ‘Lidsville’ has been legitimized in mapping searches, particularly with respect to Bing. This also shows up in real estate searches on MLS and Commercial search sites.

All of this goes back to the many questions at the beginning.

**What is Port Colborne?**

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- Are community events a valuable economic development tool?
- What are the major barriers to growth?
- Why has Port Colborne’s population remained the same as it was 20 years ago?
- Have we been promoting the right strategies in the past?
- What are the socio-economic and demographic realities in Port Colborne?
- How do all these questions tie into a long term vision and strategy?

In the end, for example, perhaps the correct vision for Port Colborne is to simply recognize that it may not be bad to keep the small town image as a retirement community with reasonable and stable taxes, good infrastructure and a diverse and dynamic and vibrant downtown, stable and organically growing industry, and a place where people feel safe and secure. There are many components that need to be considered before we can “re-brand” Port Colborne. This rebranding process must be completed within the context of where we want to go as a community.
• **Industrial Development and BR&E**

The EDAC recommends that the City of Port Colborne maintain a multi-faceted industrial development strategy. The Committee noted that it is mindful of the cost of servicing industrial lands and recommends that Port Colborne develop new industrial lands on a phased basis but not with the entire financing burden placed on the taxpayer. It is also noteworthy in this philosophy that current development incentives to attract new industry also carries a punitive tax burden to municipal government. Recovery of infrastructure investment is deferred in order to attract industry. This is a double-edged sword and EDAC believes the burden for infrastructure must be shared.

In the meantime, EDAC recommends that Port Colborne:

- Completes the pre-engineering phase for the ‘employment lands’ industrial expansion to a “shovel ready” status;
- Continues to focus efforts to assist existing employers through the Business Retention and Expansion Report to the City;
- Continues in collaborative efforts with neighbouring communities to ensure that all industrial development leads are serviced in Niagara recognizing that all of Niagara wins with new industry even if it is not located specifically in Port Colborne (ie, GE);
- The City should identify sites for new greenfield industrial developments and partner with private sector landowners to prepare these lands for investment;
- The City should support, encourage and advance discussions for land use review for SLSA surplus land.

• **Downtown Development**

The Downtown Community Improvement Plan is a shovel-ready project. Council has left this project lower on the list of priorities largely due to capital cost, lack of cost sharing or ‘infrastructure’ dollars from senior levels of government.

The EDAC noted that many communities in Niagara have moved forward or completed Central Business District renewal as part of a successful economic development strategy. Senior staff have provided analysis of the need for infrastructure replacement downtown. Business owners continue to deal with deteriorating sidewalks, inconsistent and patch-work maintenance, and old and uncoordinated streetscapes.

Research shows that downtown renewal has a tangible impact on the growth of a community.

*Downtowns play a crucial role in the economic health of a town or city. Downtowns that are vibrant stimulate economic and business activity in the area and attract visiting tourists. A sizable share of a town or city’s tax base is derived from downtown economic*
activity. In addition, downtowns embody the heritage of a community and portray the image that people have of the town or city. An aesthetically pleasing downtown that is full of activity, particularly pedestrian activity, conveys a positive and attractive image of the community, which in turn attracts more visitors to the downtown core. As such, creating a vibrant downtown should be an important goal for community leaders.

There will be disruption to downtown businesses during the completion of the CIP. However, the Committee has recognized that over the past several years a substantial portion of pedestrian walkways have been replace due to infrastructure failures. The problem with this pattern is that there is no consideration given to the streetscape themes that were included in the CIP. Ultimately these sidewalks may end up being torn up again to match CIP requirements. The recent replacement of the King/Clarence stop lights (while being done by the Region) does not reflect the proposed CIP design.

As a matter of course, the business community was not advised, and it appears as though local priorities were not necessarily considered by the Region, prior to spending several hundred thousand dollars on signal infrastructure downtown. The Committee strongly recommends that we develop new protocols to be able to respond to projects of this nature with an ability to integrate them in better ways to local priorities to save tax dollars.

The EDAC recommends that the City engage in discussions with the business community as part of the strategic planning process to develop a phased CIP completion and that the city put this project on the front burner for infrastructure cost-sharing when dollars become available. It is also important that the business case for this project be developed to project the impact on the local economy.

