The Pas Community Development Corporation

The Pas Community Development Corporation Community Economic Development Framework and Roadmap

The Pas Community Economic Development Framework and Roadmap

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The Pas CDC: Community Economic Development Framework and Roadmap

Executive Summary

The Pas Community Economic Development Framework and Roadmap

Executive Summary

As The Pas and region seek to improve their economic and social wellbeing it is important to periodically review and revise existing strategies, initiatives and actions. Subsequently, The Pas Community Development Corporation has commissioned the development of a Community Economic Development Framework and Roadmap to help guide their proactive efforts while still having the capacity to respond to opportunities that may materialize.

The following document provides both a directional (Framework) and functional (Roadmap) tool to support The Pas CDC decision making and service delivery processes. A combination of quantitative and qualitative information and data was used to formulate the Framework and Roadmap to ensure it has taken into consideration the economic and social asset base of the community and region.

A series of CED Guiding Principles have been incorporated into the document to provide The Pas CDC a foundational understanding of the elements and processes that reflect CED best practices. The principles seek to ensure that The Pas CDC;

- Pursue alignment with community stakeholders
- Support community economic development efforts through services and programs
- Embrace and adjust to change
- Balance capacity with capabilities
- Commit to Transparency and accountability

The **Framework** identifies long term goals and a series of objectives to advance those goals. The **Roadmap** lists a series of actions and initiatives intended to support each of the objectives reflected in the Framework. The intent of the Roadmap is to help keep The Pas CDC focused on proactive actions and manage their decision-making process when faced with new initiatives and/or actions being brought forward by regional stakeholders.

The structure of this document should be viewed as a "tool" to support The Pas CDC community economic development efforts. But like any "tool" it has a specific purpose, and, in this case, it is intended to guide and support decision making. The Pas CDC will be able to align its initiatives and actions against the Framework to ensure they reflect the Objectives and long-term Goals.

The Pas CDC: Community Economic Development Framework and Roadmap

Project Overview

The Pas Community Economic Development Framework and Roadmap

Project Rationale and Approach

Manitoba communities continuously seek opportunities to manage growth though sound decision-making practices. Communities are all to familiar with repeated investments in developing regional economic development strategies that achieve little because of a failure to have a validated set of data and information that reflect the community's true asset base. Subsequently, community economic development strategies and their supporting implementation tactics fall short on achieving growth expectations. Communities that have committed to take a strategic approach to growth need to ensure that they have an accurate economic profile of their community to guide community economic development strategies and its functional implementation.

In order to enhance the internal capacity for The Pas Community Development Corporation(CDC) to deliver community economic development programs and services to the Town of The Pas and surrounding region, it has commissioned a review of its overall approach to meeting the community economic development (CED) needs of its constituents.   Communities and regions are impacted by ever-evolving market conditions be they economic, political, technological, environmental or cultural. Subsequently it is important that CED organizations such as The Pas CDC, recognize that periodic reviews of its approach to delivering its mandate is important.

The intent of the following report is to provide The Pas CDC both directional (Framework) and functional (Roadmap) approaches to guide their CED decision making and service delivery processes. It will take into consideration town and regional assets which reflect the socio-economic make-up of the region i.e., people, institutions, environment, infrastructure and industry. It attempts to capture what the agency wants to achieve, where they are in the CED process and what is needed to meet the region's community economic development growth objectives

The methodological approach to execute this project entail a combination of primary and secondary research to ensure that the **data, framework and roadmap are quantitatively and qualitatively evidence based.** Through the analysis of stakeholder input, market data and information, a series of goals, objectives and recommended initiatives and actions have been formulated.

The Pas CDC: Community Economic Development Framework and Roadmap

Community Economic Development (CED) Process

The Pas Community Economic Development Framework and Roadmap

Advancing Community Economic Development

Guiding Principles

As a regional community economic development agency, the Pas CDC it provides services and programs across jurisdictional boundaries and engages in regional partnerships such as the Tri-Council. This type of regional approach creates greater capacity to advance community economic development initiatives.

The processes of economic development are built around programs, policies or activities that seek to improve the economic well-being and quality of life for a community. A community economic development (CED) approach adds an additional layer to economic development where a broader scope is taken, recognizing that **economic, environmental and social challenges are interdependent** and to be effective, **solutions must be rooted in local knowledge and led by community members.**

Community economic development revolves around a number of key principles which provide the underpinning for focused, meaningful and strategic activities. These principles are based primarily upon relationships and the ability to shape those relationships into collaborative efforts focused on developing opportunities while addressing barriers to growth.

The ability for community economic development agencies to be flexible with the ever-changing dynamics of a region and its economy will enable the right decisions to be made at the right time. This will require The Pas CDC to provide leadership where needed and be collaborative partners to effectively work with the region on relevant and impactful initiatives.

Taking the following Guiding Principles into consideration offers The Pas CDC a narrative to describe how it views its approach to supporting community economic development in the region.
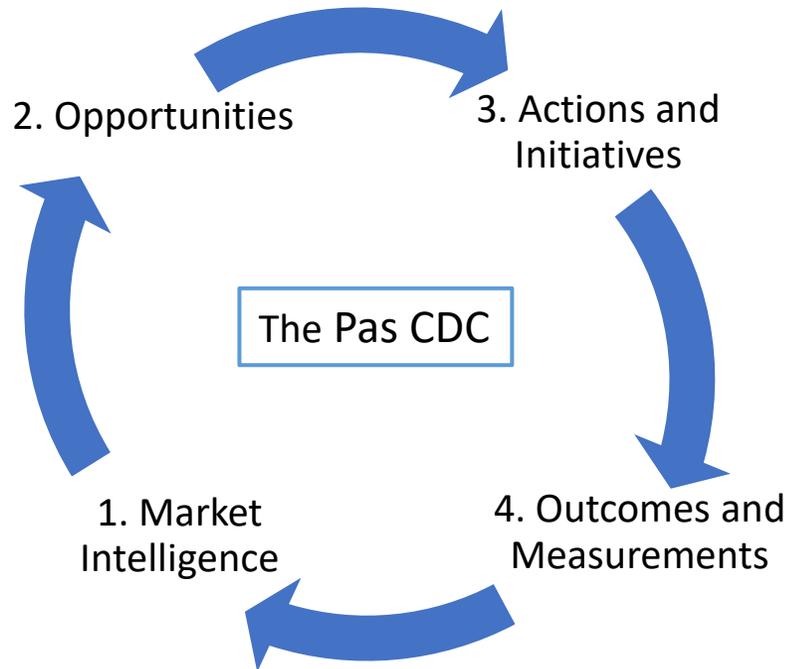
- Pursue alignment with community stakeholders
- Support community economic development efforts through services and programs
- Embrace and adjust to change
- Balance capacity with capabilities
- Transparency and accountability

