1. CALL TO ORDER

2. ROLL CALL

3. DECLARATIONS OF INTEREST

4. CONFIRMATION OF AGENDA

5. DELEGATIONS
   (a) Stephanie Hicks, Executive Director, Downtown Beamsville BIA will be providing an overview of Beamsville’s BIA history and its future as well as the value of a BIA in communities.

6. CORRESPONDENCE

7. REPORTS
   (a) AD 18-02, Update regarding the Provincial trade mission to China and Vietnam, mission recap, successes and next steps.
   (b) AD 18-03, Economic Development Strategy regarding an information update and situational analysis.
   (c) AD 18-04, Economic Development update regarding a year in review and 2018 workplan.

8. COUNCILLOR ENQUIRIES

9. NOTICE OF MOTION

10. ANNOUNCEMENTS

11. CLOSED SESSION
12. ADJOURNMENT
RECOMMENDATION:

1. That report AD 18-02 regarding the Provincial Trade Mission to China and Vietnam – Mission Recap, Successes and Next Steps be received for information.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with a post-mission review and update regarding Lincoln’s participation in the November/December 2017 provincial trade mission to China and Vietnam, as well as the results that have been witnessed to-date, and the next steps that will be taken to ensure the highest amount of success from the mission.

HISTORICAL BACKGROUND:

In July 2017, the Province of Ontario announced a Premier-led trade mission to China and Vietnam to strengthen trade partnerships and promote Ontario as a key centre for investment and innovation. This was Ontario’s first trade mission to Vietnam and Premier Wynne’s third mission to China. The trade mission began on Sunday, November 26 and concluded on Wednesday, December 6, 2017. The Town of Lincoln expressed interest to participate in the trade mission and in September 2017 was selected by the Ontario Government to move forward with registration; attendance on the trade mission was by invitation only.

The trade mission had four streams of focus:
- Science and Technology
- Medical Technologies
- Agriculture and Food
- General Business

Lincoln’s focus was on the agriculture and food stream of the mission.
China Market Overview

With a population of 1.3 billion people, China is the world’s second largest economy and is increasingly playing an important and influential role in development of the global economy. GDP growth in China has averaged nearly 10 percent a year since market reforms of the late 1970s and early 1980s, the fastest sustained expansion by a major economy in history, which has lifted more than 800 million people out of poverty.

China is Ontario’s second largest single-nation trading partner in the world, with an estimated $43.6 billion in trade occurring in 2016, an increase of over 35% since 2012. Ontario has a strong cultural and business connection with China, with a large and active Chinese community of over 713,000 Ontarians of Chinese origin and 57,570 Chinese visa students. In 2017, Canada launched consultations on a possible free trade agreement with China. Food and other agricultural related products are a top item imported by the Chinese market.

Vietnam Market Overview

Since the economic reforms of the late 1980s, Vietnam has been experiencing rapid economic growth (6.7% GDP growth in 2016), and Ontario is becoming an increasingly important trading partner, with trade increasing to $3.1 billion in 2016. In August 2016 a feasibility study regarding a Canada-ASEAN free trade agreement was launch (Vietnam is part of ASEAN – Association of Southeast Asian Nations). Vietnam has the fastest-growing middle class in the Southeast and is a young nation (over 90% of the nation is under the age of 64). Although trade between Ontario and Vietnam is relatively modest at this point, trade is projected to climb in the coming years.

From an agriculture and food perspective, annual per capita consumer expenditure was US$1,312, with food and beverage representing US$43 billion; a huge potential for Ontario’s food and beverage producers. Vietnam’s processed food and beverage imports were valued at US$2.0 billion in 2014.

Team Lincoln

Once the Town of Lincoln was selected to move forward to the registration phase, Staff immediately began discussing with local businesses the benefits of participating in the trade mission. Staff’s goals were to create a “Team Lincoln” approach to the mission by encouraging local businesses to participate. Following active lobbying on their behalf, the following four local businesses were selected by the province to attend the trade mission:

- Bench Brewing, Matt Giffen
- Sue-Ann Staff Winery, Sue-Ann Staff
- Vieni Estates Winery, Steve DiMora
- Cherry Lane, Jenifer Smith
The Grape Growers of Ontario, represented by Debbie Zimmerman & Matthias Oppenlaender, also attended the mission representing all of Ontario’s grape growers, but with a focus on Niagara.

These local companies have products that can be marketed and sold in both China and Vietnam, a growing market for both barrel aged beer, icewine and value-added food and beverage products.

Cities Visited

Cities visited as part of the Ontario Government’s trade mission included:

- Nanjing, China
- Chongqing, China
- Shenzhen, China
- Ho Chi Minh City, Vietnam
- Hanoi, Vietnam

In addition, Team Lincoln also visited the following cities to assist us in achieving our goals:

- Shanghai, China
- Yixing, China

In total seven cities were visited and Team Lincoln travelled over 31,000 KM to help achieve our goals.

Mission Format

In each city the province provided a market briefing and overview to ensure delegates had a firm grasp on the opportunities available in each city as it pertained to the four mission streams. Market briefs were conducted by OMAFRA staff, Government of Canada trade representatives and local sector experts.

Following the market briefings, a signing ceremony was held in each city for Ontario delegates signing agreements with Chinese/Vietnamese counterparts. In addition, in each city the Ontario Government assisted in setting up business to business meetings for each delegation, and the day’s events were usually capped off with a networking reception.

The Town of Lincoln’s representatives participated in over twenty-five (25) government to government and government to businesses meetings while we were in China and Vietnam. In total, Team Lincoln participated in over one hundred and fifty (150) meetings while in China and Vietnam.
FINANCIAL – STAFFING – LEGAL CONSIDERATIONS:

Financial

The estimated travel cost for The Town of Lincoln’s participation in the seven (7) city, two country trade mission, is approximately $50,000. This included the delegation fee paid to the province, visas, hotels (which included breakfast), air travel to and from Asia and between China and Vietnam, and some meals that were not covered by the province or our host communities, of which, the majority were.

Funding for the mission came from the approved 2017 CAO, Council and Economic Development Operating Budgets. Previously approved and scheduled conferences were skipped to allow the funds to be used to offset the cost of the trade mission.

Staffing

In addition to our local businesses that attended the trade mission, the members of Council and staff that attended were:

- Mayor Sandra Easton
- Deputy Mayor JD Pachereva
- Chair of the Economic Development Committee, Paul MacPherson

Staff included, Chief Administrative Officer, Michael Kirkopoulos and Economic Development Officer, Paul Di Ianni.

Legal

N/A

RELEVANT CONSULTATION:

Prior to the beginning of the trade mission, staff were in touch with our local businesses, the province, and overseas contacts to help ensure the mission was a success. The results that Lincoln saw while overseas and since we have returned, could not have been possible without pre-consultation and laying the ground work for success.