- Arts, Culture, Recreation & Leisure
  - Arts & Culture Master Plan

Council received the final report of the Arts & Cultural Master Plan completed by Millier, Dickenson, Blais. Members of the EDAC reviewed this draft document presented to Council and concluded that the report was extremely weak. Fully 80% of the report was ‘boiler plate’ terminology and broad references to the sector that had no particular relevance to Port Colborne. There were no real strategic directions given, no capital estimates or evaluation and the report provided little intelligence that wasn’t already known.

The conclusions drawn in a number of areas show no evidentiary value. For example, the report detailed stakeholder input to illustrate ‘Natural and Cultural Heritage Assets’ which oddly suggested that a heritage asset included the Smokin Buddah and Eataly for coffee. This

---

2 Ian Wong, The Monieson Centre, Queen’s School of Business, Creating a Vibrant Downtown, April 2009.
entire process was critically flawed and should not have been done. It should have been part of an overall economic development strategic planning process.

- Publications

In the Fall/Winter Leisure Guide, of the 18 ads placed in this guide, 13 were businesses or interests outside of Port Colborne. Only 5 were associated with local businesses in a guide that is specifically targeted to Port Colborne. This is just one example of many where local businesses are not front and centre in publications, regardless of the fact these publications are printed privately.

The EDAC recommends that staff develop new strategies and collaborative protocols to ensure a more effective co-ordinating role in addition to simply getting city information out to the community. The business community will buy-in to this effort if it feels that there is value in participating. Competing against external businesses in a home-grown document is counter-productive and perpetuates the disconnection between city hall and the business community.

- Transportation and Connectivity

The EDAC discussed the continuing effort to provide adequate transportation services to Port Colborne to ensure residents have an adequate level of mobility. This discussion also focused on the impact on seniors, students and job seekers. The Committee recommends that issues of mobility be included in the economic development strategy.

- Financial Management & Capital Asset Planning

The Committee believes that Council should make an early determination of strategic priorities which will require the investment of tax dollars through debentures over the next five years. The EDAC strongly recommends that any future investments be made with specific criteria including the following:

- Projects where debentures are used must demonstrate adherence to the Vision of the community and provide a measurable return on investment through the creation of new assessment, jobs, new business or business expansion;

- Projects where debentures are used for infrastructure replacement should be prioritized on the basis of measurable cost savings that exceeds the carrying costs (principal and interest) over the life of the project.
The EDAC also recommends that Council focus decisions with significant cost on projects that create new assessment and that it not invest in new public buildings. Unless mandated by legislation, regulation or verified and exceptional emergency need, the greater public interest is better served with a focus of investment dollars in areas that create positive economic impact.

The Committee encourages Council to complete these projects through a combination of utilizing borrowing capacity from maturing debt which is already built into the mill rate, and cost sharing with senior levels of government, and using new debentures which are at historically low rates. A new list of priorities based on this criterion should be developed.

### 3.0 Observations

Port Colborne has key strategic and comparative advantages to provide a foundation for growth. The key is defining and developing those advantages in order to expand the assessment base, and investment in the community.

Comparative advantages are defined as local assets or attractions that are unique to Port Colborne or provide an advantage over other communities. We have long associated Port Colborne’s promotional image through the Welland Canal and the Lake Erie shoreline. We have also promoted historic districts and buildings. The main area to be reviewed in a new strategy is to determine how these strategic and comparative advantages have an actual and measurable potential and impact on the future.

Our effort must focus on:

1. A New Vision
2. Financial Resources, Capacity and Strategic Decision-making
3. Community “Buy-In” and Continued Focus on the Outcomes

There are many similar communities like Port Colborne who have gone through the same industrial decline and transition. Several communities have successfully made the transition through strategic plans that are focused and well defined. Many have created new strategic directions and “visions” that have fundamentally redefined the basis upon which their communities should be developed in the future. Sometimes, letting go of the past is the best path to the future.
Here are three examples of the approach.

Collingwood, a community with very similar industrial history, has adopted the following vision:

*Collingwood is a responsible, sustainable, and accessible community that leverages its core strengths: a vibrant downtown, a setting within the natural environment, and an extensive waterfront. This offers a healthy, affordable, and four-season lifestyle to all residents, businesses, and visitors.*

There are dozens of community visions that could be included here, but this provides a picture of the approach we should adopt to first set the stage for the entire plan. Our vision is the outcome of the strategy.

Brantford, although located along the 401 corridor, initiated an approach to strategic planning which also provides a correct insight into why we need to pivot our strategy in Port Colborne to respect the financial limitations that govern decisions, and the actual decision-making process that remains focussed on the plan itself.