The Pas Community Economic Development Framework and Roadmap

Community Economic Development (CED) Cycle

The CED process involves the alignment and collaboration of key stakeholders from the public and private sector. This will help guide resource allocation in areas that support the maintenance and growth of the local economy which in turn supports increased investment and enhanced employment opportunities. This process signifies the various stages of engagement The Pas CDC regional office might encounter in the CED cycle. The process is represented in the following diagram.

2. Opportunities

3. Actions and Initiatives

The Pas CDC

1. Market Intelligence

4. Outcomes and Measurements

Taking a structured CED approach to execute The Pas CDC Economic Development Framework and Roadmap will help create consistency in how decisions are made when the agency is formulating its action plans against its available resource base. Additionally it will help manage external requests for service support that may impact existing initiatives and internal resources.

The Pas Community Economic Development Framework and Roadmap

Community Economic Development Cycle

1. Information and Market Intelligence

An important function of The Pas CDC is to maintain relevant data and information on the Town of The Pas and region. Additionally, when appropriate, the CDC should undertake strategic research initiatives to help support the purist of new investment opportunities as well as build out its market intelligence portfolio. To develop actions and strategies, it is important that the CDC ensure that market information is maintained and shared with regional stakeholders as it will enhance collaboration, business and industry sector development, and communication effectiveness. The Pas CDC should seek partnerships with existing support agencies such as the provincial Department of Economic Development Investment and Trade (EDIT) to access market data when needed.

2. Opportunities

The identification of opportunities is an outgrowth of a deep understanding and connection with the marketplace coupled with strategic stakeholder interest. Information, relationships and networks are critical components of opportunity generation and awareness. The Pas CDC's pursuit of opportunities represent the potential for keeping, growing or attracting new investment to the community. The opportunities being considered should be based on the agencies understanding of the regions existing asset base. Proactively pursuing opportunities is typically based on upfront research to validate the community's capacity to effectively advance the opportunity. It is equally important to ensure that reacting to an opportunity being brought to the CDC is thoroughly researched prior to committing resources to pursue the opportunity.

3. Actions and Initiatives

Actions and initiatives represent the transformation of an opportunity into a potential deliverable. Effectively evaluating the execution of actions and initiatives to advance an opportunity is important for The Pas CDC to undertake to ensure,

- They are reflective of the CDC's stated goals and strategic objectives, and;
- That internal resources and required partnerships are in place

4. Outcomes and Results

Measuring outcomes and results, against predetermined metrics and Key Performance Indicators (KPIs) is the final process of the cycle. Capturing the outcomes and results will enable the CDC to promote the agency's successes while determining if the metrics and KPI's set by the CDC are reflective of its capabilities. This tracking will enable the agency to adjust how it evaluates its staff and operations. Economic development agencies need to view their efforts within the context of a long term, deliberate and adaptive process that is continually being adjusted and refined.

The Pas CDC: Community Economic Development Framework and Roadmap

The Pas CDC Strategic Framework

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Strategic Framework

The structure of the Framework provides a clear set of goals and strategic objects to pursue those goals. The goals are intending to provide long-term directional focus for The Pas CDC, while the strategic objects identify areas where The Pas CDC formulate actions as part of the Roadmap. The Framework is underpinned by regional market data and market intelligence. It should be recognized that fulsome regional data is critical to advancing the economic competitiveness of the region.

The Three Key Goals set for the CDC were selected based on The Pas and region's interest in;
- Growing the local and regional economy
- Enhancing Regional Partnerships
- Raising the level awareness of The Pas and region's competitive strengths and value proposition

Three Goals of the Strategic Framework and their relation to the Five Key Objectives

1. Regional Collaboration = Related Objectives: Partnership, Community Capacity Building
2. Business Development = Related Objectives: Investment Attraction, Business Retention Expansion
3. Awareness Building = Related Objectives: Communication and Promotion

