

TEAM NIAGARA

ECONOMIC DEVELOPMENT ACTION PLAN (2015-2018)

April 2, 2015



TEAM NIAGARA – ECONOMIC DEVELOPMENT ACTION PLAN 2015-2018

APRIL 2, 2015

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INTRODUCTION:

The Team Niagara Economic Development Action Plan - 2015-2018 (The Action Plan) outlines the coordinated and sustained efforts of the Region of Niagara, led by the Region's Economic Development Division and the professional economic development officers (EDO's) in St. Catharines, Niagara Falls, Fort Erie, Welland and Port Colborne, and the stakeholders in the other Niagara municipalities.

Drawing on the collective knowledge and expertise of Niagara's economic development professionals, municipal CAO's, industry stakeholders, post-secondary institutions, and other key partners, the Action Plan has been developed to guide the Niagara region's 2015 to 2018 efforts. This Action Plan will be implemented in full cooperation with the private sector, to spur economic growth and prosperity.

Since 2008, the pace of the global economy has changed. Business and jurisdictional competition is fierce, and private and public resources are limited. Niagara's economy has not been immune to these economic forces, evidenced in key comparative metrics, including; unemployment, average household income, total building permit activity (investment) and real GDP growth (Appendix A).

These changes in the economy and the breadth of competition require all of Niagara's economic development partners fully utilize their knowledge and resources. Renewed global competition – public and private – means more focused, effective, and cooperative actions are required to best stimulate and support the growth of Niagara's economy.

The Action Plan will provide a framework to build on past and current public and private sector efforts to develop a strategy of cooperation for the future. Ultimately, the Action Plan will identify and use the region's strengths to take advantage of opportunities for future growth.

The Action Plan, developed through consultation with Team Niagara and insights from across the region, focuses on three interconnected, key "pillars" which are critical to the region's future success:

- PILLAR 1:** Investment Attraction/Leads Generation and Innovation & Entrepreneurship
- PILLAR 2:** Economic Research and Analysis
- PILLAR 3:** Advocacy

Success in each “pillar” will be measured in transparent results including investment dollars, job numbers, increased innovation and entrepreneurship (recognizing that these results occur through private market business decisions).

By benchmarking and setting targets, economic development outcomes can be quantified and therefore reviewed, analyzed and improved upon into the future.

Successful and sustained economic development efforts require reliable and insightful information and analysis in order to assist in the expansion of existing businesses, attracting investment, cultivating partnerships and marketing Niagara and its companies to a much wider audience. Through this Action Plan, these coordinated efforts will be focused toward assisting private sector businesses to better compete and be successful on a wider global scale.

The Action Plan will direct strategic efforts toward providing a range of new economic development opportunities through; targeted investment and trade missions; support for innovative investments/actions on the part of Niagara’s entrepreneurs and post-secondary institutions; and, an improved capacity to examine, report on, and advocate the competitiveness of the Niagara region, its businesses and related stakeholders. All these initiatives are necessary to provide the best possible environment for business growth and prosperity.

The Team Niagara Economic Development Action Plan also represents the culmination of recent efforts to re-establish and more effectively leverage the positive working relationships between the Niagara Region (Economic Development Division), the Municipal economic development officers, the Area Chief Administrative Officers, and business and industry stakeholders across the region.

BACKGROUND:

Building on the 2012 Memorandum of Understanding (MOU) (Appendix B) between the Niagara Region and the twelve Niagara municipalities (which defined the roles and responsibilities of the constituent parties related to the provision of focused economic development efforts within the existing two-tiered structure), the Team Niagara Economic Development Action Plan was envisaged as a means toward re-cultivating an environment of trust, collaboration, and communication with a goal of delivering an effective program of economic development in Niagara.

The Team Niagara Action Plan further respects and leverages the direction provided in the 2012 Memorandum of Understanding by mirroring the core Regional economic development roles and responsibilities identified;

- Research and Trending Services
- Advocacy
- Investment Attraction
- Lead Generation

On March 20, 2014, at a presentation to the Region of Niagara's Council, the first priority for the Region of Niagara's Economic Development Division was to re-establish the working relationship and drive increased cooperation with the former "Team Niagara" (which was comprised of the Niagara Region's Economic Development Division and the economic development officers (EDO's) from St. Catharines, Niagara Falls, Fort Erie, Welland and Port Colborne. Supported by the full cooperation of the area CAO's). The intention of this reinvigorated effort is to establish an over-arching economic development plan for the region's future prosperity.

Over the past months, Team Niagara has met on a monthly basis, shared information, and worked on inbound and outbound initiatives. The priority objective for Team Niagara during this timeframe was to commit to developing and implementing a clearly defined, four-year economic development action plan – The Team Niagara Economic Development Action Plan (2015-2018).

T TEAM NIAGARA ACTION PLAN (2015-2018):

The Team Niagara Economic Development Action Plan (2015-2018) focuses its efforts upon a number of key priorities and joint/coordinated activities.