*Limited financial resources have been and will continue to be a major issue for municipalities across Ontario. At the same time, municipalities are facing the need to deal with aging infrastructure, services downloaded from senior levels of government, and competing interests for improved and new services. This conflict between resources and demands is causing municipalities to question where to focus their limited resources. Municipalities that have successfully dealt with this conflict have done so by thinking strategically to define their future directions and priorities.*

This approach falls in line with investing in our community on the basis of maximizing results. Additionally, with several other sectoral business plans guiding the process, we can remain consistent in our efforts to grow opportunities in Port Colborne.

The Town of Caledon engaged in a community-based strategic planning process recognizing that setting priorities requires a direct buy-in from residents:

*In order to achieve continued economic, social, and environmental success in the Town of Caledon, a plan was developed that will guide us 10 years into the future. Residents, businesses, and institutions in the Caledon Community were invited to share their thoughts and dreams for the future of Caledon. By sharing your insight, we can ensure that the vision, goals, and strategies for the future of Caledon reflect the views and desires of people that work, live, and grow here.*
If we can, as a Council and community, engage with those three foundations in mind, we can create, and deliver, a new and achievable strategic direction for Port Colborne.

On behalf of the Economic Development Advisory Committee, this report is submitted for consideration and we look forward to continued engagement in the coming weeks and months.

Recommended, and respectfully submitted,

______________________________
Fred Davies, Chair

______________________________
Jeni LeMarre, Vice Chair
APPENDIX ONE

Mandate: Excerpt from Bylaw creating the EDAC

Economic Development Advisory Committee Terms of Reference

1. The Economic Development Advisory Committee is an Ad-Hoc Committee of Council whose mandate is:

(a) To provide local perspective, guidance and expert strategic advisement in the delivery of economic development services in the City of Port Colborne;

(b) To serve in a non-governance capacity with a focus on provision of advice and recommendations for consideration.

2. The principal responsibilities of the Economic Development Advisory Committee are:

(a) Provide advice to the City on policies, procedures and strategic direction that should be considered for the purpose of encouraging job creation, sustaining employment and business development in Port Colborne;

(b) Provide suggestions that may have financial implications;

(c) Advise on the selection of market sectors supported by the City with sector experts as they change, shift and expand;

(d) Advise on new business attraction opportunities, programs or strategies; (e) Advise on business expansion and retention opportunities, programs or strategies;

(f) Advise on potential partnerships;

(g) Provide a conduit to local business community; (h) Identify barriers and opportunities in the community to direct strategic direction;

(i) Advise on the dissemination of information from the City to the local business community and partners;

(j) Other issues as requested by Council and staff.

2 https://mybrantford.ca/ShapingOurFuture201418FAQS.aspx#Q1
Request for Proposal for the Development of an

Economic Development Strategy/Action Plan
and Content Development

for the city of Port Colborne

ELECTRONIC SUBMISSION DEADLINE
Monday October 5th, 2009
4:30 p.m. local time
(identical hard-copies must be received
within the following 2-business days)

Stephen Thompson, General Manager
Port Colborne Economic & Tourism Development Corporation
296 Fielden Avenue, Port Colborne, ON L3K 4T6
Mobile: (905) 380-2353, Office: (905) 834-1668
stephenthompson@portcolborne.ca
1.0 COMMUNITY BACKGROUND

Port Colborne is a dynamic city of 19,000 people on the shores of Lake Erie. A part of the Niagara region, our community offers the best of small and large city infrastructure and activities.

While sharing similarities with other municipalities that have distinct urban and rural areas, Port Colborne’s history and vision for the future is unique and makes it special.

Port Colborne is situated on the north shore of Lake Erie, at the mouth of the Welland Canal. It shares its boundaries with the Township of Wainfleet to the west, the Town of Fort Erie to the east, and the City of Welland and City of Niagara Falls to the north.

The urban area of Port Colborne is located at the southern end of the municipality, centred on the Welland Canal, and consists of a variety of residential neighbourhoods, a downtown/historic core area, as well as various commercial and industrial areas. The urban area makes up less than one-quarter of the municipality’s geographic area.

The Welland Canal has provided an impetus for industrial development along the waterfront. A number of major industries are located on or close to the waterfront, occupied by residential development (primarily cottages) that have deeded access to the beaches and in many cases, access rights that extend into Lake Erie.

The rural area consists of active agricultural lands, hamlet areas, aggregate resource areas, and a handful of estate residential developments. Although there is a substantial amount of land used for agricultural purposes, there are only a few farm operators engaged in working the land.