STAFF COMMENTS:

Economic Development Trade Missions

When it comes to economic development, growth and job creation, trade missions are an important and effective tool that municipalities can use. The idea of trade missions, as opposed to a delegation, is to travel to other jurisdictions with local businesses to help facilitate trade and foreign direct investment. The province embarked on the mission as it recognized the importance of growing trade between Ontario and China/Vietnam, countries that have, and are, experiencing rapid economic growth.
From Lincoln’s perspective, helping our businesses get their commodities into new markets through facilitation and promotion is an important role that we as a municipality can play. In addition, highlighting our community as a location for tourism and foreign direct investment will pay dividends down the road.

This “Going Global” strategy will be built upon in the coming months and years as we move to help our existing businesses grow and attract new investment into our community.

**Objectives**

It is important to reiterate the objectives that the province, our local businesses, and Lincoln had for participating in this trade mission.

**Province’s Objectives**

On this mission, as it does with all overseas trade missions, the Province of Ontario sought to demonstrate Ontario as a global source for breakthrough technologies, agriculture and food and tourism. This was accomplished through the organization and execution of this trade mission and through the direct lobbying by the province on behalf of Ontario’s regions, municipalities and businesses with government leaders and decisionmakers in China and Vietnam. In addition, Ontario’s value proposition is that we are a key gateway into the North American market, and thus a great location for foreign direct investment. Overall, the goal of the mission was to spark trade with relevant Chinese and Vietnamese businesses and thus opening new markets for our technologies and commodities.

**Outcomes**

In total, the Province created over 2,100 new jobs by embarking on this trade mission through the signing of new agreements between Ontario and Chinese/Vietnamese companies totally $1.9 Billion in economic activity.

**Lincoln’s Objectives**

The Town of Lincoln’s objectives for participating in the trade mission were:

- Open new markets for Lincoln’s commodities
- Attract tourists to Lincoln’s agri-tourism businesses
- Highlight Lincoln as a great destination for foreign direct investment (FDI)
- Build international relations with foreign businesses, business organizations and foreign governments
- Assist Lincoln’s businesses that participated in the trade mission

To accomplish our objectives, Staff helped lay the ground work for success by liaising with provincial staff, foreign diplomats and trade commissioners and Chinese and Vietnamese market specialists both prior and during the mission.
Outcomes

To achieve the objectives of the mission, the Town of Lincoln signed two agreements while in China:

1) Friendship Agreement with the Municipality of Yixing
2) Chongqing Wine Association

Municipality of Yixing

Yixing is a city of 1.3 million people within Jiangsu Province, China. The Province of Ontario and Jiangsu have had a friendship agreement since the mid-1980s which has resulted in millions of dollars of economic, cultural and student exchanges. Jiangsu is one of China’s leading economic performers consistently ranking among the top Chinese provinces in terms of per capital annual GDP growth of 8.7%.

Some of the results of this friendship agreement between the two provinces has resulted in the formulation of:

- The Ontario-Jiangsu Student Exchange
- The Ontario-Jiangsu Industrial Research and Development Program
- The formulation of the Ontario-Jiangsu Business Council
- And the Ontario-Jiangsu Friendship Council

The Town of Lincoln signed a friendship agreement with the Municipality of Yixing to promote economic and cultural exchanges, as well as tourism between our two municipalities. While in China the mayor, deputy mayor and head of tourism hosted Lincoln’s delegation for an official lunch and dinner, as well as showing us some of their cultural and economic strengths.

The Friendship Agreement was signed by Mayor Easton and CAO Kirkopoulos, representing the Town of Lincoln, and Vice Mayor Qiuyu Li and Director of Tourism, Zhongdong Wang, representing the City of Yixing.

Next Steps:

Regarding next steps with our Friendship Agreement, the Municipality of Yixing did express interest in visiting Lincoln in 2018. Staff will extend an official invitation to the mayor and deputy mayor of Yixing. In addition, a more formal “Sister City Agreement” between our two municipalities will be investigated to help solidify economic and cultural exchanges, which will result in a working group to assist with the strengthening of ties between Lincoln and Yixing.

Chongqing Wine Association

In Chongqing, the Town of Lincoln signed a Memorandum of Understanding (MOU) with the Chongqing Wine Association to promote Lincoln’s wines, wineries and agri-tourism sector in the hopes of increasing sales for our wineries, as well as driving tourism into our community.
The Chongqing Wine Association, made up of business professionals, students and wine aficionados, promotes wine culture, wine and wine locales throughout the world. In addition, the Association and their members travel yearly to wine regions to visit wineries and purchase wine.

The MOU was signed by Deputy Mayor JD Pachereva and Chair Paul MacPherson, representing the Town of Lincoln, and Mr. Junwei Zhang, President of the Association.

**Outcomes**

On Saturday, January 27th, the Chongqing Wine Association held its first event of 2018 which was billed as a “Canadian Wine and Music Event”. At the event Mr. Junwei Zhang, showcased 15 of Lincoln’s wineries through posters, promotional material and some locally sourced wine samples. Working with Town Staff, the Association was put in touch with some of our local wineries to help drive awareness of Lincoln among members of the Association and their guests.

**Next Steps**

The Association would like to continue to promote Lincoln’s wineries and wines at their events throughout 2018. In addition, Staff have conveyed that we would be willing to help organize a tour of Lincoln’s wineries this year as the Association embarks on its next wine region trip, currently scheduled for late 2018.

**Travel Policy**

As the Town of Lincoln embarks on more international missions to help grow our local economy through the opening of new markets to assist our local businesses, while attracting new investment into our community, there is a need for a travel policy to help guide the booking of travel arrangements and accommodations.

Over the coming weeks, Staff will develop a policy for Council to review prior to any additional economic development missions or travel.

**ALTERNATIVES FOR CONSIDERATION:**

n/a

**COMMUNICATION/ENGAGEMENT OVERVIEW:**

Ongoing engagement with our local business community on how we can promote Lincoln in China and Vietnam will continue throughout 2018, as well as how we can leverage our two signed agreements to continue to promote Lincoln and our businesses overseas.

**ALIGNMENT TO CORPORATE PLAN:**

Economic development is a priority area for this term of Council, specifically, “Build our economic capability by creating an investment-friendly environment, securing our economic future and improving the quality of life for our residents”.
Participating in the trade mission with the province helped us promote Lincoln as “Open for business” and an ideal location for agri-tourism and foreign direct investment, thereby helping our economy grow through the creation of jobs and economic diversification.

ATTACHMENTS

Appendix A – Friendship Agreement signed between The Town of Lincoln and the Municipality of Yixing

Appendix B – Municipality of Yixing, Quick Facts

Appendix C – Memorandum of Understanding signed between The Town of Lincoln and the Chongqing Wine Association
Friendship Agreement
Between
The Town of Lincoln, Ontario, Canada
and The City of Yixing, Jiangsu, China

In order to establish and strengthen relations between our respective municipalities, Sandra L. Easton, Mayor of the Town of Lincoln, and Qiuyu Li, Vice Mayor of the City of Yixing (hereinafter referred to as the “Parties”), hereby join with each other in reaching the following understanding.