Five Key Objectives

1. Partnership – CED alignment of regional stakeholders
2. Community Capacity Building – Socio-Economic alignment
3. Investment Attraction – Seeking external investment to support regional economy
4. Business Retention and Expansion – Maintaining and growing existing industry base companies
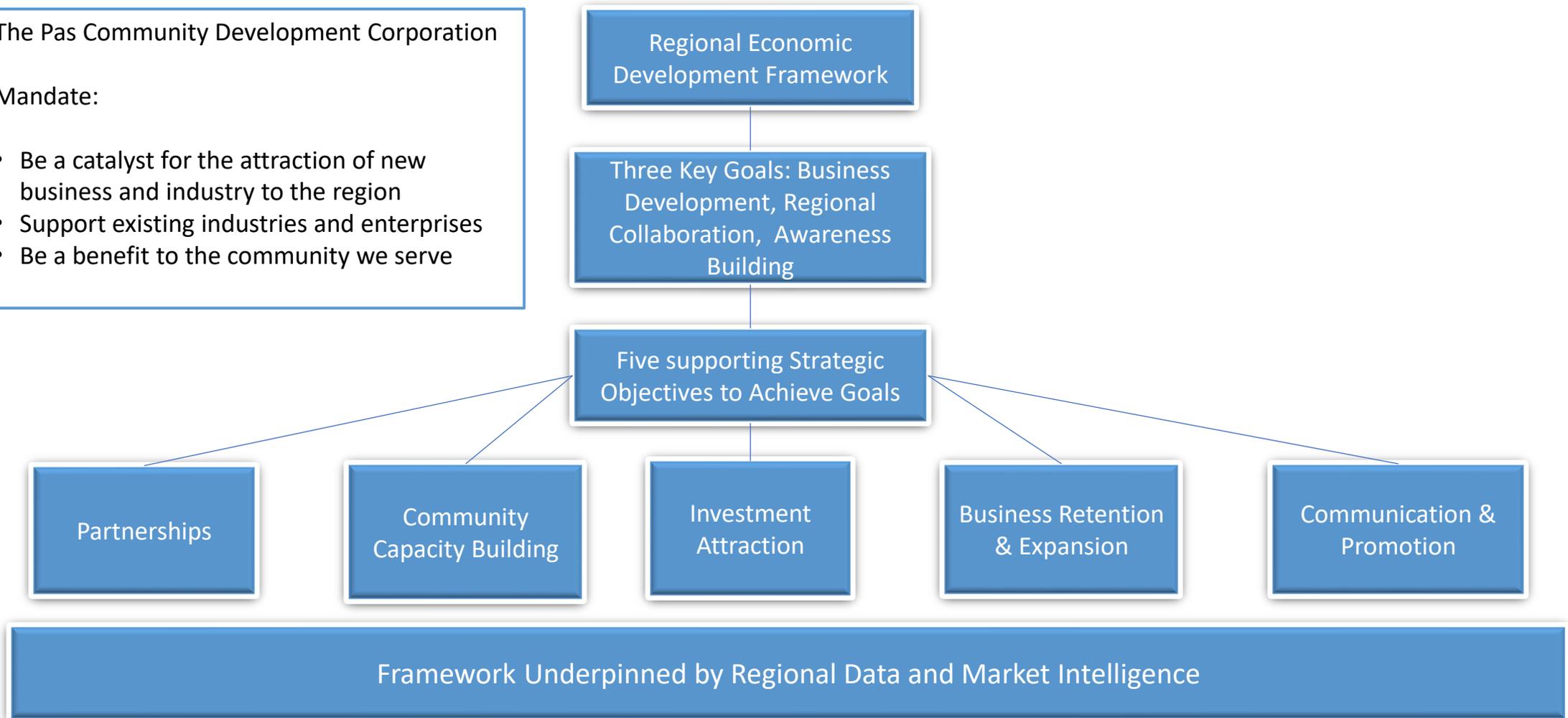5. Communication and Promotion – Proactive marketing

The Pas Community Economic Development Framework and Roadmap

The Pas Community Development Corporation

Mandate:

- Be a catalyst for the attraction of new business and industry to the region
- Support existing industries and enterprises
- Be a benefit to the community we serve

Regional Economic Development Framework

Three Key Goals: Business Development, Regional Collaboration, Awareness Building

Five supporting Strategic Objectives to Achieve Goals

Partnerships

Community Capacity Building

Investment Attraction

Business Retention & Expansion

Communication & Promotion

Framework Underpinned by Regional Data and Market Intelligence

The Pas Community Economic Development Framework and Roadmap

Goal 1. Regional Collaboration

The Objectives supporting this Goal include Partnership development. It is clear that without collaboration or partnerships The Pas and region cannot achieve its future growth potential. Divergent approaches to planning, land use, infrastructure investment and economic development negatively impact a regions competitive position and minimizes the value of its asset base. Functional regions increase efficiency and eliminate duplication by coordinating growth and development.

A second Objective is Community Capacity Building. This is a continuous process and within the context of this Framework Community Capacity Building refers to ensuring the community is part of a broad effort to address issues such as skill development, quality of life and social support structures.

Goal 2. Business Development

The Objectives supporting this Goal include attracting new investment into the region. The competitiveness of a region requires a collaborative approach in determining what existing assets in the region would be of interest to new investment, either in the form of new investments to expand existing industries or new company investments being made in the region. This would also include seeking new investment from levels of government to address infrastructure gaps or enhance existing infrastructure assets in the region to support industry growth.

A second Objective is around business retention and expansion (BRE). Business retention and expansion is the foundation of effective regional economic development. Existing companies in The Pas and surrounding region are part of the region's "product" that help differentiate the region's overall asset base. Understanding infrastructure, policy, and regulatory needs of existing companies are critical elements in guiding investment decisions. Effective BRE programs collect and analyze data about existing businesses and the local workforce to develop a better understanding of the local economy.

Goal 3. Awareness Building

The Objectives supporting this Goal are communication and promotion. It is important to effectively communicate and promote The Pas and region's value proposition to its citizens, outside investors and government. Consistency of message is critical. Similarly, it is important to ensure that The Pas CDC keep lines of communication open with its partners and the region as a whole. Transparency is important to maintain and enhance regional support from stakeholders and constituents.

