



MUNICIPALITY OF

PORT HOPE



Municipality of Port Hope

Economic Development Strategic Plan

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1.Introduction

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

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

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

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

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

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

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

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

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

Throughout the community consultation, business, community leaders and the general public shared their desire to foster a strong economy while maintaining many of the attributes that have defined the community's image.

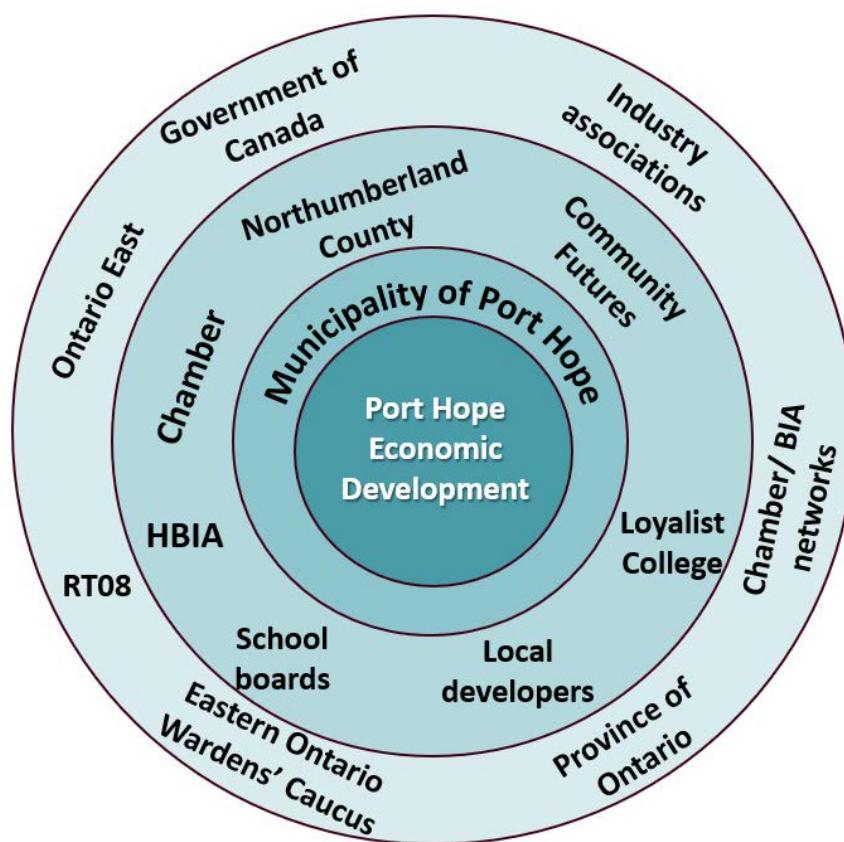
This economic development strategic plan provides our roadmap to ensure the community can continue to thrive while honouring its heritage and welcoming the new ideas and people that will contribute to its future.

The Economic Development Office: Collaborator, Advisor and Advocate

Port Hope's economic development office is part of a larger ecosystem, as represented in Figure 1. Throughout the strategic plan there is a recognition of the cross-functional nature of the Municipality of Port Hope's other municipal departments, and the efforts of local community stakeholders and regional organizations. Port Hope's economic development success relies on their collective, coordinated efforts.

The strategic plan identifies several actions that will be the primary responsibility of these other stakeholders but will be critical to the overall success in its implementation. In those instances, the role of the economic development office will be as a collaborator, advisor, and advocate.

Figure 1: Port Hope's Economic Development Ecosystem



2. The Strategic Planning Process

The strategic planning process for the Economic Development Strategic Plan consisted of three phases: research and analysis, consultation, and strategy development.

The Findings and Issues Report provided a detailed summary of the research and analysis in Phase 1 and the broad community consultation in Phase 2. The Economic Development Strategic Plan builds on the Findings and Issues Report with a review of identified strategic priorities. The Strategic Plan includes the economic development vision, mission, goals, objectives and detailed actions.

Figure 2: Strategic Planning Process



3.Strategic Pillars

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 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 strategic 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.

Figure 3: 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.