With the mutual health, happiness and prosperity of our respective citizenry as shared objectives, the Parties will explore opportunities to cultivate a greater understanding of each other, raise cross cultural awareness, and generally advance the friendship between the Town of Lincoln and the City of Yixing.

Recognizing the strong ties that the Province of Ontario and Jiangsu Province have, the Parties will endeavour to develop these ties and constantly expand exchanges in cultural tourism and modern agricultural industry.

The Parties will support collaboration in areas of education, agriculture, tourism and economic development for the benefit of the peoples of Lincoln and Yixing.

The Parties will establish a bilateral working committee to implement this agreement by developing long-term cooperation programs; proposing specific ways and means of collaboration; and monitoring and assessing common activities and goals. This committee will report to each of the Parties' representatives who will meet at least once a year wherever possible and appropriate.

This Friendship Agreement remains in effect for 4 years from the date of its signing. The Friendship Agreement can be extended for additional periods on written confirmation of both Parties, or can be cancelled by written notification of one of the Parties. Should the latter occur, the Parties will terminate current and scheduled cooperation projects under this Agreement upon the date of such notification. This Friendship Agreement expires upon the signing of a Memorandum of Understanding: Sister-City Agreement between the Parties.

Signed in Nanjing, Jiangsu Province, China on Monday, November 27th, 2017.

Sandra L. Easton
Mayor, Town of Lincoln

Qiuyu Li
Vice Mayor, City of Yixing

Witnesses:

Michael Kirkopoulos
Chief Administrative Officer
Town of Lincoln

Zhongdong Wang
Director of Tourism
City of Yixing
Appendix B – Municipality of Yixing, Quick Facts

- Population
  - 1.24 million people (2015)
- Area
  - 2,039 km²
- GDP
  - US $20 billion
- Main Economic Drivers
  - Tourism and artisanal teapots (Yixing has been making clay teapots for thousands of years)
  - Electronics & circuits, textiles & clothes, fine chemicals, mechatronics and automotive components

About Yixing

Yixing is a county-level city with a population of 1.24 million administrated under the prefecture-level city of Wuxi in southern Jiangsu province, and is part of the Yangtze River Delta. The city is known for its traditional Yixing clay ware; not only that, there are also over 80 karst caverns, 3500 hectares of tea garden, and large tracts of bamboo forest. Yixing is among the top 10 county-level cities in China.

Administrative divisions

Yixing is divided into 13 towns, 5 communities, and there is also one national high-tech development zone, one national economic and technological development zone, one provincial industrial park, and one provincial scenic area.

Transportation

By the end of 2015, Yixing had over 2448 kilometres of highways, including four national highways and two provincial highways, which makes Yixing an important transportation hub. Yixing also has a high-speed train system that connects it to Nanjing and Shanghai.

Natural geography

Yixing is located in the south of Jiangsu, the centre area of Shanghai-Nanjing-Hangzhou, The lake of Tai lies on its east, facing Suzhou across the lake. The hilly area is in the southern part of the city, while the flat land is located in the north. There are 215 rivers across Yixing city, which provides convenience for transportation and the irrigation of farmland.

Climatic characteristics

Yixing is warm and humid throughout the year, its annual average temperature is 15.7°C, and the monthly average temperature in the summer is 28.3°C, abundant rainfall breeds rich plant species, the superior climate conditions makes a crop growth period of up to 250 days.
Economic

The city has been listed as one of top 10 cities for its comprehensive economic strength for 5 years in a row. In 2016, the city's GDP was 132 billion Yuan, the revenue income was 10.87 billion Yuan, and industrial output value was 351 billion Yuan. The annual agricultural output value reached 89 billion Yuan, and the total industrial output value was 3.5 billion Yuan.

Tourism

Yixing is an outstanding tourism city which has won many awards. The government pay a lot attention on environment protection and tourism industry development. Because of its unique ecological environment, Yixing has eight national 4A level scenic areas. Remarkable tourism industry brings 20 million domestic visitors to Yixing every year.

The famous attractions in Yixing are its wondrous karst caverns. There are over 80 karst caverns in the city, while the most famous two are the Shanjuan Cavern and Zhanggong Cavern. Zhangjuan Cavern is known as one of the world's three most famous caverns.

Ceramic Culture

Tea ware has a long history in Yixing. As far as the Neolithic period, local citizens began firing pottery. Yixing, dubbed the Pottery Capital of China, is a large location for tea ware manufacture, which has been occurring for over 7,000 years. Yixing is the only place where you can find clay soil called Zisha, which makes perfect tea ware.
Memorandum of Understanding

Between
Town of Lincoln

and
Chongqing University MBA Wine Association

This Memorandum of Understanding (MOU) sets the terms and understanding between the Town of Lincoln (herein referred to as The Town) and the Chongqing University MBA Wine Association (herein referred to as The Association) to promote Lincoln VQA (Vintners Quality Alliance) wines, wine education and culture in China, as well as explore potential partnership opportunities related to wine and Icewine promotional activities and co-organization of winery tours in the Town of Lincoln.

Background
The Town of Lincoln, as a Centre of Excellence for Agriculture and Agri-Tourism, is home to over 50 international award-winning wineries producing excellent table wines and Icewine.

The Chongqing University MBA Wine Association is a not-for-profit organization that helps educate and spread wine culture, wine knowledge and social wellbeing in Chongqing through community events and general collegiality.

Purpose
This MOU will lay the foundation for a friendship and partnership between The Town and The Association to help promote Lincoln’s wines in Chongqing, as well as wine education and culture. In addition, the possibility of the co-organization of winery tours in the Town will be examined throughout the life of this MOU.

The above goals will be accomplished by undertaking the following activities:
- The examination of promotional activities in Chongqing to promote authentic VQA Lincoln wines and Icewines;
- Promotion and examination of potential partnerships to conduct winery tours in The Town.

Funding
There is no specific funding requirements for each signatory of this MOU. Any costs will be examined on a case by case basis.
**Duration**
This MOU is at-will and may be modified by mutual consent of authorized officials from The Town and The Association. This MOU shall become effective upon signature by the authorized officials and will remain in effect until modified or terminated by any one of the partners by mutual consent. In the absence of mutual agreement by the authorized officials from The Town and The Association to extend this MOU, this MOU shall end on December 31st 2020.

**Signatories**

John Pachereva, Deputy Mayor  
Town of Lincoln

Paul MacPherson, Councillor  
Town of Lincoln

Junwei Zhang, Founder  
The Chongqing University MBA Wine Association

Signed this 29th day of November 2017
Chief Administrative Officer’s  
(CAO’s) Office

**RECOMMENDATION:**

1. That report AD 18-03 regarding the Economic Development Strategy – Information Update and Situational Analysis – AD 18-03 be received for information.