The Pas CDC: Community Economic Development Framework and Roadmap

The Pas CDC Roadmap

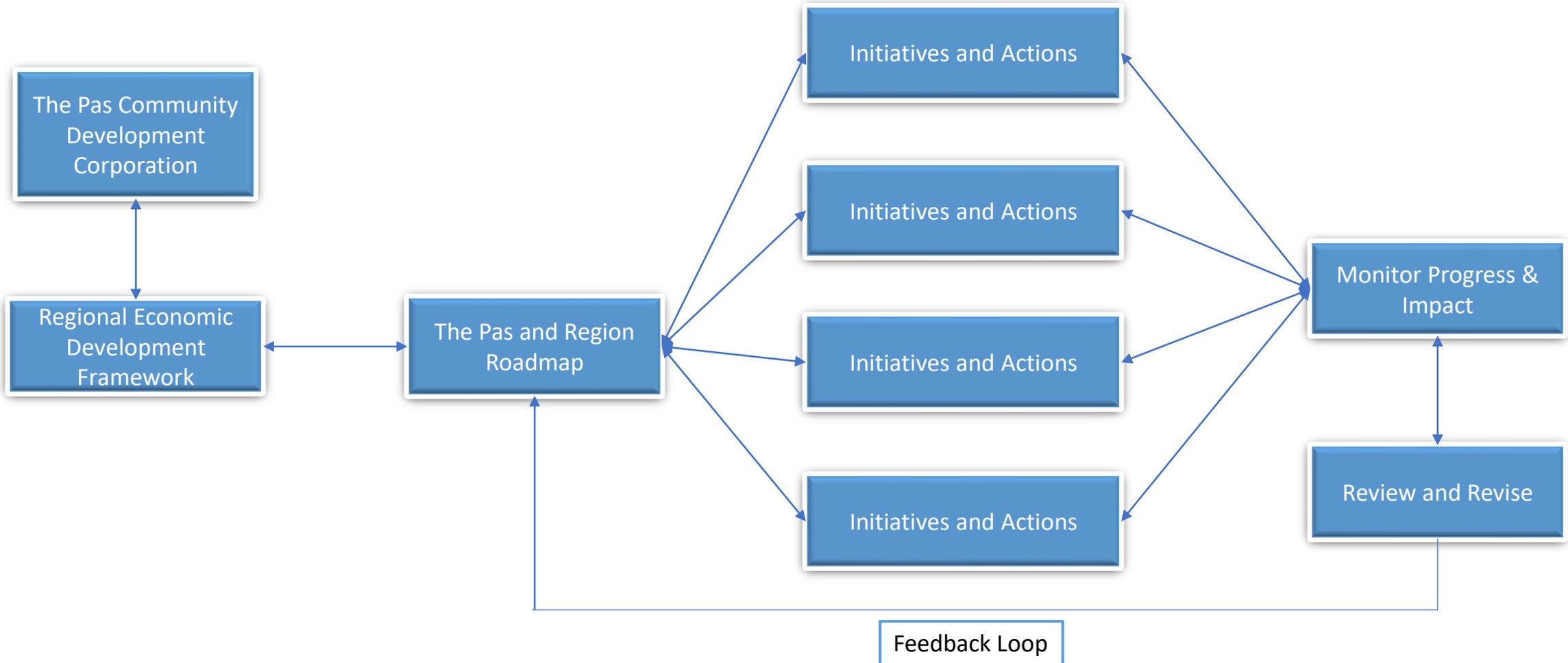# The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap

Community Economic Development agencies are routinely faced with unsolicited requests for services or suggestions of projects and initiatives that they should pursue. The agency has a responsibility to respond to such requests which can be difficult based on who is making the request and the existing social and economic circumstances within the community or region at that time. Subsequently it is important for agencies, such as The Pas CDC, to be equipped with data, information and an internal method for effectively responding to such external requests.

The Roadmap is a tool intended to enable The Pas CDC to manage and monitor initiatives and actions that the agency has identified internally and effectively respond to external requests from community and regional stakeholders.   Having the ability to provide rationale as to why The Pas CDC decides to or not to take on new initiatives reflects the agencies confidence in its decision-making process, and in turn provides transparency as to how the agency is delivering its services and programs.

The Roadmap component of this report is tactical in nature in that it aligns a series of initiatives and actions against the Goals and Objectives within the Strategic Framework. Identification of priority activities should include broad-based participation from regional stakeholders, involving those affected by the proposed activities and those that can ensure their success. The Roadmap will be used to drive conversations between key stakeholders to help prioritize actions, allocate resources, and monitor accomplishments. Partnerships with a variety of organizations and the private sector in the region are key to successful implementation. The Roadmap is not static but rather will enable The Pas CDC to review and revise its actions and initiatives as needed.

The Pas Community Economic Development Framework and Roadmap

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap	Initiatives and Actions
Framework Strategy Goal: Regional Collaboration	**Partnerships**
Regional Collaboration = Related Objectives: Partnership, Community Capacity Building The Objectives supporting this Goal include Partnership development. It is clear that without collaboration or partnerships The Pas and region cannot achieve its future growth potential. Divergent approaches to planning, land use, infrastructure investment and economic development negatively impact a regions competitive position and minimizes the value of its asset base. Functional regions increase efficiency and eliminate duplication by coordinating growth and development.	1. **Initiative:** Form a meaningful and lasting partnership with Opaskwayak Cree Nation (OCN) built on the principles of Truth and Reconciliation. This has been a common acknowledgement brought forth by many who have been interviewed. **Action:** i. Facilitate "ice breaking sessions" to initiate meaningful dialogue with the leadership of OCN and its Economic Development Agency, Paskwayak Business Development Corporation Ltd. (PBDC). It is recommended that The Pas CDC Board meet with the OCN Chief and Council twice yearly. ii. The Pas CDC arrange Cultural Diversity training for its Board, and community stakeholders. This will provide a foundation for advancing collaboration on community economic development with OCN. This training can be delivered through a number of provincially based organizations one of which is Amik Inc. https://www.amik.ca/services. The Pas CDC should target completion of the Training by the fourth quarter of 2022. iii. It is recommended that active open lines of communication be maintained between The Pas CDC EDO and their PBDC counterparts with scheduled meetings taking place monthly.

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap	Initiatives and Actions
Framework Strategy Goal: Regional Collaboration	**Partnerships**
Regional Collaboration = Related Objectives: Partnership, Community Capacity Building The Objectives supporting this Goal include Partnership development. It is clear that without collaboration or partnerships The Pas and region cannot achieve its future growth potential. Divergent approaches to planning, land use, infrastructure investment and economic development negatively impact a regions competitive position and minimizes the value of its asset base. Functional regions increase efficiency and eliminate duplication by coordinating growth and development.	2. **Initiative:** Cultivate working relationships with other Economic Development Stakeholders in the north in order to forge partnerships to exchange information and to jointly support opportunities. **Action:** i. Prepare an inventory of services that are offered by other regional community economic development agencies specially PrairiesCan, Community Futures, North Forge, Look North. This will enable The Pas CDC to seek out relevant partners to pursue opportunities as well as direct clients to partner organizations that are better suited to meet their support service needs. It is recommended that quarterly meetings, with well defined agendas, be held with each of the regional community economic development partners. 3. **Initiative:** Develop relationships with key industry players in the Region **Action:** i. The Pas CDC to arrange regular meetings with Kraft Paper (KP) Management and Human Resources in order to inventory workforce and skill shortages ii. Develop terms of reference for a talent attraction strategy centred around specific skill sets. It is recommended that The Pas CDC meet with KP management and/or HR quarterly for the first year