Figure 4: Strategic Pillar Details



4.A Vision for Port Hope's Economy

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

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



VISION

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



MISSION

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

GOALS AND OBJECTIVES

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

Strategic Pillar	Goal End state	Objective Desired outcome
Economic Development Foundation	Supportive planning policies and processes	Clear, consistent policies and processes that facilitate development aligned with Port Hope's economic development vision.
	A strategic framework for prosperity	Municipal strategies that enhance Port Hope's appeal as a desirable location to live, work and visit.
Investment Competitiveness	Infrastructure capacity	The hard infrastructure required to support the local business community and attract new investment.
	Business focused systems and services	The human and financial resources and services needed to both develop and execute the economic development strategic plan.
Strategic Initiatives	Focused sector development	Leveraging sector strengths to support existing businesses and attract new investment.
	Talent rich community	Targeted programs to address Port Hope's workforce demand.
	People attraction and retention	Programs and amenities that support the quality of life to attract and retain residents.

STRATEGIC ACTIONS

Goal 1	Supportive planning policies and processes
Objective	Clear consistent policies and processes to facilitate development aligned with Port Hope's economic development vision

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

The County of Northumberland is currently updating its Official Plan. As part of the update, the County will be reviewing the maps and policies in the current Official Plan and will undertake a series of amendments to update the Plan to ensure that the County and its member municipalities are prepared for the forecasted growth.

Background work completed by the County has revealed that there is a shortfall of 131 hectares of land within the Municipality of Port Hope that is needed to accommodate future community land needs resulting from new development over the next 30-year planning horizon.

When the County's Official Plan is approved, Port Hope will need to move forward to amend its Official Plan. One of the key development foundations of this new Plan will be an expansion of the urban boundary (131 gross hectares) to accommodate the identified community land needs to the year 2051.

Other key components of the updated Official Plan that will be integral for continued economic prosperity will include:

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

Following the adoption and approval of the Municipality's Official Plan, a second key development foundation will be the adoption of a new zoning by-law that will fully implement the policy direction set by Council. As with the Official plan the new zoning regulations should also build in flexibility to avoid unnecessary amendments and delays.

The province has enacted new legislation and regulations (with additional legislative changes expected to be released in 2023) that set out updated provincial policies and

the manner in which development applications are processed and approved. As a result, the Municipality will be required to update and streamline its approval process. The municipality should undertake a thorough review to ensure that the internal process is not only compliant with the new provincial direction but is viewed by the development community as business friendly.

A streamlined approval process is a key component of an economic development strategy. A first step would be to create a new guidance document that clearly sets out how the development approval process works for developers/builders, landowners, and the community at large. Best practice communities are adopting processes to shorten internal review and response times. Many communities provide concierge style services for developments that meet established job creation or sector development criteria.

The Municipality should also review its staffing complement to ensure there is sufficient capacity to process the day-to-day development applications and ensure that the policies are kept up to date and reviewed in a timely manner. Having resources dedicated to keeping the policy documents current will help alleviate any potential obstacles in promoting growth and economic expansion.

Goal 1	Supportive planning policies and processes
Objective	Clear consistent policies and processes to facilitate development aligned with Port Hope's economic development vision
Actions	<ol style="list-style-type: none"> 1. Prepare and adopt a new/amended Official Plan. 2. Prepare and adopt a new zoning by-law to support the new Official Plan. 3. Review the current approval process to ensure compliance with new provincial legislation, and provincial policy statements. 4. Update guidance handouts with clear and concise information for developers, landowners, and the community at large on how the approval process works and what role(s) each party plays. 5. Explore opportunities to streamline the development process including advanced technologies to shorten internal review and response times and providing services for targeted investment activity. 6. Ensure that adequate human and financial resources are available to process development applications and keep all policy documents updated as needed.

Goal 1 Supportive planning policies and processes	
	<ol style="list-style-type: none"> 7. Continue to offer and refine the Downtown Community Improvement Plan (CIP) and assess the potential to implement additional CIPs. <ol style="list-style-type: none"> a. Review the merits of adopting an economic CIP to provide incentives for targeted industrial and commercial sectors/businesses. b. Explore the potential to temporarily adjust development charges for targeted sectors including housing, commercial and industrial. c. Promote and support applications for CIP incentives.

Goal 2 A strategic framework for prosperity	
Objective	Municipal strategies that enhance Port Hope's appeal as a desirable location to live, work and visit

The local economy is part of a larger, inherently complex system impacted by evolving factors, interactions, and influences. In this dynamic environment it is particularly important to provide consistent direction within the municipality. Port Hope should regularly consider the cross-functional impact of its various policies to ensure its economic development strategic plan is aligned with other municipal and regional strategies such as the Community Development Plan, Transportation Master Plan, Waterfront Development Plan, Downtown Community Improvement Plan, Cultural Plan, Servicing Plan, Parks and Recreation Plan, Housing Plan, etc.