**EXECUTIVE SUMMARY:**

The purpose of this report is to provide Council with an information update regarding the formulation of Lincoln’s Economic Development Strategy and Action Plan, as well as present some preliminary numbers regarding the Situational Analysis.

**HISTORICAL BACKGROUND:**

As Council will recall, in October 2017 Council approved the awarding of the Economic Development Strategy, Employment Lands Survey and Industrial CIP to Sierra Planning and Management and Global Investment Attraction Group. Staff has had numerous touch points with the consultants in November and December 2017 to ensure timelines and deliverables are being met.

*Sierra Planning and Management*
Lead: Employment Lands Survey and Industrial CIP

Sierra is a broad-based management consulting firm that specializes in land use planning and market economics. Sierra will be leading the charge on the Employment Lands Survey and the creation of the Industrial CIP. Sierra’s strengths, as it relates to these projects, include: identifying market opportunities and feasibility, community and business consultation, development feasibility, implementation practices and strategic planning and urban regeneration.

Sierra’s most recent experience includes:

• Haldimand County Rural & Tourism Business CIP and Streetscape Plan, *Haldimand County, 2013*
• Bradford West Gwillimbury Employment and Industrial Land Needs & Industrial Areas CIP, *Town of Bradford West Gwillimbury, 2013*

**Global Investment Attraction Group (GIAG)**

Lead: Economic Development Strategy

GIAG is a highly skilled and specialized firm that was formed in 2013 to provide economic development consulting assistance to Canadian economic development agencies and municipalities. Key services include the preparation of comprehensive economic development and investment attraction strategies and action plans, which focus on the strengths and benefits of the municipality.

GIAG’s most recent experience includes:

• Dufferin County Economic Development Strategy and Action Plan, *Completed July 2017*
• St. Catharines Economic Development Strategy and Action Plan, *Completed September 2017*
• Durham Regional Economic Development Strategy, *Completed 2016*
• Value Proposition for Guelph as A Location for Agri-Food and Agri-Tech Headquarters and Knowledge-Oriented Offices, *Completed December 2014*

**FINANCIAL – STAFFING – LEGAL CONSIDERATIONS:**

Financial

As per Report AD 17-20, Economic Development Strategy, Employment Lands Survey and Industrial CIP – Project Award, Sierra Planning and Management and Global Investment Attraction Group (GIAG) were awarded the contract. Table 1.0 is a summary of estimated costs for the three (3) projects, amount spent to-date, as well as remaining budget:

<table>
<thead>
<tr>
<th>Item (2017/2018 Budget Estimate)</th>
<th>Total Budget</th>
<th>Amount Spent to Date</th>
<th>Remaining Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Strategy</td>
<td>$56,677.50</td>
<td>$12,633.10</td>
<td>$44,044.40</td>
</tr>
<tr>
<td>Employment Lands Survey</td>
<td>$61,022.50</td>
<td>$4,792.50</td>
<td>$56,230.00</td>
</tr>
<tr>
<td>Industrial Community Improvement Plan</td>
<td>$33,527.50</td>
<td>$0</td>
<td>$33,527.50</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$151,227.50</td>
<td>$17,425.60</td>
<td>$133,801.90</td>
</tr>
</tbody>
</table>

All three projects are scheduled to be completed by the end of June 2018.
Staffing

Staff from both Economic Development and the Planning Department have been leading this project.

Legal

N/A

RELEVANT CONSULTATION:

Staff and the consultants have engaged, and will be engaging, members of the business community and well as the public in the formulation of the Economic Development Strategy. Further consultation information detailed below.

STAFF COMMENTS:

Economic Development Strategy – Phased Approach

GIAG are the primary consultants on the formulation of the Economic Development Strategy, and have proposed the following phased approach:

- Phase 1: Situational Analysis
- Phase 2: Stakeholder Consultations
- Phase 3: Building the Economic Development Strategy

Phase 1: Situational Analysis

Phase 1 of the project includes a comprehensive review of Lincoln’s economy and labour force. The data gleamed from this phase will help lay the ground work for the development of the Strategy and will include a:

- High-level investment readiness assessment
- Demographic and Labour Force Trends and Analysis
- Economic Base and Sector Analysis
- Preliminary SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

Timelines: Ongoing- scheduled to be completed at the end of March

Phase 2: Stakeholder Consultations

Phase 2 of the project will include extensive stakeholder consultations which includes: Town Council, Lincoln’s Senior Management Team, leaders of the for-profit and not-for-profit business community, as well as the citizens of Lincoln. Consultations will be conducted via a variety of methods, including: online surveys, a roundtable discussion, and one-on-one conversations. Representatives from Lincoln’s main economic sectors will be consulted: agriculture (greenhouse, tender fruit, beverage productions and food processing), tourism, manufacturing, business associations and real estate and development.
In addition, representatives from the province and post-secondary and research sectors will also be engaged.

Timelines: Ongoing – scheduled to be completed by the end of March

Phase 3: Building the Economic Development Strategy

This phase of the project will build on the findings from the previous phases and will drill down on the opportunities, initiatives, strategies and actions that will guide Lincoln’s future economic development and growth for the next five years.

Key themes that the Strategy will investigate:

- Business Retention & Expansion - how do we keep the businesses that we have and help them grow
- Tourism – how do we grow our tourism sector and is there a new model that can help put Lincoln on the map as a top tourist destination in Southern Ontario
- Investment Readiness – creating a climate of investment
- Downtown Revitalization – focused investment into our cores
- Culture – a strategy that helps Lincoln’s culture thrive

Timelines:
- Interim Report – end of March
- Final Report and Presentation to Council - June

Preliminary Data

The following is some preliminary raw data that will form the basis of the Situational Analysis phase of this project. A more fulsome analysis and deep dive on the data will follow in the Interim Report due at the end of March.

Data was obtained from a variety of sources, including: Statistics Canada, OMAFRA’s EMSI Analyst program, as well as Niagara Workforce Planning Board and Niagara Region’s Economic Development Department. Please note that the following data is from Q1 2017 (January – March). The final report will include data from Q3 2017 (July – September), although we are not expecting large jumps in the numbers, there will be some slight variations.

Economic Base Analysis

An Economic Base Analysis is a snapshot in time of the jobs by sector within a community; below is some preliminary data.