South of the Sherkston hamlet area is the Sherkston Shores Resort community. This is a major resort/recreational development with a large number of park model homes, mobile home sites, a water-filled quarry, water slide and other amenities.

Port Colborne faces a variety of challenges for its future, including economic development, waterfront revitalization, growth management, enhancement of its natural environment and support for continued agricultural operations. In addition, the municipality needs to be prepared to take advantage of
opportunities such as the redevelopment of contaminated waterfront land, and the construction of the Niagara to GTA Corridor.

Community programs and events ensure that there is always something going on, from theatre to recreation activities to large outdoor festivals. As such, a strong sense of community connects the residents of our community. The Roselawn Centre for the Arts in Port Colborne is home to Showboat Festival Theatre and stages four plays a year in its intimate theatre. It also hosts many additional musical and theatrical events and public functions throughout the year, including its popular author series and wine and food nights.

The City also hosts the annual Canal Days Festival, now in its 31st year, which celebrates Port Colborne’s marine heritage with tall-ship visits and programming around the Welland Canal, which runs through the heart of our city. This multi-day festival also brings a wide variety of vendors and entertainers, drawing several hundred thousand visitors over the course of the August long-weekend.

Port Colborne is home to many community services including a hospital, police station, schools (English and French, Public and Catholic), and many denominations of churches. The municipal government maintains a large marina, several public beaches, a wide variety of parks, two arenas, a pool, and dozens of kilometres of paved recreational trails. Three 18-hole golf-courses are within the immediate vicinity of Port Colborne, along with many conservation areas for relaxation and hiking. Our community is also in close proximity to major tourist destinations such as Niagara Falls (40km, 25 mi), Buffalo (35km, 22 mi), and Toronto (150km, 93 mi).

Port Colborne boasts a variety of retail shopping opportunities ranging from two historic shopping districts to suburban shopping plazas offer many stores, from clothing to electronics and specialty foods. There are numerous restaurants offering a wide variety of choice in taste and price. Housing options range from lake-front homes, condominiums, and apartments, to mature neighbourhoods, as well as new developments. Port Colborne is also home to several retirement homes, including Northland Pointe, a long-term care facility situated on the shore of Lake Erie.

Many manufacturing companies call Port Colborne home including Fraser Marine, Vale Inco, Talisman Energy, Jungbunzlauer Canada, CASCO, Pinty’s Delicious Foods, Archer Daniels Midland (ADM), I.M.T./Port Colborne Drop Forge, J. Oskam Steel Fabricators Ltd., Allied Marine and JTL Machine Limited. Because of the presence of bio-businesses processing carbohydrate-based products such as corn, Port Colborne has become known as Ontario’s Carbohydrate Valley. The community’s location at the intersection of major land,
water and rail transportation routes makes it an important gateway for bi-national trade passing between Canada and the United States.

Port Colborne has also been recognized regionally and provincially through the Gateway Economic Centre and Places to Grow initiatives. As well, the Region’s economic development zone is centered on Port Colborne’s Highway 140 corridor identifying this as a key growth area regionally.

Table 1.1 Major Employers: The Corporation of the City of Port Colborne

<table>
<thead>
<tr>
<th>Major Private Employers</th>
<th>Sector</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vale Inco Ltd.</td>
<td>Manufacturing</td>
<td>200</td>
</tr>
<tr>
<td>Port Colborne Poultry (Pinty’s Delicious Foods)</td>
<td>Manufacturing</td>
<td>183</td>
</tr>
<tr>
<td>Brennan Paving Ltd.</td>
<td>Construction</td>
<td>148</td>
</tr>
<tr>
<td>J. Oskam Steel Fabricators</td>
<td>Manufacturing</td>
<td>130</td>
</tr>
<tr>
<td>Bartlett Transport Ltd.</td>
<td>Service</td>
<td>100</td>
</tr>
<tr>
<td>Fraser Marine &amp; Industrial</td>
<td>Manufacturing</td>
<td>100</td>
</tr>
<tr>
<td>I.M.T. Corporation</td>
<td>Manufacturing</td>
<td>92</td>
</tr>
<tr>
<td>Allied Marine &amp; Industrial</td>
<td>Manufacturing</td>
<td>90</td>
</tr>
<tr>
<td>ADM Milling</td>
<td>Manufacturing</td>
<td>85</td>
</tr>
<tr>
<td>JTL Machine Limited</td>
<td>Manufacturing</td>
<td>70</td>
</tr>
<tr>
<td>CASCO Inc.</td>
<td>Manufacturing</td>
<td>68</td>
</tr>
<tr>
<td>Jungbunzlauer Canada Inc.</td>
<td>Manufacturing</td>
<td>65</td>
</tr>
<tr>
<td>Thurston Machine Co. Ltd.</td>
<td>Manufacturing</td>
<td>60</td>
</tr>
<tr>
<td>Herman’s Building Centres</td>
<td>Service</td>
<td>60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major Public Employers</th>
<th>Sector</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port Colborne General Hospital</td>
<td>Health Services</td>
<td>172</td>
</tr>
<tr>
<td>Northland Pointe Home for the Aged</td>
<td>Health Services</td>
<td>120</td>
</tr>
<tr>
<td>City of Port Colborne</td>
<td>Municipal Government</td>
<td>108</td>
</tr>
</tbody>
</table>