The Action Plan will lead to sustained results and outcomes in new investments, jobs, entrepreneurs, and innovation. The Action Plan identifies the three key "pillars" that Team Niagara is committing its policy and operational efforts to over the next four years:

- PILLAR 1:** Investment Attraction/Leads Generation and Innovation & Entrepreneurship
- PILLAR 2:** Economic Research and Analysis
- PILLAR 3:** Advocacy

P1

TEAM NIAGARA ECONOMIC DEVELOPMENT ACTION PLAN – PILLAR #1: INVESTMENT ATTRACTION/LEADS GENERATION AND INNOVATION & ENTREPRENEURSHIP

Objective(s):

Cultivate and obtain new investments (domestic and foreign) that align with Niagara's business assets and strengths in order to increase growth and prosperity within the region's business community.

Strategy/Strategies:

Work together to obtain a more comprehensive understanding of Niagara's competitive advantage(s) and utilize this knowledge to grow existing businesses, attract investment and stimulate innovation and entrepreneurship.

Work closely and collaboratively with municipal EDO's and CAO's to support, as appropriate, their ongoing business retention and expansion (BR&E) programs.

Develop and implement efforts/initiatives that support an entrepreneurial spirit in Niagara which act to create an environment conducive to innovation and the attraction of innovative new businesses.

Actions:

- Identify qualified investment target markets (i.e. Greater Toronto Area, Greater Golden Horseshoe, U.S., foreign markets) and sectors (i.e. advanced manufacturing, health sciences, agri-food/food processing).
- Building upon the September 2014 meetings with the Society of Industrial and Office Realtors (SIOR) and the November 2014 Pittsburgh-Marcellus trade-mission, Team Niagara commits to repeat participation for 2015 through 2018 in an investment and trade mission schedule designed to achieve meaningful results through specific "missions", including, but not limited to:
 - Chicago, Illinois or Atlanta, Georgia (advanced manufacturing)
 - Fort McMurray, Alberta Oil Sands Trade Show
 - Pacific Rim (automotive and manufacturing)
 - Regina, Saskatchewan (Niagara-Williston Basin/Bakken Initiative)
 - Pittsburgh/Marcellus - 2015

- Support ongoing efforts – private and public sector – to sustain and expand investment and market opportunities in Niagara’s traditional marketing (i.e. Ontario, New York State). This includes seeking investment opportunities specific to key sports-tourism and related events with Niagara’s major sports facilities (i.e. PAN AM Games, National Dragon Boat Championships, etc.).
- Create, with existing Niagara businesses, significant growth in their supply chain opportunities and new investment opportunities across the region (building on recent and ongoing development activity – see Appendix A, Figure A.5).
- Develop and facilitate Niagara familiarization tours (FAM tours) across all economic sectors for select Provincial and Federal government representatives and industry and trade stakeholders, representatives and groups.
- Expand or create partnerships with local innovation “hubs” and post-secondary educational institutions to achieve specific results in innovation, entrepreneurship, and grow new and existing businesses across the Region.
- Work to bolster partnerships with the City of Niagara Falls and the City of St. Catharines (including the St. Catharines’ satellite office in Welland) Small Business & Enterprise Centres in order to better leverage their actions and improve their outcomes for SMEs. Success with the three communities would then be presented to other Niagara region centres.
- Improve and leverage new investments of clients in the agriculture and food processing, and culture industries.
- Performance measures over the four year period of this Action Plan will include:
 - employment growth;
 - building permit growth (investment);
 - regional population growth; and,
 - increases in the number of new businesses in Niagara.

Outcome(s):

- Demonstrated growth in private investment and job creation within Niagara.
- Complete a minimum of four trade missions in order to: market the Niagara region; develop investment leads; and, to build upon current efforts for future investments and expanded trade.

- Establish new and specific investment opportunities and potential partnerships for future business growth.
- Demonstrated business opportunities for growth for entrepreneurs and improved innovation throughout the region.

Results for the Region of Niagara:

- Measure improvements across all performance indicators annually and over the four year term of this Action Plan.

P2 TEAM NIAGARA ECONOMIC DEVELOPMENT ACTION PLAN – PILLAR #2: ECONOMIC RESEARCH AND ANALYSIS

Objective(s):

Create and disseminate relevant and current data about the region, and strong market intelligence/analysis to develop initiatives for strategic investment attraction/leverage, marketing, outbound/inbound missions and benchmark the Niagara region going forward.

Strategy/Strategies:

Through focused analysis and research, identify strengths, weaknesses and “gaps” in current data in order to obtain a more comprehensive picture of the Niagara region. Data will include comparisons with competing jurisdictions, trends, and sectors to improve the region’s economic development strategy and activities.

Successfully develop and utilize, on a regional basis, consistent data sets and metrics in order to: better present data and critical analysis; drive improved marketing efforts of all municipalities; and, support investment attraction initiatives.