Lincoln is the sixth largest community in the Niagara Region based on number of jobs. The estimated number of jobs in Lincoln in Q1 2017, based on EMSI data, is 11,488, which represents a growth of 300 jobs or 2.7% job growth from 2012. As shown in the table below, the percentage of job growth was lower than the overall regional job growth level (5.1%) and lower than that of eight of the twelve municipalities in the Region.
Table 1: Job Levels by Community in Niagara Region

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pelham</td>
<td>4,695</td>
<td>5,356</td>
<td>661</td>
<td>14.10%</td>
<td>2.50%</td>
</tr>
<tr>
<td>Thorold</td>
<td>7,986</td>
<td>8,909</td>
<td>923</td>
<td>11.60%</td>
<td>4.20%</td>
</tr>
<tr>
<td>Welland</td>
<td>23,568</td>
<td>25,618</td>
<td>2,050</td>
<td>8.70%</td>
<td>12.00%</td>
</tr>
<tr>
<td>Grimsby</td>
<td>8,825</td>
<td>9,552</td>
<td>727</td>
<td>8.20%</td>
<td>4.50%</td>
</tr>
<tr>
<td>Fort Erie</td>
<td>11,442</td>
<td>12,187</td>
<td>745</td>
<td>6.50%</td>
<td>5.70%</td>
</tr>
<tr>
<td>West Lincoln</td>
<td>4,648</td>
<td>4,918</td>
<td>270</td>
<td>5.80%</td>
<td>2.30%</td>
</tr>
<tr>
<td>St. Catharines</td>
<td>66,783</td>
<td>69,364</td>
<td>2,581</td>
<td>3.90%</td>
<td>32.40%</td>
</tr>
<tr>
<td>Niagara Falls</td>
<td>44,612</td>
<td>46,307</td>
<td>1,695</td>
<td>3.80%</td>
<td>21.70%</td>
</tr>
<tr>
<td>Lincoln</td>
<td>11,188</td>
<td>11,488</td>
<td>300</td>
<td>2.70%</td>
<td>5.40%</td>
</tr>
<tr>
<td>Niagara-on-the-Lake</td>
<td>12,003</td>
<td>12,286</td>
<td>283</td>
<td>2.40%</td>
<td>5.70%</td>
</tr>
<tr>
<td>Port Colborne</td>
<td>6,284</td>
<td>6,432</td>
<td>148</td>
<td>2.40%</td>
<td>3.00%</td>
</tr>
<tr>
<td>Wainfleet</td>
<td>1,532</td>
<td>1,470</td>
<td>-62</td>
<td>-4.00%</td>
<td>0.70%</td>
</tr>
<tr>
<td>Niagara Region</td>
<td>203,568</td>
<td>213,887</td>
<td>10,319</td>
<td>5.10%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Source: EMSI Q1 2017

Lincoln’s three largest employment sectors are manufacturing, health care and agriculture, as shown in the table below. It is important to note that Statistics Canada and other data collection services do not have a specific category for the tourism industry. Working with Niagara Workforce Planning Board we intend to drill down on a specific tourism job number. Although there is no specific “tourism” category, an amalgam of Accommodation and Food Services and Arts, entertainment and recreation give you a sense of the number of tourism jobs in our community.

Regarding Agriculture, it is important to note that over 25% of all agriculture related jobs in the Niagara Region are in Lincoln.

Table 2: Lincoln’s Jobs by Sector as a Portion of Jobs in Niagara Region, 2017

<table>
<thead>
<tr>
<th>Description</th>
<th>Lincoln</th>
<th>Niagara</th>
<th>Percent of Niagara Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>1,491</td>
<td>17,637</td>
<td>8.50%</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>1,463</td>
<td>25,143</td>
<td>5.80%</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>1,237</td>
<td>4,872</td>
<td>25.40%</td>
</tr>
<tr>
<td>Administrative and support, waste management and</td>
<td>935</td>
<td>11,676</td>
<td>8.00%</td>
</tr>
<tr>
<td>remediation services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>924</td>
<td>7,793</td>
<td>11.90%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>806</td>
<td>27,091</td>
<td>3.00%</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>756</td>
<td>25,026</td>
<td>3.00%</td>
</tr>
<tr>
<td>Construction</td>
<td>738</td>
<td>15,429</td>
<td>4.80%</td>
</tr>
</tbody>
</table>
As previously mentioned, the number of jobs in Lincoln increased by 300 or 2.7% between 2012 and Q1 2017. The largest job growth was in the arts, entertainment and recreation sector, and the accommodation and food services sector. The largest job loss was in the construction, utilities and management of companies sector.

**Table 3: Lincoln’s Job Growth between 2012 – 2017 by Sector Compared to Niagara and Ontario**

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2017</th>
<th>2012 - 2017 Change</th>
<th>Percent Change</th>
<th>Percent Change Niagara</th>
<th>Percent Change Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, entertainment and recreation</td>
<td>239</td>
<td>364</td>
<td>125</td>
<td>52.40%</td>
<td>7.80%</td>
<td>17.70%</td>
</tr>
<tr>
<td>Real estate and rental and leasing</td>
<td>63</td>
<td>93</td>
<td>29</td>
<td>46.00%</td>
<td>4.90%</td>
<td>21.10%</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>132</td>
<td>170</td>
<td>37</td>
<td>28.40%</td>
<td>10.90%</td>
<td>7.90%</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>622</td>
<td>756</td>
<td>134</td>
<td>21.50%</td>
<td>9.70%</td>
<td>17.70%</td>
</tr>
<tr>
<td>Mining, quarrying, and oil and gas extraction</td>
<td>87</td>
<td>99</td>
<td>12</td>
<td>13.90%</td>
<td>13.00%</td>
<td>8.10%</td>
</tr>
<tr>
<td>Educational services</td>
<td>479</td>
<td>530</td>
<td>51</td>
<td>10.60%</td>
<td>6.00%</td>
<td>9.30%</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>515</td>
<td>566</td>
<td>51</td>
<td>10.00%</td>
<td>3.60%</td>
<td>11.40%</td>
</tr>
<tr>
<td>Administrative and support, waste management and remediation services</td>
<td>879</td>
<td>935</td>
<td>55</td>
<td>6.30%</td>
<td>-1.10%</td>
<td>5.20%</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>1,382</td>
<td>1,463</td>
<td>80</td>
<td>5.80%</td>
<td>12.90%</td>
<td>12.00%</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>472</td>
<td>497</td>
<td>25</td>
<td>5.30%</td>
<td>18.30%</td>
<td>9.60%</td>
</tr>
<tr>
<td>Unclassified</td>
<td>152</td>
<td>157</td>
<td>5</td>
<td>3.30%</td>
<td>7.30%</td>
<td>9.20%</td>
</tr>
<tr>
<td>Public administration</td>
<td>271</td>
<td>279</td>
<td>8</td>
<td>3.00%</td>
<td>2.00%</td>
<td>0.20%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>790</td>
<td>806</td>
<td>17</td>
<td>2.10%</td>
<td>2.10%</td>
<td>4.80%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>909</td>
<td>924</td>
<td>15</td>
<td>1.60%</td>
<td>-0.10%</td>
<td>8.20%</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>312</td>
<td>300</td>
<td>-12</td>
<td>-3.80%</td>
<td>3.10%</td>
<td>-1.10%</td>
</tr>
</tbody>
</table>
Demographic Analysis

One important element of the Situational Analysis will be a Demographic and Labour Force Analysis which will help us understand who lives in our community and where they travel to work. Some preliminary findings are below.