**Demographic Profile**

One of twelve municipalities in the Niagara Region, Ontario, Canada; the City of Port Colborne is the most southerly located on the North shore of Lake Erie at the terminus to the Welland Canal.

In 2006, the City of Port Colborne population was 18,500 with an adjusted labour force of 8135. The labour market participation rate was 54.3% and the unemployment rate was 7.6%. The median income for persons 15 years and older was $24,444 (Census, 2006).
Table 1.2 Workforce Educational Attainment in Port Colborne illustrates the level of education attained for various age groups in the municipality. The results are comparable to other communities of similar size in Ontario.

<table>
<thead>
<tr>
<th>Table 1.2 Workforce Educational Attainment in Port Colborne (2006)</th>
<th>Port Colborne</th>
<th>Niagara</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Educational Attainment (2006) (25-64 Years of Age)</td>
<td>Percentage (%)</td>
<td>Percentage (%)</td>
<td>Percentage (%)</td>
</tr>
<tr>
<td>No certificate; Diploma or Degree</td>
<td>16.1</td>
<td>14.0</td>
<td>13.6</td>
</tr>
<tr>
<td>High School certificate or equivalent</td>
<td>29.7</td>
<td>29.9</td>
<td>25.0</td>
</tr>
<tr>
<td>Apprenticeship or trades certificate or diploma</td>
<td>14.0</td>
<td>10.9</td>
<td>8.8</td>
</tr>
<tr>
<td>College; CEGEP or other non-university certificate or diploma</td>
<td>27.3</td>
<td>25.3</td>
<td>22.0</td>
</tr>
<tr>
<td>University certificate or diploma below the bachelor level</td>
<td>1.9</td>
<td>3.1</td>
<td>4.7</td>
</tr>
<tr>
<td>University certificate; diploma or degree</td>
<td>11.0</td>
<td>16.8</td>
<td>26.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Statistics Canada; 2006 Census of Population

In 2009 the Port Colborne Economic & Tourism Development Corporation (PCETDC) completed a competitive analysis; an analytical tool used by economic development practitioners to profile their local economy and compare it to a reference area, such as a comparable community or greater geographical area. The analysis utilized employment data collected from Statistics Canada and the Province of Ontario and involved two methodologies: Location Quotient and Shift-Share Analysis and a community consultation phase.

The proposed Economic Development Strategy is expected to build upon the competitive analysis mentioned above, while providing action and monitoring plans for the future.

As well, in 2003 Port Colborne completed a bio strategy for its bio-food cluster. The Carbohydrate Valley marketing strategy followed and a brochure and 15 minute companion DVD was produced. This campaign has yielded significant interest including a $65 million dollar food investment that short-listed Port Colborne in 2008 (ultimately lost to Western Canada) and also a $85 million bio-
investment from a US-based company which Port Colborne is continuing to work with the intention of the company's first Canadian manufacturing plant of this platform chemical being located in Port Colborne's Carbohydrate Valley bio-cluster.

2.0 PROJECT OBJECTIVES and DELIVERABLES

This project involves the development of an economic development strategy and the extraction of community profile information for the development of 8 generally single-page community fact sheets.