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap	Initiatives and Actions
Framework Strategy Goal: Regional Collaboration	**Community Capacity Building**
Regional Collaboration = Related Objectives: Partnership, Community Capacity Building A second Objective is Community Capacity Building. This is a continuous process and within the context of this Framework Community Capacity Building refers to ensuring the community is part of a broad effort to address issues such as skill development, quality of life and social support structures.	1. **Initiative:** Improve the opportunity for workforce development, recruitment and supporting the required support infrastructure **Action:** i. Develop a working relationship with University College of the North (UCN) to provide intelligence on training programs that align with job market demands ii. Facilitate interaction between key regional industries and the College specifically related to training programs for Newcomers and International Students iii. Prepare terms of reference for creation of an Education and Training roundtable to facilitate continuous intake options to allow for quick enrolment to class start time. Key program areas include Lean Manufacturing, Logistics, Accounting, Human Resources, Trades, Hydroponics, and "Micro-Credentialing" to meet existing industry employee retraining and upgrading of skills. iv. Initiate area structure plan to support new housing infrastructure (See Area Structure Plan and Housing Demand Scope of Work in Appendix A)

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap	Initiatives and Actions Items
Framework Strategy Goal: Business Development	**Investment Attraction**
Business Development = Related Objectives: Investment Attraction, Business Retention Expansion The Objectives supporting this Goal include attracting new investment into the region. The competitiveness of a region requires a collaborative approach in determining what existing assets in the region would be of interest to new investment, either in the form of new investments to expand existing industries or new company investments being made in the region. This would also include seeking new investment from levels of government to address infrastructure gaps or enhance existing infrastructure assets in the region to support industry growth.	1. **Initiative:** Coordinated regional approach to target outside investment attraction **Action:** i. Form a Regional Industry Council in partnership with PBDC and other Rights Holders to work with local industries on identifying new industry supply chain opportunities and new investment for supporting infrastructure in the region.

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap	Initiatives and Actions
Framework Strategy Goal: Business Development	**Business Retention & Expansion (BRE)**
Business Development = Related Objectives: Investment Attraction, Business Retention Expansion A second Objective is around business retention and expansion (BRE). Business retention and expansion is the foundation of effective regional economic development. Existing companies in The Pas and surrounding region are part of the region's "product" that help differentiate the region's overall asset base. Understanding infrastructure, policy, and regulatory needs of existing companies are critical elements in guiding investment decisions. Effective BRE programs collect and analyze data about existing businesses and the local workforce to develop a better understanding of the local economy.	1. **Initiative:** Coordinate development of a regional BRE program **Actions:** i. Convene a meeting of the regional economic development stakeholders to develop a regional BRE framework ii. Upon completion of the BRE framework develop a target list of regional companies to interview. It is recommended that a list of the top 20 businesses in the region be targeted for a BRE interview. iii. Form a shared data repository of the region's socioeconomic assets. It is recommended that this be done in collaboration with The Pas and District Chamber of Commerce, Community Futures Cedar Lake, and PBDC

The Pas Community Economic Development Framework and Roadmap

The Pas CDC Roadmap	Actions Items
Framework Strategy Goal: Awareness Building	**Communication & Promotion**
Awareness Building = Related Objectives: Communication and Promotion The Objectives supporting this Goal are communication and promotion. It is important to effectively communicate and promote The Pas and region's value proposition to its citizens, outside investors and government. Consistency of message is critical. Similarly, it is important to ensure that The Pas CDC keep lines of communication open with its partners and the region as a whole. Transparency is important to maintain and enhance regional support from stakeholders and constituents.	1. **Initiative:** Adopt a regional brand and narrative targeted at investment attraction **Action:** i. Prepare Welcome Package (See Appendix A Project Scope) ii. Develop, with the engagement of Kelsey, and OCN, terms of reference for establishing a regional brand (Note: this effort is not to replace any existing individual community brand/tag lines but is to have an over arching regional brand that will be used to effectively market the region for new investment and talent attraction) iii. Develop a communication strategy to engage with Global Affairs Canada and Invest in Canada to seek their support in delivering The Pas and regions economic investment value proposition. Strengthening relations with these federal departments can result in lead generation through the government's international consular network. 2. **Initiative:** Keep regional partners informed of The Pas CDC Initiatives and Successes **Action:** Develop a semi-annual Regional Market Report which informs the region of market trends, recent successes, and status of on-going initiatives.

The Pas Community Economic Development Framework and Roadmap

The Pas Stakeholder Interviews

The script for the interviews were structured to draw out comments regarding the Strength, Weaknesses, Opportunities and Threats within The Pas CDC region. The following are statements made by stakeholders that reflect the impressions and insights of local government, business development and community organizations and agencies.

Strength (Economic Assets)	Weakness (Gaps)
• Kraft Paper is one of the key engines of the economy, there's also There's the railway, the government and UCN • The key economic driver are the First Nations, the biggest asset is the economic ecosystem created by the Swampy Cree First Nations (20,000 people) • We must make sure that we work closely with First Nations communities • Our location relative to the rest of the north, We've got an abundance of natural resources • A transportation hub with road and rail connections so were kind of the gateway • Have more access to southern communities making us more accessible that lends itself to access a better labor force when compared with other northern Manitoba communities. • We've got the Saskatchewan River Delta which has an amazing tourism potential, particularly for hunters • We've got an agricultural community to the west of us • We have the boreal forest which is an economic opportunity for the present and future	• We need to fix our reputation of being dysfunctional with regards to development. • For the longest time we didn't have a central organization for economic development • In order to create economic development in the area, we have to get past our history that had a lack of cohesiveness • Particularly for resource-based communities in the north, there is a lack of government support • We need to find better ways of incentivizing people to move to our (northern) communities • The reality is that to really fulfill the area's overall potential, we need governments to be partners moving forward. • There is a critical role on behalf of government to do that and we don't see it the way the way we need it. • I think there's a missing vision of what we're going to look like • We have lots of natural resources without major infrastructure when it comes to transportation • There's no good affordable housing • Attracting professional people to the area is hard because we're missing some of the infrastructure that people want to see like shopping • A lack of infrastructure to attract major industries, corporations or manufacturing. • The declining forestry industry. That's our greatest threat

The Pas Community Economic Development Framework and Roadmap

The Pas Stakeholder Interviews

The script for the interviews were structured to draw out comments regarding the Strength, Weaknesses, Opportunities and Threats within The Pas CDC region. The following are statements made by stakeholders that reflect the impressions and insights of local government, business development and community organizations and agencies.