Table 4: Population Growth in Lincoln and Niagara Municipalities

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Catharines</td>
<td>131,400</td>
<td>133,113</td>
<td>1,713</td>
<td>1.3%</td>
<td>30.5%</td>
<td>29.7%</td>
</tr>
<tr>
<td>Niagara Falls</td>
<td>82,997</td>
<td>88,071</td>
<td>5,074</td>
<td>6.1%</td>
<td>19.2%</td>
<td>19.7%</td>
</tr>
<tr>
<td>Welland</td>
<td>50,631</td>
<td>52,293</td>
<td>1,662</td>
<td>3.3%</td>
<td>11.7%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Fort Erie</td>
<td>29,960</td>
<td>30,710</td>
<td>750</td>
<td>2.5%</td>
<td>6.9%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Grimsby</td>
<td>25,325</td>
<td>27,314</td>
<td>1,989</td>
<td>7.9%</td>
<td>5.9%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Lincoln</td>
<td>22,487</td>
<td>23,787</td>
<td>1,300</td>
<td>5.8%</td>
<td>5.2%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Thorold</td>
<td>17,931</td>
<td>18,801</td>
<td>870</td>
<td>4.9%</td>
<td>4.2%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Port Colborne</td>
<td>18,424</td>
<td>18,306</td>
<td>-118</td>
<td>-0.6%</td>
<td>4.3%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Niagara-on-the-lake</td>
<td>15,400</td>
<td>17,511</td>
<td>2,111</td>
<td>13.7%</td>
<td>3.6%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Pelham</td>
<td>16,598</td>
<td>17,110</td>
<td>512</td>
<td>3.1%</td>
<td>3.8%</td>
<td>3.8%</td>
</tr>
<tr>
<td>West Lincoln</td>
<td>13,837</td>
<td>14,500</td>
<td>663</td>
<td>4.6%</td>
<td>3.2%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Wainfleet</td>
<td>6,356</td>
<td>6,372</td>
<td>16</td>
<td>0.3%</td>
<td>1.5%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Niagara Region</td>
<td>431,346</td>
<td>447,888</td>
<td>16,542</td>
<td>3.8%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 5: Population by Age Distribution

<table>
<thead>
<tr>
<th>Age Cohort</th>
<th>Lincoln Population</th>
<th>Lincoln Percent</th>
<th>Niagara Population</th>
<th>Niagara Percent</th>
<th>Ontario Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 14 years</td>
<td>4,070</td>
<td>17.1%</td>
<td>66,760</td>
<td>14.9%</td>
<td>16.4%</td>
</tr>
<tr>
<td>15 to 19 years</td>
<td>1,470</td>
<td>6.2%</td>
<td>25,710</td>
<td>5.7%</td>
<td>6.0%</td>
</tr>
<tr>
<td>20 to 24 years</td>
<td>1,360</td>
<td>5.7%</td>
<td>28,155</td>
<td>6.3%</td>
<td>6.7%</td>
</tr>
<tr>
<td>25 to 29 years</td>
<td>1,140</td>
<td>4.8%</td>
<td>25,130</td>
<td>5.6%</td>
<td>6.5%</td>
</tr>
<tr>
<td>30 to 34 years</td>
<td>1,245</td>
<td>5.2%</td>
<td>24,005</td>
<td>5.4%</td>
<td>6.4%</td>
</tr>
<tr>
<td>35 to 39 years</td>
<td>1,330</td>
<td>5.6%</td>
<td>23,950</td>
<td>5.3%</td>
<td>6.3%</td>
</tr>
<tr>
<td>40 to 44 years</td>
<td>1,445</td>
<td>6.1%</td>
<td>26,150</td>
<td>5.8%</td>
<td>6.5%</td>
</tr>
<tr>
<td>45 to 49 years</td>
<td>1,560</td>
<td>6.6%</td>
<td>29,145</td>
<td>6.5%</td>
<td>7.0%</td>
</tr>
<tr>
<td>50 to 54 years</td>
<td>1,910</td>
<td>8.0%</td>
<td>35,335</td>
<td>7.9%</td>
<td>7.9%</td>
</tr>
<tr>
<td>55 to 59 years</td>
<td>1,740</td>
<td>7.3%</td>
<td>34,995</td>
<td>7.8%</td>
<td>7.4%</td>
</tr>
<tr>
<td>60 to 64 years</td>
<td>1,525</td>
<td>6.4%</td>
<td>32,715</td>
<td>7.3%</td>
<td>6.3%</td>
</tr>
</tbody>
</table>
Workflow Analysis

To further understand how our economy functions and the flow of working adults both within and outside of the Region, a workflow analysis will be conducted. Some preliminary numbers below.

Table 6: Commuting Flows – Place of Work of Employed Lincoln Residents, Place of Residence of Persons Commuting to Work in Lincoln, 2016 Census Data

<table>
<thead>
<tr>
<th>Community</th>
<th>Lincoln Resident</th>
<th>Working in Lincoln</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln</td>
<td>2,805</td>
<td>2,805</td>
</tr>
<tr>
<td>Hamilton</td>
<td>1,605</td>
<td>565</td>
</tr>
<tr>
<td>St. Catharines</td>
<td>1,350</td>
<td>2,040</td>
</tr>
<tr>
<td>Grimsby</td>
<td>925</td>
<td>680</td>
</tr>
<tr>
<td>Burlington</td>
<td>635</td>
<td>105</td>
</tr>
<tr>
<td>Oakville</td>
<td>290</td>
<td>40</td>
</tr>
<tr>
<td>Niagara Falls</td>
<td>285</td>
<td>360</td>
</tr>
<tr>
<td>Mississauga</td>
<td>210</td>
<td>20</td>
</tr>
<tr>
<td>Niagara-on-the-Lake</td>
<td>165</td>
<td>100</td>
</tr>
<tr>
<td>Toronto</td>
<td>160</td>
<td>45</td>
</tr>
<tr>
<td>West Lincoln</td>
<td>145</td>
<td>390</td>
</tr>
<tr>
<td>Welland</td>
<td>135</td>
<td>355</td>
</tr>
<tr>
<td>Thorold</td>
<td>80</td>
<td>280</td>
</tr>
<tr>
<td>Brampton</td>
<td>60</td>
<td>-</td>
</tr>
<tr>
<td>Pelham</td>
<td>60</td>
<td>215</td>
</tr>
<tr>
<td>Haldimand County</td>
<td>60</td>
<td>105</td>
</tr>
<tr>
<td>Milton</td>
<td>50</td>
<td>-</td>
</tr>
<tr>
<td>Vaughan</td>
<td>40</td>
<td>-</td>
</tr>
<tr>
<td>Fort Erie</td>
<td>25</td>
<td>70</td>
</tr>
<tr>
<td>Port Colborne</td>
<td>25</td>
<td>95</td>
</tr>
<tr>
<td>Wainfleet</td>
<td>-</td>
<td>80</td>
</tr>
</tbody>
</table>

Next Steps:

The Interim Report will be shared with Council at the next Committee of the Whole, Economic Development in April. This will include the final Situational Analysis as well as the results from our stakeholder consultations and public engagement survey.