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

Community engagement will also be an important consideration. Port Hope should seek opportunities for continuing dialogue with the development community, businesses, Chamber, of Commerce, HBIA, County, provincial economic development partners, and others to ensure that the planning documents remain current and responsive to the community's economic needs.

To be prepared to meet the future development needs and attract new investment, the Municipality should develop a long-term financial strategy to ensure that employment

lands are shovel ready and support the infrastructure needs in other locations throughout the community such as the downtown and waterfront. Like other critical infrastructure investments, the procurement and development of employment lands will be costly but is necessary to ensure Port Hope's economic future, accommodate the demand for industrial and commercial development, support existing businesses, create new jobs, and create a balanced tax base.

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

Goal 2 A strategic framework for prosperity	
Objective	Municipal strategies that enhance Port Hope's appeal as a desirable location to live, work and visit
Actions	<ol style="list-style-type: none"> 1. Support and provide the economic development perspective on all aligned municipal strategies. 2. Establish a community engagement plan to monitor the experiences and insights of key stakeholders including the development community, businesses, Chamber, HBIA, County, regional and provincial economic development partners. 3. Establish a long-term financial strategy to fund employment land procurement and servicing costs.

Goal 3: Infrastructure capacity	
Objective	The hard infrastructure required to support the local business community and attract new investment

Providing shovel-ready employment land is essential if Port Hope wants to retain local businesses who have outgrown their existing facilities or attract new prospective investors to the Municipality. It is imperative that there is an adequate supply of land that is designated, zoned, and serviced to meet the needs of the development community. Businesses are not prepared to take on the risk, expense or added development time to provide electricity, water and wastewater services to a greenfield site, especially when there are neighbouring municipalities who have land that is ready to go. Once the new Official Plan and Zoning by-law have been adopted, it will be

important for the Municipality develop a servicing strategy for the new 131 hectares of land that is needed to accommodate the projected growth.

It will take several years to assemble and service the needed shovel ready employment land. As a regular practice, Port Hope Economic Development should identify all available and underutilized municipal and privately owned employment land across the municipality and confirm the current property owners' interest in selling.

Best practice economic development organizations maintain online directories of available properties with detailed site information including mapping, property dimensions, zoning, permitted uses, pricing, servicing capacity, vendor contact information, etc. to assist businesses with their site selection efforts. Compiling this information will be especially important to counter perceptions that there is no development property in Port Hope.

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

The need for cellular and internet connectivity is critical to supporting businesses and residents wherever they are in the municipality. The lack of fast and reliable internet was a common theme during the stakeholder engagement.

Goal 3: Infrastructure capacity	
Objective	The hard infrastructure required to support the local business community and attract new investment
Actions	<ol style="list-style-type: none">1. Facilitate opportunities to provide sufficient shovel-ready commercial and industrial land to support projected demand.2. Identify and promote properties for infill development to support short term and ongoing employment land needs.3. Maintain and expand the use of an online directory of available land and buildings for expanding and new businesses.4. Support the implementation of the waterfront and riverfront strategy initiatives that incorporate mixed use residential, commercial and tourism uses.5. Support and help expedite the County's expansion of high speed, reliable internet service throughout Port Hope.

Goal 4:	Business focused systems and services
Objective	The human and financial resources and services needed to both develop and execute the economic development strategic plan

One of the key activities of the economic development office (EDO) is to build awareness and provide information that outlines the economic development strengths and opportunities. Critical economic development data includes the community location and maps, department mission and services and contact information. Site selection data should include an economic and demographic profile as well as information on the business climate, post-secondary education, transportation routes, taxes, incentives, and quality of life. The EDO should build and maintain information on available sites and buildings sector profiles, available supports for business, information resources, business news and information on the economic development strategy and key contacts. A detailed list of essential website content is included in the appendix.

Port Hope has a suite of Community Improvement Plan programs targeting investment in the downtown. The EDO can play an important role in ensuring businesses are aware of the incentives available to them and providing assistance in developing applications to access the funding.

Another key role of the EDO is to create connections between the existing businesses and aligned organizations within the community. An annual forum would provide businesses with an opportunity to connect with each other and with municipal leaders, learn about the programs available to support them, address areas of opportunity and concern, learn about new funding or other resources and get updates on the implementation of the economic development strategic plan.