Opportunity (New Business)	Threat (Challenge)
- We have a very capable Indigenous community next door to us - Indigenous communities have access to strategic business opportunities that are put up by the federal and provincial government for business development and business creation - Manitoba Hydro and Manitoba highways often will have procurement policies set up to work with Indigenous communities - We're big enough that we draw from the smaller communities surrounding us and that really drives the economy. - able to develop businesses catered more to the area, partially because of our small size - Biodiversity is a big opportunity including bioenergy, bio-hydrogen, green hydrogen production. We need to look at how our natural resources create other values. - Specifically, from wood waste and wood products since that is the key industry here - A coalition creating an additional industry or a bio-economy based on green hydrogen or biofuels is an opportunity to fill that void - Working together as a Tri-community (The Pas, Opaskwayak Cree Nation, RM of Kelsey	- There is a lack of respect. You know, up front it looks rosy red, but there's a lot of mistrust. Mistrust and lack of respect. - Competing with the online offerings available for goods and services is a very really challenge for us in terms of developing a strong local economy - Not having business opportunities in comparison to sister provinces - You see growth booming because of the flat tax they have in Saskatchewan and the ability for businesses to grow - Taxwise, businesses are penalized for development. - This federal riding has the highest child poverty rate in all of Canada. - we are at the highest in terms of disparity between the rich and the poor. - This also leads to a higher participation rate in crime. It increases things like addiction and sexual exploitation. - One of the problems is that this is a government town, This hurts the almost non-existent retail sector because everybody just goes to get a government job with the province or the Feds - Finding finances for businesses and having housing for people to live here

The Pas Community Development Corporation
Roadmap – 2022/23 Activities Dashboard

The Pas CDC

Partnerships

- Facilitate "ice breaking sessions" with OCN/PBDC

- The Pas CDC arrange Cultural Diversity training

- Activate open lines of Communication to be maintained between The Pas CDC EDO and their PBDC counterparts

- Prepare an inventory of services that are offered by other regional community economic development agencies

Community Capacity Building

- Advance Area Structure Plan and Housing Demand projects ($)

- Develop a working relationship with UCN

- Facilitate interaction between key regional industries and UCN

- Prepare terms of reference for creation of an Education and Training roundtable

- Initiate area structure plan to support new housing infrastructure ($)

Investment Attraction

- Form a Regional Industry Council in partnership with PBDC and other Rights Holders

Business Retention and Expansion

- Convene a meeting of the regional economic development stakeholders

- Develop a target list of regional companies to interview

- Form a shared data repository of the region's socioeconomic assets

Communication Promotion

- Prepare Welcome Package ($)

- Develop, with the engagement of Kelsey, and OCN, terms of reference for establishing a regional brand

- Develop a communication strategy to engage with Global Affairs Canada and Invest in Canada

- Develop a semi-annual Regional Market Report

Underpinned by Regional Data and Market Intelligence

The Pas CDC: Community Economic Development Framework and Roadmap

Observations and Conclusions

The Pas Community Economic Development Framework and Roadmap

Observations: What we heard directly from the community

1. The mass majority of the regional stakeholders have limited resources and understanding of what actually drives business and economic development

2. The mass majority of the regional stakeholders are siloed and without the material means to act optimally as individual actors

3. The foundation of this disconnect is rooted in cultural/ intercommunity prejudices and ignorance

4. There has been a misunderstanding of what drives economic expansion in a market economy, the order that expansion has to take, and which partner is responsible for which piece of that expansion. Example: UCN is training local students in opportunities that require them to leave the region in order to find employment (Training them to Leave)

5. The mass majority of the stakeholders have not expressed a clear vision of what economic development success looks like to them, neither individually nor for the wider community

Conclusions

1. Despite the above, it is very apparent that all of the actors want the same thing, that is, a safe place for their families to live, with good housing and good jobs, and an opportunity to educate their children

2. Despite the existing divisions, all parties in the interviews have clearly acknowledged that they are open to collaboration and working in concert to achieve common good for all

3. It is apparent that a roadmap to a common shared inter-community economic development vision or strategy is needed

4. The EDO has to be the driver of this process, for example, to work in collaboration with education stakeholders/ UCN to ensure that the labour force reflects regional employment needs (#1 criterion in economic development)

The Pas CDC: Community Economic Development Framework and Roadmap

Appendix A

Housing Needs Assessment Project Scope

Welcome Package Project Scope

Area Structure Plan Scope

The Pas Community Economic Development Framework and Roadmap

Housing Needs Assessment Project Scope

OBJECTIVE

Manitoba Housing and other potential developers need to know what kind of housing is in demand in The Pas region. The Pas CDC would like to update their housing stock assessment as well as refresh the community survey (specifically for seniors housing) to determine what type of housing is required in the area.

WORK PLAN

Planning
The first step in the project is understanding the scope of the assessment. The geography that is included will need to be precisely defined, as well as a stratification of housing types and needs. Then research plan will be developed to addresses secondary and primary research sources and requirements.

Secondary Data Collection
The research team will need to collect housing data from The Pas, Manitoba Housing, Statistics Canada, CMHC, and any other useful sources.

Primary Data Collection
Much of the in-depth information will come from local residents, businesses, and policy stakeholders. Development of research tools to facilitate the *systematic* contacting of the respondent pool through surveys and in-depth interviews is then required.

The first step in the primary research process is development of a Consultation Plan. The emphasis will be on identifying and organizing the respondent pool to identify the regional housing assets and resources that residents, developers, and policy makers identify as most important; or lacking.