The anticipated components on the strategy are roughly as follows:

- Committee Consultation
- Data Collection & Analysis Phase
- Asset Inventory & Assessments
- Community Fact Sheet Completion
- Community Consultation
- Business Consultations
- Preparation of Draft Strategy
- Preparation of Final Report

Port Colborne recently completed an economic analysis project which indicated a number of key findings:

- Port Colborne has a net labour loss of 2200 employees (net) who commute daily out of the City for work
- Port Colborne reversed Regional, Federal and Provincial trends with growth in its Manufacturing sector between 2001 and 2006
- Port Colborne's manufacturing is concentrated in fabricated metals/machining and bio/food ingredient processing/manufacturing
- Port Colborne manufacturing growth is concentrated in fabricated metals/machining and bio/food ingredient processing/manufacturing
- Port Colborne has a concentration of tourism-related industries

The community and business consultations are critical parts of the project to build a clear understanding of Port Colborne's strengths, weaknesses, opportunities and threats, and most importantly to provide information to guide in developing an action plan to move forward. **A key measure of the success of this project involves ensuring the strategy is realistic, tangible and that the community is able to adopt and implement it.**
It is expected that a minimum of 16 to 20 individual consultations will be undertaken by the consultant.

From this the consultant will develop a clear statement of what stakeholders would ideally see Port Colborne become in the future.

At least one all-day workshop with council will be organized and led by the consultant. As well, the consultant will lead at least one workshop with community and business leaders. The consultant will also be required to make presentations to the PCETDC Board of Directors and committees such as the youth/education/business community.

The material and information gathered during these consultation processes will ultimately be integral the final report.

The deliverables are as follows:

- A complete economic development strategy including:
  - An executive summary;
  - A thorough environmental scan;
  - Competitive benchmarking against the City’s main competitors on a regional, provincial, and international basis, including cost, location, site availability, information infrastructure, etc, criteria;
  - Stakeholder consultation including community and business leaders;
  - A Strengths, Weaknesses, Opportunities, and Threat analysis;
  - Cross-sectoral business and public consultation;
  - A defined strategy with recommendations for specific initiatives;
  - An action plan with key milestones/performance indicators;
  - Identification of the resources, both financial and human, that will be required to deliver the Economic Development program and any opportunities there may be to leverage resources to accomplish these;
  - A recommendation for monitoring/review;
- Twenty (20) bound copies in 8 ½” x 11” double sided format
- One (1) single-sided unbound copy
- 1 PDF format electronic copy of the final document

A competitive analysis including location quotient, shift/share methods is not part of this project. That work was completed in 2009 and serves as a
starting point for this project. Pricing must reflect that this component is already complete.

The consultant is required to review the following reports:

1. Competitive Analysis – City of Port Colborne
2. Ontario’s Places to Grow Growth Plan
3. Niagara Region’s Growth Management Plan
4. NEDC Emerging Cluster Study (PwC)
5. The Niagara Gateway Economic Plan (GHK)
7. Bioproducts Industry Development Opportunities for Niagara / Niagara Bioproducts Investment Marketing Plan
8. An Assessment and Marketing Strategy prepared for The City of Port Colborne regarding Investment Development in Bio-processing
9. City of Port Colborne Draft Official Plan, 2006 (Dillon Consulting)
10. Sailing into the Future Draft Community Strategic Plan 2006-2010
11. 2009-2010 Strategic Plan – Port Colborne
12. Vision 20/20 Tourism Strategy – Port Colborne
13. Port Colborne Hotel Market Study, 2009
14. Other documents relevant to the project.

3.0 PROJECT OUTCOME

In addition to the consultation phase outlined above, the economic development strategy will build upon the economic analysis work and also evaluate domestic and international trends to identify key strategic sectors and markets. The project will leverage existing strategy and product development (such as the carbohydrate valley strategy) and also provide a critical analysis of whether the strategy aligns with current trends and opportunities.

The strategy will also evaluate other key findings such as the fabricated metals/machining sector to evaluate whether this is a developing sector that we should be targeting for growth and/or business retention and expansion and diversification. As well, the strategy will identify other opportunities for economic development programming in other key sectors. Other sectors that tend to frequently arise in board and council discussions include tourism/destination/hotel development, multi-modal logistics/transportation, and adult/retirement lifestyle living.
The strategy once adopted by the board and council will provide direction to the Corporation and to staff on where budget and other priorities will be set by sector and geographic market within both business attraction and business retention.

The strategy will also align with and provide a local implementation plan with the Provincial Places to Grow policy, the Region’s Grow South Strategy, the Economic Growth Centre mandate, the Niagara Economic Growth Strategy and the Niagara Bio-Product Strategy.