Actions:

- Catalogue existing data sets and analysis as these currently exist. Team Niagara will work together to share information, identify existing data “gaps” to build thorough sets of relevant statistics, research and data analyses to be shared with clients and stakeholders.
- Undertake (commission) primary research and data collection activities to address specific and critical economic research and analysis related to Niagara’s “competitiveness” and the comparative “cost of doing business” (as compared and contrasted to competitive jurisdictions, both domestic and in the United States) including, but not limited to;
 - Business/industrial development and operating cost structures including;
 - energy costs
 - labour costs
 - taxation
 - Skills shortages/gap analysis
 - Industrial land availability and serviceability
 - Niagara “asset mapping”
 - Business delays across a series of factors
 - Rail-on-apron/multi-modal infrastructure improvement(s)
- Establish and implement protocols and procedures to encourage the more effective and efficient sharing of data and intelligence among regional stakeholders.
- Develop, monitor and share monthly/quarterly “tracking” reports on critical key metrics.

Outcome(s):

- Develop, fund and implement two new economic analysis studies, each year, to drive public and private sector activities to resolve key growth challenges.
- Completion of catalogue, resolution of data “gaps”, and implementation of new coordinated economic data sets and research analysis.
- Performance measures over the four year period of this Action Plan will include:
 - employment growth;
 - building permit growth (investment);
 - regional population growth; and,
 - increases in the number of new businesses in Niagara.

Results for the Region of Niagara:

- New, more robust and trusted data sets and analytics readily available to help support job creation activities and investment opportunities as well as support efforts related to innovation and local entrepreneurs.
- Measure improvements across all performance indicators annually and over the four year term of this Action Plan.

P3 TEAM NIAGARA ECONOMIC DEVELOPMENT ACTION PLAN – PILLAR #3: **ADVOCACY**

Objective(s):

To advocate for the Niagara region's communities and their stakeholders/partners on key economic issues and policies that significantly affect local businesses in order to raise awareness of the region's strengths and challenges.

To build relationships with key officials across all levels of government in Canada in order to improve the exchange and comprehension of information and analysis, and through the improved profile of the region, lead to superior access to public sector programming and outreach.

Strategy/Strategies:

Work with partners and area stakeholders to identify areas/issues of common and critical importance related to increased economic prosperity within Niagara, and in support of targeted investment attraction.

Based on shared objectives and common goals, Team Niagara would coordinate and lead formalized lobby and advocacy efforts to all levels of government, as well as to industry and trade organizations. Team Niagara will actively work with municipalities to identify and communicate issues and priorities of critical importance to Niagara to underpin advocacy initiatives within this framework.

Team Niagara will also work, on a continuous basis, toward increasing the advocacy capacity among Niagara stakeholder groups.

Team Niagara will market and promote Niagara (from within and outside Niagara), as a means to encourage a better understanding of, and appreciation for Niagara as a preferred destination for growth, investment, innovation, entrepreneurship and economic opportunities.

Actions:

- Identify and prioritize areas/issues of common concern among Team Niagara partners and the Niagara Region. Present priority areas/issues include:
 - secure year-round, GO Train service to Niagara and related economic development investments including improved inter-municipal transit service
 - identify and mitigate the negative impacts on business/ industry as a result of policies on electrical energy and Provincially Significant Wetlands legislation
 - assisting in the completion of significant development projects (i.e. Miller Creek Marina, Canadian Motor Speedway, Prudhomme commercial development, etc.)
 - participate in resolving international trade and accessible border issues and work to establish a Foreign Trade Zone in Niagara in 2015
 - industrial/manufacturing sector and overall business competitiveness
 - full participation in the Niagara/GTA Corridor and transportation corridor developments leading to new public investments in the Niagara region
 - proactive engagement with Public Works and Planning and Development to dramatically improve business expansion and new investments within the region through changes in processes
 - proactively work with Regional and municipal Planning departments on strategic development initiatives focused on new municipal investment/ development “hubs” and related to GO train service provision
- Develop and implement marketing and promotional materials to highlight Niagara’s competitive advantage(s) and investment attractiveness and support leads generation efforts.
- Catalogue, develop and implement marketing and promotional materials specific to Niagara’s development incentive regime (i.e. Gateway CIP, SNIP Incentives, Brownfield incentives, etc.) and compare and contrast to incentive regimes in competitive marketplaces.

- Launch a new Niagara Region economic development website linked to the municipal websites.

Outcome(s):

- Obtain the maximum access by Niagara communities and businesses to Provincial and Federal funding for new investments, research and innovation, skills development and trade opportunities.
- Resolve two or more significant public policy impediments to Niagara businesses within the first year.
- Focused and coordinated advocacy efforts will assist and support job creation activities and investment opportunities as well as support efforts related to innovation and local entrepreneurs and their access to all manner of government support and assistance.
- Performance measures over the four year period of this Action Plan will include:
 - employment growth;
 - building permit growth (investment);
 - regional population growth; and,
 - increases in the number of new businesses in Niagara.