Site selection is a complex process, and the economic development office needs to be ready to support local and prospective businesses with the information, connections and supports they need to facilitate investment in Port Hope. The site selection process includes assembling community data and providing the specific information, connections and assistance needed to analyze the investment potential, accessing incentives, and, navigating the development process in a supportive and confidential environment.

It will be important to keep municipal Council, staff and economic development partners engaged and informed on the implementation of this strategic plan. The EDO should report to Council regularly to highlight the accomplishments achieved throughout the year and the ongoing actions that the office will be focused on. These regular updates will help to sustain the momentum gained through the strategic planning process and assist in preventing the report from becoming a “shelf document”.

Goal 4: Business focused systems and services	
Objective	The human and financial resources and services needed to both develop and execute the economic development strategic plan
Actions	<ol style="list-style-type: none"> 1. Build awareness of Port Hope's economic development opportunities and successes. <ol style="list-style-type: none"> a. Compile and promote data to demonstrate Port Hope's economic development advantages and opportunities. b. Expand and maintain economic development information online including available land and buildings, major employers, community profile data, value propositions for identified target sectors, funding programs for business, links to business partners and supports, etc. c. Compile and share good news stories of business success and economic development programs. 2. Create an environment for greater business engagement and support. <ol style="list-style-type: none"> a. Regularly engage with representatives of the business community on the economic development strategic plan implementation. b. Establish a sector specific business outreach program with monthly visitation targets. c. Solicit and support business inquiries and requests for assistance. d. Provide regular updates to Council and administration on the local economy and the challenges and opportunities facing business. e. Convene an annual economic development forum including major employers, the business community, HBIA, Chamber, Workforce Development Board, interested parties in Port Hope, Northumberland County, regional economic development partners, etc. 3. Provide investment attraction and expansion services. <ol style="list-style-type: none"> a. Provide confidential site selection services for expanding business and prospective investors. b. Assist businesses to navigate funding, planning and development processes. 4. Leverage and participate in Northumberland County, Ontario East, Community Futures, Workforce Development Board, and other regional business retention and investment attraction initiatives. 5. Report to Council, the community and other interested parties on the strategy implementation, accomplishments, and ongoing efforts to support economic development in Port Hope.

Goal 5:	Focused sector development
Objective	Leveraging sector strengths to support existing businesses and attract new investment

Sector development is at the centre of an economic development strategy. It involves focused efforts to stimulate investment in sectors where the community has a demonstrated value proposition and potential for growth.

Identifying target sectors is not intended to discourage support for existing businesses or prospective investment in other areas.

In order to focus scarce resources however, the community should focus on a relatively short list of sectors with the greatest potential for success.

Port Hope has several important sector opportunities. These opportunities were determined through analysis of existing strengths and trends in the regional and provincial economy and broad-based consultations in the community. The following section outlines the development opportunity in seven key sectors.

Target Sectors



Manufacturing



Downtown, and retail businesses



Small business/remote workers



Agriculture



Tourism



Energy



Local services

Manufacturing

Manufacturing is the top employer in the community over health care and retail trade. There are 15 companies employing over 1,600 people. Further, the number of manufacturing jobs has increased over the past decade.

Port Hope's location makes it an ideal location for manufacturing as workers from the wider region can commute into the community for work. There are over a million people living within a 30-minute commute of the municipality. In fact, according to the 2021 Census, over half of the employee workforce in Port Hope workforce commutes in from other municipalities every day.

Opportunity:

- Support existing manufacturing firms
- Attract new manufacturing investment (next generation auto suppliers, agri-food, energy, etc.)

There are some constraints:

- A tight labour market (hard to find talent)
- Available land for new manufacturing facilities
- Some concern that manufacturing investment (particularly auto-related) could move closer to Windsor-Detroit

Downtown and retail businesses

While there is limited interest in attracting 'big box' retailers, there is significant interest among local stakeholders to attract more companies downtown and grow the cluster of specialized retailers and other services to support the local and tourist markets.

There is also opportunity to develop more events and activities that draw people into the downtown. Local stakeholders want to build upon the municipality's historic downtown as a focal point for the community.

Small business/ remote workers

The vast majority of employers in Port Hope are small with less than 10 workers. They are spread across multiple industries from construction to retail trade, personal services and professional services. Given the community's high quality of life and strong image, it could also attract more remote, professional workers who could be located anywhere and are looking for a place with proximity to larger urban centres but with a small-town feel.