4.0 STEERING COMMITTEE

In order to provide guidance to the project and also to ensure final delivery of the project, a committee will be established and composed of representatives from the groups such as:

- City of Port Colborne
- Board of Port Colborne Economic & Tourism Development Corporation
- Chamber of Commerce
- Downtown BIA
- Gateway Association
- South Niagara Community Futures Development Corporation
- Niagara Economic Development Corporation
- Niagara College
- Brock University
- Port Colborne Youth/Education/Workforce committee
- Ministry of Economic Development and Trade
- Ministry of Agriculture, Food and Rural Affairs
- Local Business and Industry
- Others as identified by the consultant

5.0 PROJECT SCHEDULE, MEETINGS, PRICING

5.1 SCHEDULE

It is intended that this project be completed by March 31, 2010.

Each proposal must indicate how this completion date will be met. Completion and submission the following table with the project proposal is strongly encouraged.
<table>
<thead>
<tr>
<th>Function</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release of RFP</td>
<td>September 15&lt;sup&gt;th&lt;/sup&gt;, 2009</td>
</tr>
<tr>
<td>Closing Date/Receipt of Proposals</td>
<td>October 5&lt;sup&gt;th&lt;/sup&gt;, 2009</td>
</tr>
<tr>
<td>Interviews of Firms</td>
<td></td>
</tr>
<tr>
<td>Selection of Firm</td>
<td></td>
</tr>
<tr>
<td>Initiation of Project</td>
<td></td>
</tr>
<tr>
<td>Research/Analysis of the local economy</td>
<td></td>
</tr>
<tr>
<td>Stakeholder &amp; Public Consultation</td>
<td></td>
</tr>
<tr>
<td>Release of Draft Economic Development Strategy</td>
<td></td>
</tr>
<tr>
<td>Revisions</td>
<td></td>
</tr>
<tr>
<td>Final Delivery</td>
<td></td>
</tr>
</tbody>
</table>

Companies will be required to demonstrate their ability to meet the project timelines.

### 5.2 MEETINGS/PRESENTATIONS

In completing the Economic Development Strategy, there will be a requirement to meet with the Steering Committee on a regular basis. In addition to this, the successful consultant will be required to make a final presentation to the PCETDC Board of Directors/Council.

### 5.3 PRICING

Respondents shall stipulate a fixed price to perform the project as outlined herein. The price stipulated will be inclusive of all labour, materials, equipment, travel, accommodation, meal, parking and incidental expenses incurred by the Respondent in the performance of this project. The contract for this project will be determined by a bid process and will be a fixed price contract. Quotes must clearly indicate GST as a separate line-item.

Respondents are required to provide an outline as to the estimated number of consulting days required for the project as well as the estimated number of days each member of the consulting team will be providing for the work.
Payment for work completed will be made in three equal amounts and will only be paid upon completion of the specific project milestone. The milestones will be negotiated upon selection of the successful vendor. Upon completion of each third of the project an invoice must be provided to the Port Colborne Economic & Tourism Development Corporation, which will, upon verification that the works have been completed, process the invoice for payment.

The project will be awarded through a competitive process. The total budget for the project should be no more than $55,000-$60,000 plus GST.

6.0 SELECTION CRITERIA AND PROPOSAL REQUIREMENTS

6.1 SELECTION CRITERIA

The City of Port Colborne has established the following general criteria for the selection of a company /consultant for this study:

- Knowledge of the economic development field and best practices;
- Prior experience in developing economic development strategies;
- Understanding of the objectives of the City of Port Colborne;
- Proposed methodology and value added services;
- Capacity to meet, either in-house or through sub-contractors, the project requirements on schedule and within budget;
- Ability to provide creative solutions and initiatives;
- Appropriate current accreditation or certification that attests to the consultant’s ability to provide the expertise required for this project.

6.2 VALUE ADDED SERVICES

Respondents should indicate any “value added” services/items that would be included or available to the Corporation with respect to the Proposal should their firm be awarded this Proposal and that would not be an additional cost to the Corporation.

6.3 ADDENDUMS

Addendums to the Request for Proposal will be issued, in the sole and absolute discretion of the City of Port Colborne, to all registered bidders should questions arise that merit further clarification. Additional time may/may not be provided as
determined at that time. Bidders should register by providing their contact information to the e-mail address below.

6.4 NUMBER OF COPIES

Electronic submissions of the proposal are required. In addition five (5) identical hard-copies must be received within the following 2-business days.