Results for the Region of Niagara:

- Measure improvements across all performance indicators annually and over the four year term of this Action Plan.

SUMMARY:

The Team Niagara Economic Development Action Plan (2015-2018) represents a focused, result driven, multi-year plan to drive significant improvement in the economic development capacity of the Niagara region, and sustained gains in growth and prosperity for Niagara's business community and citizens.

The Action Plan builds upon the 2012 Agreement among all 12 Niagara municipalities and the Region on economic development through increased cooperation and coordination between the five municipalities with economic

development officers and the Region. The Action Plan has also involved the Chief Administrative Officers across the region to ensure access and opportunities for participation in the initiatives and programs by all business participants across the region.

The Action Plan has been developed and is to be implemented as a partnership between the Niagara Region, the Economic Development Officers and any municipality wishing to participate in some/all of the initiatives.

The Action Plan is geared toward providing real economic benefits, reduced costs, effecting changes in the region's regulatory environment, and toward driving sustained improvements in how business and investors operate in Niagara.


The Action Plan has been developed to match and surpass, over time, Niagara's competitors – both private and public.

The Action Plan represents a four (4) year commitment to key initiatives and projects leading to direct results benefitting the Niagara business community and its citizens. The Action Plan provides precise, transparent opportunities for involvement and cooperation through private sector participants, as well as with all municipalities in the region.

To directly influence the fulfillment of these economic and business targets, the Niagara Region will provide, subject to Regional Council approval, \$500,000 per year, for 4 years, through a new *Growth and Prosperity Fund* to support the full implementation of the Action Plan in cooperation with efforts by municipal economic development offices.

Continued support will be reviewed on an annual basis, and will be based upon the success of the Action Plan and achievement of practical results in business and investment growth throughout the region.

In addition, to improve the longer term business directions of the Region, the Niagara Region will commit to reviewing its 10 year capital plan with Team Niagara on an annual basis, and work with Team Niagara to develop and implement a focused capital investment strategy for economic development projects in Niagara.



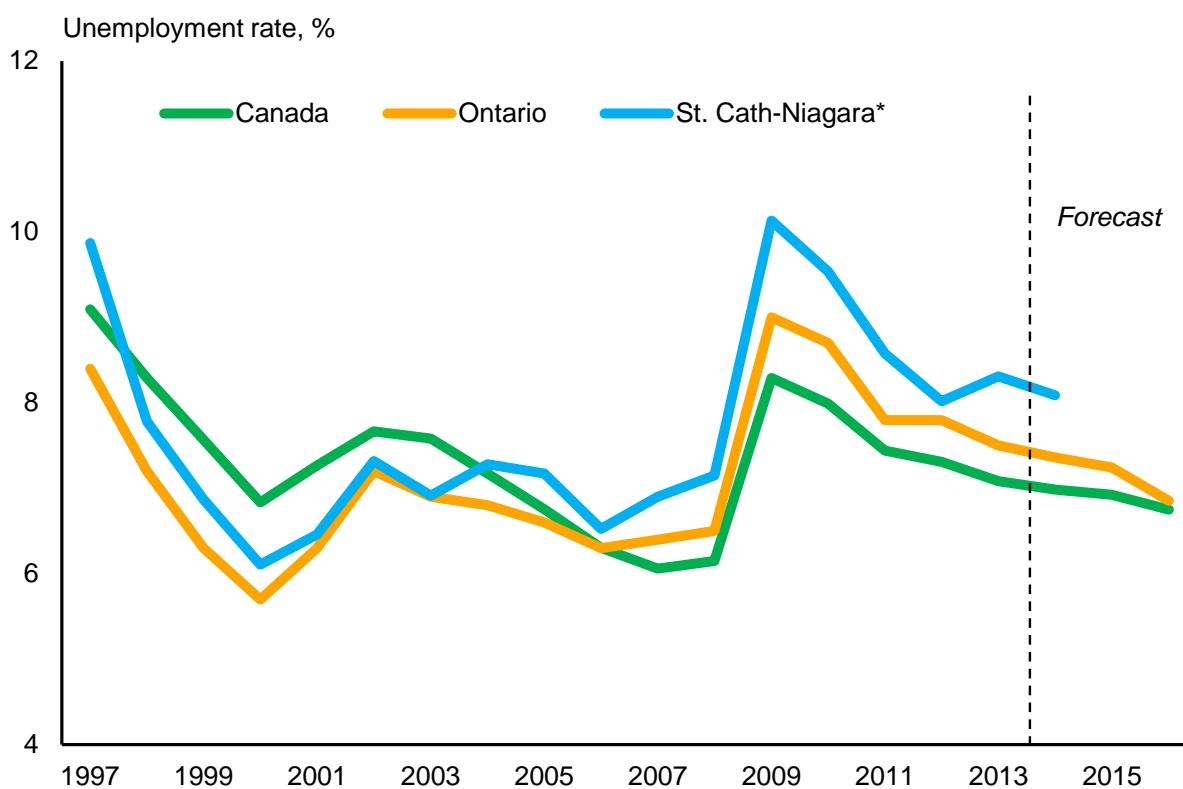
APPENDIX A – Select Economic Indicators

Figure A.1

INDICATORS	St. Catharines-Niagara	Canada
Population	407,878	34,931,599
Average Growth (2006-11)	0.05%	5.90%
% of Population 65+	18.9%	14.8%
Average Household Income	\$74,367	\$85,792
Participation Rate	63.8%	66.7%
% of Population 25+ With More Than a HS Diploma	51.0%	56.6%

SOURCE: FP Markets, July 1st, 2012 estimate.