Agriculture

According to the agricultural Census, Port Hope is home to 142 farms using 29,000 acres of farmland and generating over \$53 million in revenue (2021). The farming sector has a mix of field crops and animal farming. The chick hatchery produced 79 million birds in 2021, 35% of all chicks or other poultry hatched across Ontario.

Ontario East is actively working to attract valued added processing to the region with its involvement in the Ontario Food Cluster¹.

The sector has several challenges including increased difficulties attracting staff (including agricultural labourers), and older workforce (the median age of a farm operator is 58) and few succession plans in place.

Tourism

Port Hope is ideally positioned to develop more tourism opportunities. The pandemic led to a downturn in revenue but has mostly rebounded since. A vibrant tourism sector benefits local residents as it supports restaurants and other services that are used by both local residents and tourists.

Promoting tourism was a top priority among most of the stakeholders consulted in the development of this strategic plan. The municipality can benefit from regional tourism development activities (e.g., Northumberland County, RTO8).

The historic downtown is a key asset for the development of the tourism sector. The river and waterfront are fundamental tourism assets. The municipality has begun to bring the various tourism stakeholders together in a coordinated effort to leverage and grow the economic potential of the visitor economy.

Film production is complementary to the tourism sector as it uses similar digital/video assets and data to promote the community and benefits the same hospitality related businesses. Port Hope has established success in attracting film production, most notably the *It* horror franchise. Beyond the economic benefits to the hospitality sector, film production can help build the community's image.

Energy

The energy sector in Ontario and across Canada is going through a historic shift aligned with the objective of decarbonizing the economy by 2050 (Net Zero). Because of activities in the wider region (new nuclear energy production, hydrogen production, more wind and other renewable energy), Port Hope is well positioned to attract firms in the energy sector supply chain, attract the professional talent working in this sector and

¹ <https://ontariofoodcluster.com/>

generate economic value from supporting efforts to drive the local economy towards a zero-carbon future.

Local services

Port Hope's economy and population are highly interconnected with neighbouring municipalities. People commute in and out to work, shop, access services and for recreation and entertainment. Based on a high-level analysis, there could be opportunities to attract more specialized retailers, financial services, IT services, accommodations, and some personal services.

Engaging the public to determine what they would like to see offered in the local community is an important first step in the process of developing local market opportunities.

Goal 5: Focused sector development	
Objective	Leveraging sector strengths to support existing businesses and attract new investment
Actions	<ol style="list-style-type: none">1. Meet regularly with representatives of the agricultural sector to identify issues and opportunities to help the farming community thrive and attract value-added agri-food opportunities.2. Continue to explore opportunities to support programs and events that bring people (locals and tourists) into the downtown.3. Develop investment attraction marketing and promotion efforts targeting entrepreneurs and remote workers including small business success stories.4. Promote small business supports including the Community Futures Development Corporation, Business and Entrepreneurship Northumberland, Heritage Business Improvement Association and Chamber of Commerce.5. Develop a roadmap for entrepreneurship support in the community including access to financing and business planning support, looking for gaps and demands for service.6. Convene Port Hope's tourism stakeholders to develop a tourism plan that includes product development, destination management, and marketing.7. Engage with the key players in the regional energy sector to determine what supply chain companies could be attracted to Port Hope.8. Work with Ontario East on targeted investment attraction initiatives.9. Review and update Port Hope's film policy in consultation with key partners to maximize economic impact and community development.

Goal 6:	Talent rich community
Objective	Targeted programs to address Port Hope's workforce demand

Successful communities in the future will be those that are able to attract talent to meet local workforce demand and to ensure a balanced demographic profile. Smaller communities such as Port Hope can be disadvantaged compared to larger urban centres as they tend to have limited post-secondary education, infrastructure, training capacity, and other workforce development capacity. In Ontario, smaller communities have historically tended to attract less international talent.

According to Statistics Canada, the number of job vacancies in the region in which Port Hope is located (Muskoka-Kawartha) has more than doubled since before the COVID-19 pandemic. As of April 2023, the employment website Indeed.com is showing more than 200 job opportunities in Port Hope in sectors such as manufacturing, food services, agriculture, construction, education, and health care.

As a result, the development of the workforce needed to meet demand now and in the future is a priority of the Port Hope Economic Development Strategic Plan. Employers are going to have to take the lead, and the municipality can play a key support role in coordination, mobilization, and promotional activities.