6.5 ADDITIONAL SUBMISSION REQUIREMENTS

The attached Project Registration Form (pages 14-15) must be submitted and completed along with the electronic and hard-copy proposals.

6.6 SUBMISSION DEADLINE

The Submission Deadline is noted on the cover page.

7.0 GENERAL REQUIREMENTS

7.1 INDEPENDENT PRICE DETERMINATION

The prospective contractor guarantees that, in connection with this proposal, the prices and/or cost data have been arrived at independently, without consultation, communication, or agreement for the purpose of restricting competition. This does not preclude or impede the formation of a consortium of companies and/or agencies for purposes of engaging in jointly sponsored programs.

7.2 AUTHORSHIP

Applicants must identify any assistance provided by agencies or individuals outside the vendor’s own organization in preparing the proposal. No contingent fees for such assistance will be allowed to be paid under any contract resulting from this RFP.

It is understood and agreed that the prospective contractor claims no proprietary rights to the ideas and written materials contained in or attached to the proposal submitted.

7.3 OWNERSHIP

All proposals submitted become the property of the City of Port Colborne/PCETDC
All reports and final publications produced for the purpose of this project will become the property of the City of Port Colborne/PCETDC.

**7.4 PRICE WARRANT**

The proposal shall warrant that the costs quoted for services in response to the RFP are not in excess of those which would be charged to any other individual or entity for the same services performed by the prospective contractor.

**7.5 SUBCONTRACTING**

No activities or services included as part of this proposal may be subcontracted to another organization, firm, or individual without the approval of the City of Port Colborne. Such intent to subcontract should be clearly described in the proposal and the names of subcontractors/subcontracted firms must be provided. It is understood that the contractor is held responsible for the satisfactory completion of the service or activities included in the subcontract.

**7.6 CONSORTIUM OF AGENCIES**

Any consortium of companies or agencies submitting a proposal must certify that each company or agency of the consortium can meet the requirements set forth in the RFP.

**7.7 AWARD OF CONTRACT**

The contract award will not be final until the Port Colborne & Economic Development Corporation and the prospective contractor have executed a contractual agreement. The contractual agreement consists of the following parts:

- The basic provisions and general terms and conditions
- The specific terms and conditions
- The project description and goals (Statement of Work)
- The budget and payment terms

The City of Port Colborne/PCETDC is not responsible for any costs incurred prior to the effective date of the contract. The City of Port Colborne/PCETDC reserves the right to make an award without further negotiations of the proposal submitted. Therefore, the proposal should be submitted in final form from a budgetary, technical, and programmatic standpoint.

The vendor will be required to make an oral presentation only in those cases where the proposal is deemed as qualifying, and hence, under consideration.
The lowest priced bid will not necessarily be accepted. Acceptance of any proposal also depends on meeting the project requirements and the overall technical merit of the proposal.

7.8 LIMITATION

This RFP does not commit the City of Port Colborne/PCETDC to awarding a contract, to pay any costs incurred in the preparation of a response to a RFP, or to procure or contract for services or supplies. The City of Port Colborne/PCETDC reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with all qualified sources, to waive formalities, to postpone award, or to cancel in part or in its entirety this RFP if it is in the best interest of the City of Port Colborne/PCETDC to do so.

7.9 CANCELLATION OF AWARD

The City of Port Colborne/PCETDC reserves the right to immediately cancel an award if the contractual agreement has not been entered into by both parties, or if new provincial/federal regulations or policy make it necessary to change the program purpose or content, discontinue such programs, or impose funding reductions. In those cases where negotiation of contract activities are necessary, the City reserves the right to limit the period of negotiation to sixty days after which time funds may be unencumbered.

8.0 INQUIRIES

All inquiries relative to the proposal document requirements and award process shall be directed to:

Stephen Thompson, General Manager
Port Colborne Economic & Tourism Development Corporation
296 Fielden Avenue, Port Colborne, ON L3K 4T6
Mobile: (905) 380-2353, Office: (905) 834-1668
stephenthompson@portcolborne.ca
**Project Registration Form (page 1 of 2)**

RESPONDENTS must complete and submit both pages of this form. Please print or type.

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<td>11.</td>
<td>Number of Years Experience</td>
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Respondent: ____________________________ Date ______________

Signature: _____________________________________________________
Project Registration Form (page 2 of 2)
Please provide below information on contracts in this class of work and, that has been successfully undertaken by the Respondent's firm in the past 5 years.

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Date: _____________ Signature:______________________________