Figure A.2



Source: Canada Census, Haver Analytics. Forecast by TD Economics as at October 2014.

* 2014 figure is year-to-date average.

Figure A.3

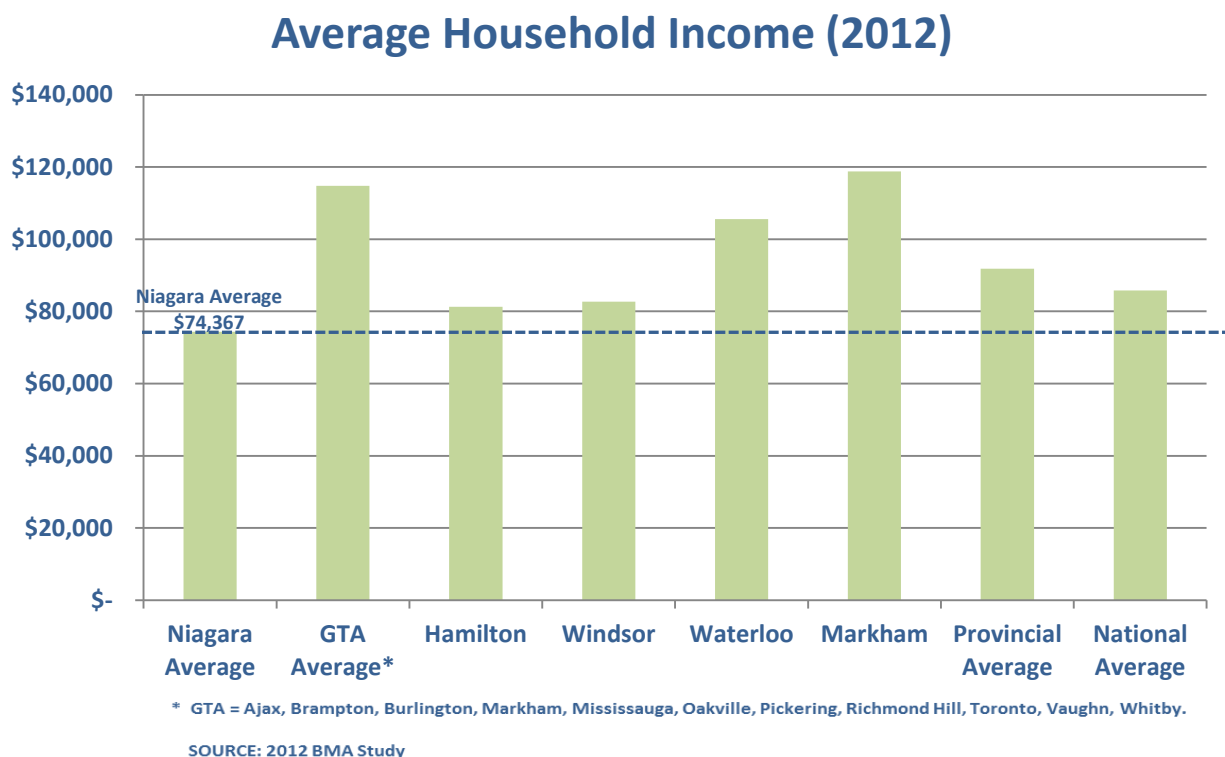