Loyalist College will be a key partner in this effort. The college can tailor its programming to local demands and offer customized training for specific firms and industries.

The municipality and its employers should also promote Port Hope career opportunities to students in other regional post-secondary education institutions.

Providing appropriate student accommodations will be critical to attracting more students into the region and building the talent pipeline.

Port Hope should also focus on attracting young families to the community. This is important because in many cases spouses and teenaged children play an important role in service industries (food, retail, personal services, etc.). In Port Hope, people aged 15 to 24 represent only 12% of the overall workforce but 55% of all employment in food and beverage stores and 40% in restaurants².

According to the research firm Lightcast/EMSI, educational services was the municipalities 5th largest sector by output in 2019. A main reason for this strong position is Trinity College School, one of Canada's oldest and most respected independent secondary schools (grades 5 to 12). Trinity College School attracts students from

² From Statistics Canada's 2021 Census.

across the country and beyond. More than 500 attend the school annually. Trinity College School is one of the municipality's economic engines.

There are more ways to leverage Trinity College for economic impact and social impact. Parents could be encouraged to experience tourism opportunities while in the area. The Municipality could explore opportunities to integrate students into community programming and services. If the school is considering expansion opportunities, the community should look for ways to support its growth. There are students from 30 different countries. As Port Hope looks to attract more people to the community, the school could be a source of talent.

Immigrants are playing an increasingly important role in the Port Hope workforce. In the 2021 Census there were 775 immigrants in the Port Hope workforce up from only 320 in the 2016 Census. In the years ahead, the community will need to attract even more immigrants as there is heightened competition for talent across the province and country. In Ontario, the number of people born in Canada and participating in the workforce has remained roughly the same in the past decade. The immigrant workforce is driving all net growth in the size of the provincial workforce.

Goal 6: Talent rich community	
Objective	Targeted programs to address Port Hope's workforce demand
Actions	<ol style="list-style-type: none"> 1. Develop a workforce attraction marketing campaign focused on career opportunities and spousal work potential in the community and surrounding region. 2. Work with Loyalist College and employers to address specific workforce demand in the local community including regular diploma programs or targeted, customized training. 3. Work with local employers to promote career opportunities in Port Hope to students in other post-secondary education institutions in the wider region. 4. Explore ways to expand Trinity College's economic contribution to the Municipality. 5. Support the Workforce Development Board's annual employer survey advocating for more localized labour market information (LMI) and workforce demand data. 6. Develop sector-specific workforce initiatives based on LMI feedback gleaned from local businesses. 7. Work with Northumberland County to ensure there are high quality immigrant settlement support services in Port Hope.

Goal 6: Talent rich community

8. Provide insight to local employers on emerging workforce development initiatives at the provincial level (immigration programs, trades-related initiatives, etc.).
9. Connect businesses with workforce development and recruitment resources and services.
10. Promote and support Specialist High Skills Major, co-op and internship participation and placements with Port Hope employers.

Goal 7: People attraction and retention

Objective	Programs and amenities that support quality of life to attract and retain residents
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Twenty years ago, economic development plans focused almost entirely on efforts to encourage businesses to establish in the jurisdiction. This included encouraging new companies to form, existing companies to expand and national or multinational firms to invest locally.

The definition of economic development circa 2023 has expanded to include a much wider set of activities that help create the conditions that will lead to business investment in the community. Companies are looking to invest in communities that offer a high quality of life to residents as those communities are best positioned to attract and retain the talent these companies need.

The consultations during the development of this plan confirmed that Port Hope is valued for providing a high quality of life along with its proximity to larger urban centres, waterfront, and other advantages as a location to live. The consultation participants believe resident attraction is critical to ensure Port Hope's success in growing business opportunities and supporting existing businesses and employers in the community. Northumberland County projects that the majority of residential development over the next two decades will be shared between Port Hope and neighbouring Cobourg.

To attract residents, Port Hope will need more housing, especially more affordable options that support the growing younger demographic coming to the municipality. These residents will also need access and improvements to community amenities such as childcare, recreation/sports facilities, health and wellness services, schools, and transportation.

The EDO should support innovative approaches to the development of residential land and new and retrofit buildings with a variety of housing options and budgets aligned with short and longer-term population growth projections.