The Consultation Plan will be organized using a Contact Schematic created with the assistance of The Pas CDC. It is imperative these consultations are well organized in order to:

1. Track the progress of contacting and interviewing target respondents.

2. Utilize the CDC and other stakeholders to help open lines of communication with respondents that the researchers have not been able to contact.

3. Ensure that respondents are not 'over-contacted' as to create respondent fatigue, which may jeopardize stakeholder buy-in when the project is complete.

Proper questionnaire design is key to the survey's success. The survey needs to be long enough to gather the required information, yet short enough not to lose the respondents' attention and sacrifice response quality.

The Pas Community Economic Development Framework and Roadmap

Statistical significance for a region the size of The Pas would typically require 360 survey completions. However, what is more important in a study like this is how the sample is stratified. There will be several subgroups of residents that may need to have slightly different survey instruments and their own sampling requirements. E.g., Seniors, Low Income, Employer (Needs), etc. The in-depth interview script will be designed to elicit open ended responses that will add depth and breadth to the data. The script is usually 10-12 questions. It can be completed quickly to respect the respondents' time, but the aim is to get the respondent to open up and provide in-depth information, hopefully on topics that the research team or the proponent might not have even expected.

Reporting

The primary and secondary data will be combined to form a Housing Needs Assessment. The focus of the reporting will be:

- Approximate number of housing units required

- Types of housing units required

- Types of amenities required

- Preferred or possible locations

- Other pertinent information

The findings should be structured in a summary report along with all the supporting data, so the findings are digestible and useful for The Pas CDC.

BUDGET AND TIMELINE

The budget for this project would be approximately $40,000 depending on the depth and breadth of the primary research.

A possible funding path could be using the 2021 CDC budgets for General Development Plans: $15,000, and Economic and Community Development Programming: $30,000. If the project waits until 2022, the Building Sustainable Communities Program could be accessed for 50% matching funds. There may also be new grant funding paths through PrairiesCan, although it would likely have a regional focus.

The project would be completed within 5 months of commencement.

Welcome Package Project Scope

OBJECTIVE

Create a "Welcome Package" to be used towards investment attraction and newcomer services. The information from the package may resemble a community profile (more investment attraction focused), and a secondary part of it could be more geared towards newcomers/citizens of the community. This would be provided to larger employers who often recruit externally and need information to give to their new hires to familiarize themselves with the community. Also, perhaps it can be given to the Immigration Services Branch to inform newcomers.

WORK PLAN

Planning

The first step in Welcome Package development would be determining the audience/purpose for the document. This will guide the messaging and information in the marketing collateral. The focus of the document(s) may include:

1. Investment attraction

2. Worker attraction and community familiarization

3. Newcomer attraction and community familiarization

These audiences/purposes are not mutually exclusive. Much of the information and messaging can serve multiple purposes. Careful planning is required to identify the purpose, audience, and how to effectively communicate with that audience. In addition, planning where the Welcome Package might live is important, e.g. print hard copy, PDF website social media, video. etc. Lastly, consideration must be giving to which communities and regional partners will be included in the Welcome Package.

Data Collection

Developers, investors, and site selectors require economic development data to assess initial interest in a community. A number of categories can be useful in building a Community Profile and subsequent Welcome Package collateral.

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Several data categories should be reviewed by the consulting team and The Pas during the Planning step. Here is a sample list:

Demography & Population
- Historical Population Data
- Current Population
- Population Projections
- Population Growth Comparisons

Real Estate
- Vacancy Rates
- Housing Starts
- Housing Prices
- Rental Market
- Home ownership vs renting

Education & Training
- Types of schools, programs, and training
- Number of Students

Health
- Medical Centers & Services

Industry & Business
- Business Count in the Region
- Major Industries
- Major Businesses
- Key 3 Industries

Utility Rates
- Hydro Rates
- Water Rates
- Gas Rates

Transport
- Public Transport
- Infrastructure

Employment
- Number of Jobs in the Region
- Employment Rates
- Unemployment Rates
- Labour Force by Occupation
- Labour Force by Industry

Public Sector & Taxation
- Local Municipal Tax Rates
- Provincial
- Federal

Building Permits Statistics
- Historical Data
- Current Data
- Projections

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These data sets and information are gathered from a variety of sources including the Pas CDC, 2021 Statistics Canada census, Government of Manitoba, consultant databases, primary research, etc.

The data can be packaged for future marketing collateral and can be used immediately on www.thepascdc.com .

Value Proposition

Communicating a value proposition for investment does not always require tagline and brand development. For instance, sub-brand(s) for economic development and investment attraction could be built on the existing The Pas brand.

Once a set of priorities are identified from the Planning and Data Collection phases, then it is important to uncover the unique value proposition that **differentiates** The Pas from other competing communities/regions. For instance, if new investment in resource processing is identified as a priority, then you must develop a unique set of differentiators to target investment for that set of opportunities. Just like a business must give a customer a reason to shop at their store rather than a competitor, a community must give an investor a reason to invest in The Pas and not another region. This message comes alive in the community profile and subsequent marketing collateral.

Community Profile/Welcome Package

Typically, one of the cornerstone investment attraction tools is a community profile or community investment profile. The profile brings together the data and value propositions that investors require from previous project steps. In addition, the content can be repurposed in any number of tools such as websites web, social media, business cases, etc. The consultant should build investment attraction marketing tools on previous steps to ensure brand cohesiveness and minimize client costs.

The Community Profile is developed in three stages:

1. Data Collection (done in previous steps)

2. Content Development

3. Design

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The Pas will be closely consulted on the development of the content based on the data collection. When the Community Profile is going to go to design, it has to be in line with the investment attraction and newcomer welcoming brands of the community supported by set of accurate and attractive value proposition(s). This message comes alive in the Community Profile/Welcome Package and subsequent marketing collateral.

Community Video

Development of community video(s) are powerful marketing tools, especially in this period where site visits by investors or tourists have been more challenging to arrange. Drone footage would be included in the process which not only adds significant design elements to the video, but can also be highly useful for resources, tourism, and land & building site selection purposes. The Pas could create one Welcome Video, and the significant raw video footage can be used for several videos at later dates:
- Tourism
- Land development
- Opportunities specific investment attraction
- Event promotion, etc.