Figure A.4

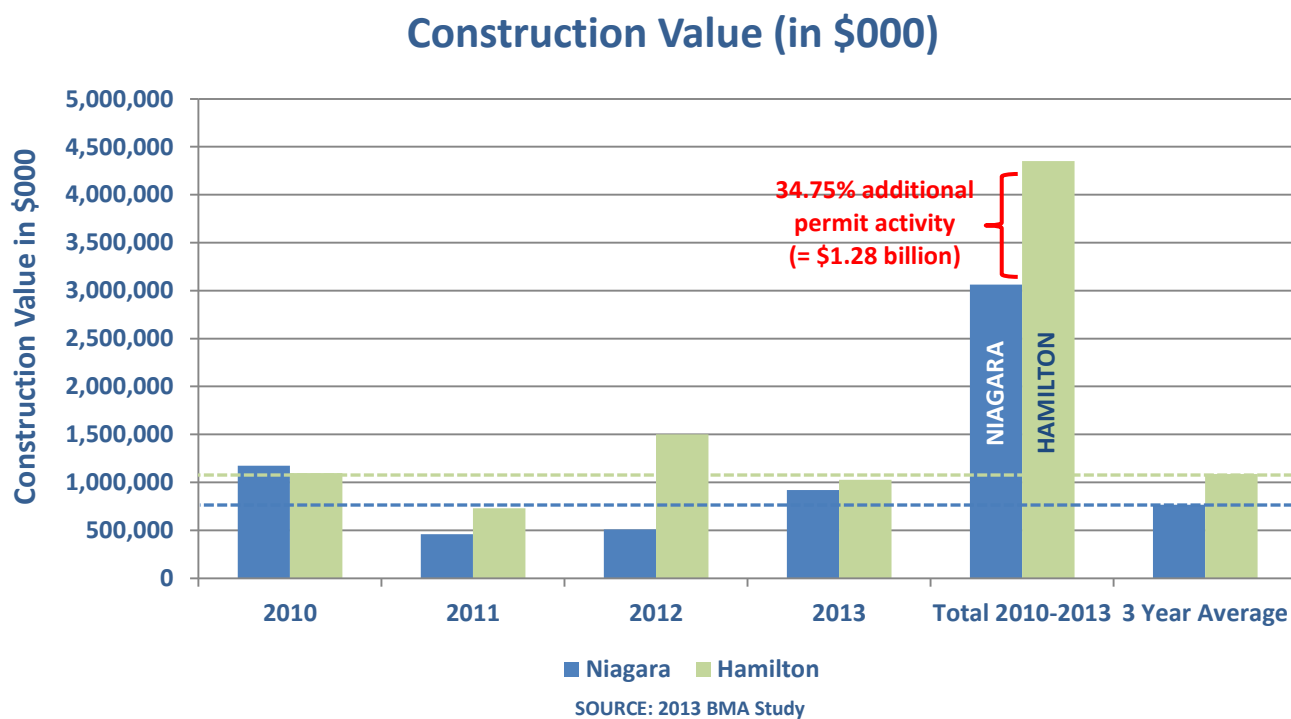
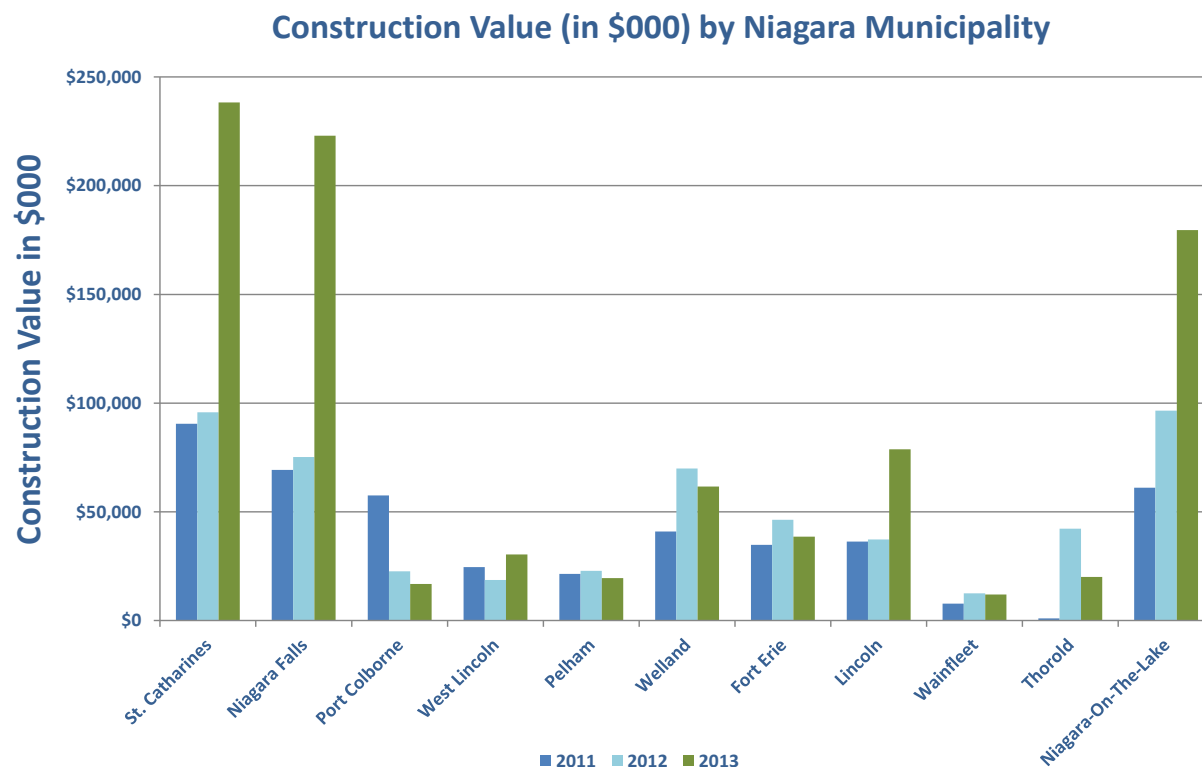


Figure A.5



SOURCE: 2013 BMA Study and Niagara Region Finance Dept.