A lack of adequate childcare has been identified as a barrier to greater employment participation across Ontario. Demographic analysis conducted as part of this strategic plan showed the women between the age of 20 and 34 were 15% less likely to be participating in the workforce compared to men. There are efforts currently underway to expand the number of childcare spaces in the community. The economic development office should support efforts aimed at increasing childcare services in the community.

Kindergarten to Grade 12 education is also very important to the attraction and retention of young families to the community. Dropping enrollment at the high school was identified as an area of concern by many individuals during the consultation process. Enrolment in the school has dropped by 58% in the past decade although the growing population of young families can be expected to counter this decline.

Many of the residents interviewed for the development of this strategy also mentioned the need for more local health care services. They do not want to leave the community to access basic health care services such as their family physician, dentist, optometrist, physiotherapist, mental health professional, etc. The economic and demographic analysis completed for this strategy showed that Port Hope had fewer health services including physicians' offices, dentists' offices, optometrists' offices and mental health practitioner offices, physical, occupational and speech therapists, audiologists and other health practitioners than the neighbouring community of Cobourg.

Having access to a broad range of health care services in the local community is also important to people attraction and retention. According to the research firm Lightcast/EMSI, the health care sector in Port Hope generates 68% less revenue per capita compared to Cobourg. Using Statistics Canada Census data, there are less specialized health care professionals in the community compared to Cobourg, Oshawa and the province overall (e.g., dentists, pharmacists, psychologists, etc.). Ensuring people do not have to leave the community to access health care services is an important objective unless there is not enough demand for the services in the community.

Goal 7: People attraction and retention	
Objective	Programs and amenities that support the quality of life to attract and retain residents.
Actions	<ol style="list-style-type: none"> 1. Prepare a housing development plan that identifies current and near-term housing need (by household income level, rental units, student accommodation, etc.). 2. Promote the housing development plan and related benefits to residential housing developers.

Goal 7: People attraction and retention

3. Support the development of residential land and buildings with a variety of housing options and budgets aligned with population growth projections.
4. Work with partners to ensure there is adequate childcare in the community to allow parents of young children to participate in the workforce.
5. Explore opportunities to support growth in enrollment in the K to 12 education system.
6. Assess resident interest in attracting specific shopping, services, and entertainment opportunities to the community.
7. Explore the potential for incentives to attract health care services and facilities.

5. Putting the Strategy into Action

Port Hope's Economic Development Strategic Plan must spur action if the Municipality intends to achieve its vision of a vibrant economy, thriving business community and exceptional way of life for Port Hope residents. The implementation plan is the final, critical element in the Economic Development Strategic Plan. The implementation plan will be developed following approval of the Strategic Plan vision, mission, goals, objectives, and strategic actions.

The plan will outline in detail key partners for each of the recommended actions along with the recommended timeline, priority level and estimated budget. It will also include recommended performance measures to establish the key metrics that the municipality will use to track its progress towards its goals and to identify areas for refinement as the strategy is implemented.

Providing regular updates to Port Hope Council on the strategic plan will help to continue the positive momentum and the community's commitment to implementing the plan.

6. Appendix

Critical Economic Development Data³

Recent estimates indicate that 90% of investment decisions by local and new investors are initiated by a web search and over half begin with a search for available property. The following information should be compiled and updated regularly on the economic development website, supported by professional video and photography.

Key Elements

- Location (map)
- Department mission and services
- Contact information (Ideally available on every page)

While the navigation of the website varies by community, the following content is recognized as the baseline for a standard economic development website:

Site Selection

- Demographics (population, workforce, buying power)
- Economic Profile (industries, utilities)
- Business climate
- Higher education
- Transportation
- Taxes
- Incentives
- Quality of life
- Support

Sites & Buildings

- Business park
- Buildings
- Sites
- Maps
- Development approvals process
- Support
- Property listings include detailed zoning, permitted uses, utilities, and sales/leasing data.

³ Adapted from Economic Development for the Team, Eric P. Canada, 2018

Sector Profiles

- Sector data
- Value propositions for key sectors (data driven)
- Sector associations

Supports for Business

- Success stories
- Business services (talent, workforce, training)
- Business directory
- Entrepreneurship
- Incentives

Resources/News

- Reports (community profile, strategic plans, sector studies)
- Newsletter
- Video
- Blog
- Media releases
- Media (photography, pdfs)
- Economic development partner links

About Us

- Mission and vision
- History
- Map of service area
- Directions
- Staff