Website Integration

It is assumed that a new Welcome website is not necessary as there are several website platforms in the region that might host the Welcome Package including:

- https://www.thepascdc.com/

- http://townofthepas.ca/

- https://discoverthepasocn.ca/

- https://swampycree.com/opaskwayak-cree-nation/

- http://rmofkelsey.ca/

- Various businesses and other stakeholder organizations

Each organization would be supplied the requisite files to integrate the Welcome Package into their website. In some case content can be converted to HTML for easy integration into the body of the website(s)

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Sample Website Design Plan

If The Pas wanted to pursue a new Welcome Website, the final work plan will be finalized after step 1) Review of Technical Requirements and logistics meetings with the client regarding and technical/budgetary/timeline considerations. The following steps are dependent on the outcome of the Review:

1. Review of technical requirements

2. Review of overall website content and information architecture (based on all content provided by client and recommended by the consulting team)

3. Design / layout of website interface and navigational system based on information architecture review

4. Interactive mapping module or other mapping

5. Construction of website

6. Access to a content management system (CMS) allowing client to globally edit website content

7. Upload, testing and CMS training

8. Hosting, domain, security set-up

9. Training sessions and/or a procedure manual

BUDGET AND TIMELINE

The budget for this project would range between $30,000 and $60,000, depending on the number of tools developed and on what platforms they are integrated into. As such, the project could be undertaken in phases.

A possible funding path and timeline path for the *full* project: The Pas CDC could move its 2021 Economic and Community Development Programming budget of $30,000 to 2022 and apply to the CanExport Community Investments (CECI) grant in September of 2021 for 50% matching funds. There may also be new grant funding paths through PrairiesCan, although it would likely have a regional focus.

The project would be completed within 6 months of commencement.

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Area Structure Plan Scope

OBJECTIVE

There is a desire to develop City-owned property located in the RM of Kelsey, directly adjacent to the town of The Pas, Manitoba. The Subject Property encompasses approximately 60 acres, south of PR 283, east of Stockcar Road, and west of Whitebridge Road. The preliminary vision for the Subject Property includes commercial/employment uses on the north of the site with residential uses towards the south. The current Kelsey Planning District Development Plan includes appropriate designations for these uses, although a re-zoning will be required.

WORK PLAN (Based on proposal from *Landmark Planning & Design*)

Core Task 1 – Due Diligence and Site Developability

Landmark will work with The Pas CDC and key stakeholders (the Town of The Pas Council, RM of Kelsey Council) to discuss the overall intent and vision for the Subject Property to help determine the intended development density and parameters, such as potential uses, serviced versus un-serviced development, and access considerations. Using this knowledge, Landmark will conduct high-level due diligence to gain a better understanding of what will be required to achieve the intended development on the Subject Property. This task may include preliminary discussions with approving/commenting authorities, such as Manitoba Infrastructure. Input and analysis from a Civil Engineer may also be required as part of Task 1.

Core Task 2 – Site Suitability and Development Strategy

Based on the findings of Task 1, Landmark will undertake a site-suitability analysis to assess the suitability of the Subject Property for the intended development direction. Factors to consider will include:

- Can the Subject Property accommodate the intended development direction?

- Is the Subject Property the best location for the intended development direction?

- Are there other properties that may be better suited to the intended development direction?

- If yes, what mechanisms are available to pursue development on the most appropriate site and what would be most appropriate for the Subject Property?

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Core Task 3 – Site Development Concepts

Based on the findings of Tasks 1 and 2, Landmark will develop a conceptual development concept for the Subject Property and/or another site. The concepts will be based on the due diligence completed to date and will represent a realistic development direction. The concepts will be suitable for general planning and public engagement purposes but will not constitute final development proposals or be suitable for subdivision and/or development approvals.

Future Task – Public and Stakeholder Engagement

If the Client intends to pursue the intended development direction, Landmark can conduct a public engagement process. A comprehensive stakeholder and public engagement process will be critical to this project. It will be important to thoroughly understand potential impacts and community concerns, and then work to address these concerns through the design and planning process. We generally propose a two "round" process.

In Round 1, we will host a small group meeting with adjacent property owners and other stakeholders who may be directly or indirectly impacted by the project. The goals of Round 1 are to introduce the project, the process, and anticipated next steps, as well as to understand potential concerns.

In Round 2, we will follow up with Round 1 stakeholders and host a public open house. The goals of Round 2 are to provide a project update, present the preferred design concept as well as explain how concerns from Round 1 were considered/addressed.

Due to the unprecedented circumstances and current social distancing measures, there may be a need to modify in-person community engagement meetings or host them virtually. Engagement meeting can be conducted remotely or in-person depending on the COVID-19 health protocols in place at the time, and the preferences of the Client.

Future Task – Rezoning and Development Approvals

Landmark will collaborate with land surveyor to prepare, submit, and track subdivision and rezoning application materials as needed.

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Supplemental Services

Landmark Planning & Design is a full-service planning and landscape architecture firm. We can provide supplementary services depending on the needs of the Client and Project Team to ensure an overall quality of materials and completion of project objectives. Supplemental services could include:

1. Fully rendered, marketing-grade subdivision concepts for engagement and marketing materials.

2. Contract administration and detailed design of public reserve areas, if required.

3. Negotiation of development agreement with the Town of The Pas.

BUDGET AND TIMELINE

The estimated fee to complete Core Tasks 1-2 is $7,500. The fee to complete Core Task 3 will ultimately be dictated by the site constraints and number of concepts required, but we would anticipate a budget of $5,000 to prepare two concepts for the Subject Property. Future Tasks and Supplemental Services can be completed under a future Scope of Services and budget estimate based on the work required; billed for work undertaken on an hourly basis. All required fees and disbursements (application fees, travel costs advertising costs) will be considered extra to contract and billed as incurred. Other municipal charges may apply. We would anticipate at lease one trip being required to conduct in-person meetings and perform site inspection. As such we estimate required disbursements of approximately $2,200.

It is suggested that Core Tasks 1-3 can be completed in 2021 for approximately $15,000 plus possible expenses using the CDC Land Development budget of $20,000.