ALTERNATIVES FOR CONSIDERATION:

n/a
COMMUNICATION/ENGAGEMENT OVERVIEW:

To ensure an Economic Development Strategy that works for all facets of our community, stakeholder and public engagement is a priority. As previously discussed, this will take the form of one-on-one interviews with members of our business community, as well as a survey for members of the public to provide input into the Strategy. The goal is to create a document and plan that everyone feels they have contributed towards.

ALIGNMENT TO CORPORATE PLAN:

Economic development is a priority area for this term of Council, specifically, “Build our economic capability by creating an investment-friendly environment, securing our economic future and improving the quality of life for our residents”. Creating an Economic Development Strategy and Action Plan that will guide our work and development over the next five (5) years is an important and critical element to ensuring Lincoln is a complete community.

ATTACHMENTS

N/A
TO: Council Business Planning (Committee of the Whole) Economic Development

MEETING DATE: February 21, 2018


PREPARED BY: Paul Di Ianni, Economic Development Officer

SUBMITTED BY: Michael Kirkopoulos, CAO

RECOMMENDATION:


EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with an information update regarding Economic Development in The Town of Lincoln in 2017, as well as a 2018 Work Plan for the Economic Development Department.

HISTORICAL BACKGROUND:

Economic Development was identified as a work plan item by Council in the 2014 – 2018 Future Focus Corporate Plan, more specifically, “Build on our economic capability by creating an investment-friendly environment, securing our economic future and improving the quality of life for our residents.” As a result, a full-time Economic Development Officer was hired in April 2017 to help liaise with our business community to encourage continued investment in Lincoln, as well as attract outside investment into our community, to ensure Lincoln is “Open for business”, a term that, from an economic development standpoint, means giving the business community a voice at Town Hall and a level of trust that investment is welcomed.

FINANCIAL – STAFFING – LEGAL CONSIDERATIONS:

Financial

Beyond the approved 2018 Economic Development operating budget, there is no additional cost associated with economic development activities for this year. As the Economic Development Strategy takes shape and an action guide is developed to lead our work into 2019, the Economic Development Officer will be looking at the possibility
of adding some additional programming resources to ensure continued investment into our community.

Staffing


Legal

N/A

RELEVANT CONSULTATION:

Economic Development by its very definition is all about consulting with both internal and external stakeholders, both at Town Hall, within our business community and outside investors. The Economic Development Officer will continue to work closely and consult with the community daily.

STAFF COMMENTS:

2017 Year in Review

2017 was a stellar year in terms of economic development for the Town of Lincoln. Looking at both residential housing statistics as well as the value of the business construction permits that were issued, Lincoln saw millions of dollars of investment in 2017. Further information is detailed below, as was reported in Report PL 18-06.

Table 1: Residential Housing Starts

<table>
<thead>
<tr>
<th>Dwelling Type</th>
<th># of Permits in 2016</th>
<th>Estimated Value of Construction - 2016</th>
<th># of Permits in 2017</th>
<th>Estimated Value of Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detached</td>
<td>66</td>
<td>$19,624,739</td>
<td>62</td>
<td>$23,164,073</td>
</tr>
<tr>
<td>Semi Detached</td>
<td>2</td>
<td>$300,000</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Townhouse</td>
<td>13</td>
<td>$2,325,104</td>
<td>97</td>
<td>$12,273,023</td>
</tr>
<tr>
<td>Apartment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Mobile Homes</td>
<td>7</td>
<td>$842,500</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Totals</td>
<td>88</td>
<td>$23,092,334</td>
<td>159</td>
<td>$35,427,096</td>
</tr>
</tbody>
</table>

Table 2: Business Community and Institutional Investment

<table>
<thead>
<tr>
<th>Type of Permit</th>
<th>Year 2016</th>
<th>Estimated Value of Construction</th>
<th>Year 2017</th>
<th>Estimated Value of Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural</td>
<td>20</td>
<td>$7,213,850</td>
<td>7</td>
<td>$9,488,780</td>
</tr>
<tr>
<td>Industrial</td>
<td>5</td>
<td>$1,635,000</td>
<td>6</td>
<td>$2,716,000</td>
</tr>
<tr>
<td>Commercial</td>
<td>6</td>
<td>$1,620,300</td>
<td>4</td>
<td>$300,125</td>
</tr>
<tr>
<td>Institutional</td>
<td>4</td>
<td>$531,000</td>
<td>4</td>
<td>$420,000</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>$11,000,150</td>
<td>21</td>
<td>$12,924,905</td>
</tr>
</tbody>
</table>
New Business Investment

Although Lincoln does not have a business licensing system (see below), from the business construction permits statistics provided by the Planning Department, we are able to identify many new businesses that came to Lincoln in 2017 – please note, this is a general snapshot and not a complete list.

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flavour Art</td>
<td>4724 Christie Dr.</td>
<td>Food flavouring company based in Milan, Italy</td>
</tr>
<tr>
<td>Koen Pack</td>
<td>4684 Bartlett Rd.</td>
<td>Plastic packaging and wrapping company, HQ in The Netherlands</td>
</tr>
<tr>
<td>Eyewear Studio</td>
<td>4440 Ontario St.</td>
<td>Eyeglasses</td>
</tr>
<tr>
<td>Root 8 Restaurant</td>
<td>5041 King St.</td>
<td>Vegan Restaurant</td>
</tr>
<tr>
<td>Vape Palace</td>
<td>4969 King St.</td>
<td>Vape Lounge</td>
</tr>
<tr>
<td>Up Cannabis</td>
<td>South Service Rd &amp; Durham Rd</td>
<td>Marijuana Production</td>
</tr>
</tbody>
</table>

Although not technically a new business, the acquisition of Inn on the Twenty and its subsequent holdings by Vintage Hotels does represent a significant investment in our community by a large player in the hospitality and accommodation sector in Ontario – a testament to the attractability of Lincoln as a place to invest.

