



# Municipality of Port Hope

## Staff Report

[porthope.ca/agendas-and-minutes](http://porthope.ca/agendas-and-minutes)

---

### Report Title: Port Hope Draft Economic Development Strategic Plan

---

**Report to:** Planning & Development Committee

**Date of meeting:** August 1, 2023

**Report Author:**

Andrew Wallen, Manager, Economic Development

**Department responsible:**

Planning & Development

**Report Number:** PD-25-23

---

### Recommendation:

That the presentation of the draft Economic Development Strategic Plan be received for information; and

That the Draft Economic Development Strategic Plan be posted for community review and comment until August 29, 2023; and

That the finalized strategy and implementation plan be brought forward to the October 3, 2023 meeting for endorsement.

### Highlights:

- The Economic Development Strategic Plan will guide the actions of the Economic Development Division in creating a more vibrant economy, attract investment to the community and help the business community to thrive and grow.
- There are a series of key strategic goals and objectives designed to result in a series of outcomes to deliver for what is expected to be a stronger Port Hope economic community.
- It will also look to support the anticipated key, economic strategic initiatives as established by Council in its forthcoming strategic plan.
- A key pillar of the strategic plan is to retain and attract new investments, support job creation, and improve wealth generation for the Municipality and its residents.
- Upon receiving additional direction and feedback on the strategy, an implementation action plan will be developed and costed, returning to Council for endorsement and incorporation into the Economic Development work plan and future budget.

### Background:

Under the umbrella of Economic Development prior to 2015, the Municipality funded an Economic Development and Tourism department responsible for economic development, tourism marketing and associated services. In 2015 these services were

---

transferred to the Municipality's Marketing and Tourism Division until 2021 when the Community Development department's service delivery review recommendation led to dissolving the Marketing and Tourism Division and reconstituted economic development services with a mandate to broaden the delivery of economic development. The creation of a dedicated Economic Development Division was a result of the newly reformed Planning and Development Department. A focus of the new Economic Development Division was the creation of an Economic Development Strategic Plan.

Community and Stakeholder input was collected utilizing a number of fact-finding tools. These inputs represented a critical component in the plan's development. In addition, an ad hoc committee was created to review a detailed Findings and Issues Report and to participate in a Strategic Priorities Workshop. This group also provided input into earlier versions as well as the draft Strategic Plan to be presented to Council. In addition, the Municipality's Senior Leadership Team was invited to provide its input throughout the process as well as participating in the Priorities Workshop and giving extensive feedback into the current version of the plan.

**Discussion:**

In an environment of competing priorities and actions, the Economic Development Strategic Plan provides a framework for determining and coordinating the Municipality's economic development efforts in consideration and to support the Municipality's Strategic Plan.

The Vision and Mission for the Economic Development Strategic Plan describes the desired future state that the Municipality is working toward. For economic development, the Vision for the community is: "a vibrant economy and thriving business community that supports an exceptional way of life for Port Hope Residents", with a Mission "to work collaboratively to foster business investment, grow key industries, encourage new entrepreneurs, and attract workforce talent, while honouring our heritage and leveraging our community image."

Strategic priorities are those elements that, when addressed, have the potential to make a significant contribution to Port Hope's efforts to retain and attract new investment, job creation and wealth generation. In Phase 1 and 2 of the strategic planning process, the municipality and its stakeholders identified the following potential strategic priorities:

- People attraction
- Community development and housing
- Sector development
- Shovel ready employment land
- Downtown development
- Supportive planning policies and processes
- Leveraging post-secondary education
- Enhancing investment competitiveness
- Leveraging the river and waterfront

---

These strategic priorities were distilled into three distinct pillars that provide structure to the strategic plan and serve as the basis for the vision, mission, goals, objectives and actions that will move Port Hope's economy forward.

**Strategic pillars:**



- Economic Development Foundation refers to the planning policies and processes and municipal strategies that contribute to a supportive business environment in Port Hope.
- Investment Competitiveness incorporates the hard assets and municipal services that businesses need to effectively operate.
- Strategic Initiatives includes specific areas of focus intended to leverage key municipal strengths, address business challenges, and maximize economic opportunities.

The next steps in this process, as per the Community Consultation Policy, will be to have the draft plan posted for community review and comment, and updates will be reported back to an ad hoc Strategic Advisory Committee at an upcoming meeting. Along with community feedback and the finalization of the plan, an implementation action plan will be developed that includes costs associated and detail key partners for each of the recommended actions along with proposed timelines.

This activity will assist in setting priority levels and estimated budgets. It will also include recommended performance measures to establish the key metrics that the municipality can use to track its progress towards its goals and to identify areas for refinement as the strategy is implemented.

**Financial Considerations:**

There will be future costs to execute the actions as finalized for the plan. These will come forward with the Implementation Plan and final draft of the Economic Development Strategic Plan presented for approval.

### **Communication and Public Engagement:**

The development of the Draft Economic Development Strategic Plan included community and stakeholder input in various forms over the course of 2022. It also included an extensive Literature Review where numerous documents and statistical references were examined.

Sources of the data and documents reviewed came from Statistics Canada, Lightcast/ESMI, Ontario East Economic Development Commission, Workforce Development Board, County of Northumberland, and the Municipality of Port Hope.

During public and stakeholder engagement the following were undertaken:

- A community online survey
- One-on-one stakeholder interviews
- A series of focus groups involving business and community leaders, business associations, elected municipal officials, local youth, economic development professionals, and our own Senior Leadership Team, (SLT)
- A series of strategic priorities workshops involving many individuals from the groups listed above, members of Council and the Senior Leadership Team

This led to the development of a Key Findings Report and a Draft Strategic Plans which were assessed by the ad hoc Strategic Plan Advisory Committee, members of Council, and the Senior Leadership Team.

Our next steps include posting the draft strategy on MyPortHope.ca seeking additional final community input and feedback. Details will be shared with the ad hoc Strategic Plan Advisory Committee and a subsequent Staff Report summarizing the feedback received, addressing any components requiring an update within finalizing the strategic plan, and accompanied by an implementation plan.

### **Conclusion:**

This is a time of transformational change. Developing plans that are reflective of the changes taking place is imperative and will not only show how we look to meet them but also create a positive momentum within our Economic Development activities. Never before have elements such as childcare, public and private education, recreational amenities, housing, local services, and of even more relevance to this plan, talent attraction factored in as significantly as they do now and will in the future. Also prevalent to the actions of this plan is an ever increasing and diverse list of partners, illustrating the need for collaboration both in and around the community but also potentially inclusive of at least regional and potentially national support. We must reach faster and further in pursuit of our goals.

### **Attachments:**

Attachment 1: Port Hope Draft Economic Development Strategic Plan

Attachment 2: August 1 Presentation to Planning and Development Committee