NOTE: Construction values for Grimsby have not (historically) been provided to the Niagara Region

Figure A.6

Real GDP Growth and Ranking				
Year(s)	2013	2014	2015-18	2009-18
GDP % Growth	0.6%	1.2%	1.4%	1.0%
GDP Growth Ranking (out of 15 CMA's)	#10	#10	#12	#9
Source: Conference Board of Canada. Metropolitan Outlook, Summer 2014.				

APPENDIX B – 2012 Niagara Economic Development Model (MOU)

EDTF 4-2012
May 16, 2012
Appendix IV

April 5, 2012

Mr. Michael Trojan
Chief Administrative Officer
Region of Niagara
2201 St. David's Road
Thorold, Ontario L2V 4T7

Dear Mr. Trojan:

Niagara Economic Development Transition Update

On February 24, 2012, the Area CAO's met to discuss the Niagara Economic Development Transition Update. At the meeting, Mr. Verne Milot presented his strategy for moving forward. As a result of the discussion that took place at the meeting, it was decided that he CAO's and Economic Development Officer from the 12 local municipalities would get together to discuss a collaborative approach to moving forward.

A meeting of the local municipal CAOs and EDOs took place on Friday, March 9, 2012. As a result of this meeting, there is a desire to work collaboratively within a two-tiered economic development model, however; there must be a clear delineation of responsibilities between the Region and local municipalities.

On behalf of the Area CAOs, attached is an outline of the Roles and Responsibilities that is the consensus of the 12 local municipalities. The CAOs and EDOs would welcome the opportunity to discuss this in advance of any further reports or presentations being made before Regional Council.

EDTF 4-2012
May 16, 2012
Appendix IV

**Delineation of Economic Development
Roles and Responsibilities between the
Local Municipalities and Niagara Region Economic Development Services (NREDS)**

Local Economic Development Roles and Responsibilities

In a 2-Tier System of municipal government such as Niagara, Economic Development rests with both levels of government – the Local and the Regional. At the Local level, the key people are the Mayor, the EDO and/or the CAO or designate. At the Regional level, it is the Regional Chair, the EDO and/or the CAO or designate.

Business Retention and Expansion (BRE) are the priority of the Local level. Leadership from the Regional level would support the local efforts of BRE and provide priority to regional investments in Research and Trending Services, Investment Attraction, Lead Generation, and Delivery of Responsibilities for the benefit of the local and Regional municipalities.

These services can come in a variety of forms, including but not limited to:

- Liaison/ambassador during site visitations while providing information on local business conditions
- Links between industry players, (ie. Niagara Industrial Association)
- Partnerships with other local economic development agencies to represent our businesses on the local and global stage
- Solutions, alternatives and/or explanations to concerns about specific issues
- Liaison between businesses and provincial and federal governments
- Assistance in obtaining access to provincial and federal government funding for industry
- Assistance in expediting approval processes for new investments and expansions in the community
- A corporate visitation program provides an opportunity for one-on-one conversation with industry, providing economic development staff immediate knowledge of the problems and/or tactics that are working in the present economy.

Delivery of Local Economic Development Responsibilities

Determining a service delivery model would be at the discretion of the individual municipality and could include, but not limited to:

- Hiring economic development staff
- Partnering with other municipalities to deliver economic development services
- Fee for service arrangement with Niagara Region Economic Development Services or another municipality
- Designate the municipality's mayor, chief administrative officer or another staff member as responsible for economic development functions.

Regional Economic Development Roles and Responsibilities

While local municipalities are best suited to deliver business retention and expansion services because of their unique knowledge of their respective municipalities, Niagara Region Economic Development Services is ideally positioned to deliver services that support economic development for the region as a whole.

These services include items that are:

- More regional in focus
- Best presented from a regional perspective or require more resources than are available to local municipalities.

EDTF 4-2012
May 16, 2012
Appendix IV

Research and Trending Services

Research provides the basis for any initiative while also providing significant insight into our competitive advantages. A regional approach to research and data mining is an effective mechanism to provide significant value to member municipalities and other partners.

Advocacy

As a result of the many national, provincial and regional issues that affect businesses across Niagara, advocacy is best delivered by regional economic development staff, in coordination with municipal partners. Staff will be responsible for coordinating and developing relations with the various authorities to ensure client concerns are being delivered in an appropriate way.

Although not traditionally contemplated in economic development areas, the agricultural sector is included with advocacy. This is because the majority of policies and decisions that affect the agricultural sector are made by upper levels of government and, as such, require a collective voice from Niagara.

Investment Attraction

Investment attraction is the critical element to be delivered by a regional economic development body, because it is this area that highlights the attributes and competitive advantages of Niagara to the world.