2017 Activities

Since starting in April 2017, there has been many activities that the Economic Development Officer has undertaken:

- **2017 AMO Delegation**
  - Eight (8) ministerial meetings with one-pagers and briefing notes
- **Beamsville BIA**
  - Continued involvement with an important economic community partner through monthly meetings and recruitment of a new executive director
- **China/Vietnam Mission**
  - Successful execution of the 2017 China/Vietnam mission with measurable results
- **Team Niagara**
  - Working closely with other Economic Development Officers across the Region to ensure Lincoln’s voice is heard
- **Accessing the Economic Development Environment**
  - Since day one hitting the ground running by liaising with our community and business partners to capture the economic environment, this includes meeting with business leaders through roundtables and one-on-one meetings.
- **Provincial/Federal Funding**
  - With the assistance of senior staff, successfully lobbying other levels of government for funding with Town projects: Konkle Creek, Municipal Disaster Relief funding, Ontario Municipal Comunter Cycling
To ensure the continued prosperity of our community as a place to grow, a place to belong and a place to prosper, the following workplan is being proposed for the Economic Development Officer for 2018, a workplan that will need to be flexible given the ever-changing economic tides affecting our community.

1) Economic Development Strategy and Action Plan

The Economic Development Strategy and Action Plan is a key component of the workplan for 2018. This guiding document will form the basis of the activities of the Economic Development Officer for 2018 and beyond, as many key actionable items will result from the development of the strategy. A Youth Retention Program is one example that the strategy will investigate, which will require working with our post-secondary partners throughout the Region.

Timelines: Final Report and Presentation to Council at the end of June.

2) Business Retention and Expansion Program

The Economic Development Strategy and Action Plan will identify the need for a formal Business Retention and Expansion Program (BR+E). The goal of this program will be to help retain the businesses we have in Lincoln, as well as help create a climate of continued expansion. This is accomplished by identifying and understanding the needs of our local businesses. The goals of a successful BR+E program include, but are not limited to:

Short-Term Goals
- Build and improve relations with existing businesses
- Build capacity within the community and strengthen relationships between organizations
- Identify the positive and challenging attributes of the community as a place to do business
- Identify and address immediate concerns and issues of individual businesses through an assessment and referral process
- Collect business and market data to support economic development planning
- Establish and implement a strategic action plan to support existing businesses

Long-Term Goals
- Increase the competitiveness of existing businesses
- Enable business development, investment and job creation
- Foster and enhance the environment for business development

Timelines: To be successful a BR+E Program must be a multi-year, on-going project. Staff have identified beginning this program in Summer 2018.
3) Downtown Revitalization Program

Working closely with our community partners and other departments within Town Hall, as well as other levels of government, the Economic Development Officer will focus heavily on getting investment into our downtown cores, of which, Beamsville and Vineland will be specific targets. This will include educating our existing businesses of the previously approved Community Improvement Plans and the dollars available to them for business upgrades, such as the Façade Improvement Program, as well as the Building Improvement Grant Program – dollars that can help them modernize their buildings.

One action item for Downtown Revitalization will be to target specific empty lots and or storefronts in Beamsville and Vineland and pitch investment opportunities to companies we would like to see in our downtown cores.

4) Business Walks Initiative

Another element of downtown revitalization, which goes together with a BR+E Program, is an activity called Business Walks. Business Walks are when a group of Staff and Councillors walk our downtown cores speaking to business owners and asking them to fill out a short survey about their business and their experiences operating a business in Lincoln. The goal of this initiative is three-fold:

- Get to know our local businesses
- Get our local businesses to know Town staff and Council (and CIP programs available to them)
- Ascertain how we can help them to grow and continue to invest in our community

Timelines: Summer 2018.

5) Ongoing Business Investment Attraction and Support

The Economic Development Officer in 2017 began outreach to certain businesses to lend support with issues they were experiencing with other levels of government, agencies and utility companies, such as the cost of natural gas expansion, etc. Staff will continue to liaise with our existing businesses to assist them to ensure continued investment and to showcase that our town is Open for Business.

In addition, there are a number of companies that the Economic Development Officer is currently working with that have expressed interest in bringing their businesses to Lincoln or expanding their already thriving business in Lincoln. These companies represent all sectors of our economy – tourism, manufacturing, and agriculture.

Timelines: Ongoing.
6) Going Global Strategy

The Economic Development Officer will continue to work the possibilities that a Going Global Strategy can bring to our community, such as foreign direct investment, global tourism opportunities, and opening of new markets. This includes:

2017 China and Vietnam Mission
- Continue to seek opportunities for investment and collaboration with our Chinese and Vietnamese partners
- Invite the Municipality of Yixing and the Chongqing Wine Association to visit Lincoln in 2018
- Continue to support our local businesses on export initiatives.

Team Niagara
- The Niagara Region Economic Development Department has identified a number of staff led missions in 2018, to help raise the profile of Niagara as a location for foreign direct investment
- This includes visits to the Canadian Consulates in Chicago and Minneapolis in March 2018, as well as visiting some specific trade shows to meet with potential investors
- The goal here is to highlight Niagara’s (and Lincoln’s) value proposition as it relates to the North American Free Trade Agreement and the Comprehensive Economic and Trade Agreement signed with the European Union in 2017

Municipal Twinning
- A number of municipalities have identified Lincoln as a potential partner in the signing of municipal agreements. The Economic Development Officer will continue to work with them to continue to promote Lincoln internationally.
- Potential partners include:
  - City of Lincoln, Lincolnshire, England
  - City of Straseni, Straseni District, Moldova
  - City of Lincoln, Lincoln District, Province of Buenos Aires, Argentina
  - City of Lansingerland, South Holland, Netherlands

7) Business Licensing System

In 2018 the Economic Development Officer will investigate the feasibility of instituting a Business Licensing System in the Town of Lincoln. The goal of this system is not about forcing additional Red Tape on our local businesses, but rather using the data obtained to work for the betterment of all our community. As it currently stands, Town Hall does not know about a new business coming to town unless they apply for a building permit, nor do we know a lot about our existing businesses because we have no way of tracking them. A Business Licensing System would help us gather data to be used for economic development planning purposes.
Government Relations

Government Relations is an important facet of economic development as it is in the best interest of The Town of Lincoln to get support from other levels of government. The Economic Development Officer, in conjunction with senior staff, will continue to work the following Town projects to seek other government partners:

- Town of Lincoln Museum and Culture Centre
- West Lincoln Memorial Hospital
- GO Train Expansion – Beamsville GO Station
- Tourism partnership opportunities
- Other funding opportunities

ALTERNATIVES FOR CONSIDERATION:

n/a

COMMUNICATION/ENGAGEMENT OVERVIEW:

Continued engagement with our community partners is an important facet of Economic Development and will continue in 2018.

Communication with the media to highlight local successes is a high priority in 2018 and will be accomplished with the help and guidance of the Senior Communications Officer.

ALIGNMENT TO CORPORATE PLAN:

Economic Development is a priority area for this term of Council, specifically, “Build our economic capability by creating an investment-friendly environment, securing our economic future and improving the quality of life for our residents”. Creating an actionable workplan for 2018 will ensure our continued success.

ATTACHMENTS

N/A