Niagara Region economic development services will be required to understand the assets of Niagara as a whole and its individual 123 member municipalities, and will represent the region in a collective manner to prospective businesses investors.

As investment attraction is a dynamic area that requires detailed knowledge of specific areas and constant retooling to align with global trends, investment attraction will be delivered by focusing on mutually-agreed upon sectors. A list of sectors will be developed in consultation with local municipalities, based on what is in the best interests of Niagara as a whole.

Additionally, in its responsibilities of investment attraction, regional economic development would also be responsible for information services and serve as an information portal.

The information portal will be an external web-based marketing tool that will provide the client or prospect with consistent messaging highlighting the attributes of the Niagara Region as a one stop shop for business and investment information.

Lead Generation

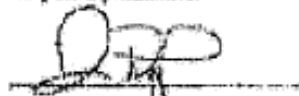
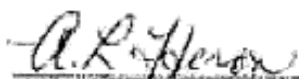
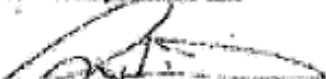
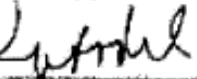
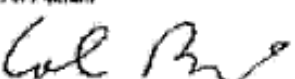
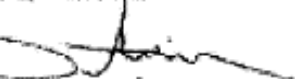
NREDS will provide leads to EDOs and/or municipal economic development designates on a non selective basis. NREDS will work closely with EDOs or municipal designates who wish to engage on a specific lead and NREDS will defer to the location municipality, once leads become engaged with a specific EDO or municipal designate.

For those municipalities that select to retain extended Economic Development services from the NREDS, the NREDS will be responsible for maintaining records of all potential leads/negotiations and provide monthly and quarterly reports to the municipalities of all activities within their respective communities and those within the region. In addition, all ED activities within the Region will be reported to all municipalities quarterly. A reporting format will be determined by the Advisory Committee, once the committee is established.


Delivery of NREDS Responsibilities

The methods used to deliver the regional economic development responsibilities will be at the discretion of NREDS and could include staffing, partnerships with other agencies, fees for services and contract with outside consultants.

Respectfully submitted:

Ron Tripp, Acting CAO
Town of Port HopeAnne-Louise Heron, CAO
Town of LincolnMike Galloway, CAO
Town of Niagara-on-the-LakeRobert Holt, CAO
City of Port ColborneFrank Fackna, CAO
City of ThornhillCraig A. Sturzinger, City Manager
City of WellandKeith Vogt, CAO
Town of ClitheroRen Todd, CAO
City of Niagara FallsCraig Larmour, Acting CAO
Town of PahraniColin Enns, CAO
City of St. CatharinesScott Lunn, CAO
Township of West HuronDerrick Thompson
Township of West Lincoln

APPENDIX C – Team Niagara Action Plan Budget

PILLAR	DESCRIPTION	BUDGET			
		2015	2016	2017	2018
 Investment Attraction/Leads Generation and Innovation & Entrepreneurship	<p>Work together to obtain a more comprehensive understanding of Niagara's competitive advantage(s) and utilize this knowledge to grow existing businesses, attract investment and stimulate innovation and entrepreneurship.</p> <p>Work closely and collaboratively with municipal EDO's and CAO's to support, as appropriate, their ongoing business retention and expansion (BR&E) programs.</p> <p>Develop and implement efforts/initiatives that support an entrepreneurial spirit in Niagara which act to create an environment conducive to innovation and the attraction of innovative new businesses.</p>	\$150,000	\$200,000	\$250,000	\$250,000
	<p>Through focused analysis and research, identify strengths, weaknesses and "gaps" in current data in order to obtain a more comprehensive picture of the Niagara region. Data will include comparisons with competing jurisdictions, trends, and sectors to improve the region's economic development strategy and activities.</p> <p>Successfully develop and utilize, on a regional basis, consistent data sets and metrics in order to: better present data and critical analysis; drive improved marketing efforts of all municipalities; and, support investment attraction initiatives.</p>	\$250,000	\$150,000	\$100,000	\$100,000
	<p>Work with partners and area stakeholders to identify areas/issues of common and critical importance related to increased economic prosperity within Niagara, and in support of targeted investment attraction.</p> <p>Based on shared objectives and common goals, Team Niagara would coordinate and lead formalized lobby and advocacy efforts to all levels of government, as well as to industry and trade organizations. Team Niagara will actively work with municipalities to identify and communicate issues and priorities of critical importance to Niagara to underpin advocacy initiatives within this framework.</p> <p>Team Niagara will also work, on a continuous basis, toward increasing the advocacy capacity among Niagara stakeholder groups.</p> <p>Team Niagara will market and promote Niagara (from within and outside Niagara), as a means to encourage a better understanding of, and appreciation for Niagara as a preferred destination for growth, investment, innovation, entrepreneurship and economic opportunities.</p>	\$100,000	\$150,000	\$150,000	\$150,000
TOTAL ANNUAL ACTION PLAN BUDGET		\$500,000	\$500,000	\$500,000	\$500,000