

MUNICIPALITY OF CHATHAM-KENT
CHIEF ADMINISTRATIVE OFFICE
ECONOMIC DEVELOPMENT SERVICES
INFORMATION REPORT

TO: Mayor and Members of Council
FROM: Stuart McFadden, Project Manager
Wallaceburg Community Task Force
DATE: August 14, 2008
SUBJECT: Wallaceburg Community Task Force Update

This report is for the information of Council.

BACKGROUND

In December, 2006, Council approved the establishment of the Wallaceburg Community Task Force (WCTF) to address the significant economic challenges in the community. Council also requested that the WCTF provide a semi-annual update of the task force's progress towards the established five-point plan. This report provides an update as of August, 2008.

COMMENTS

The WCTF Five Point Plan outlined in the Terms of Reference and their status to date is as follows:

1. (a) Create a Wallaceburg Community Task Force and the resources required to support it.

- Complete
- The Wallaceburg Community Task Force officially started on May 7, 2007. Council committed the second \$100,000 contribution during the 2008 budget deliberations. The province's contributions of \$100,000 per year for 2007 and 2008 have been received. The two staff positions began in May 2007.

(b) SWOT Analysis

- Complete

- Activity was completed in June, 2007. Council received a copy of the SWOT analysis on November 26, 2007.
2. **Undertake a Labour Market Analysis and Workforce Development Strategy of the Wallaceburg Community**
 - Underway
 - WCM Consulting has been retained to perform this study. Round table meetings within the community and personal interviews with local businesses have taken place. A draft report is expected in August, 2008. Once completed, the findings will be incorporated into the Community Development Plan and a task force will be assembled to help execute the recommendations.
 3. **Establish a Capital Pool Corporation Starter for Wallaceburg investment projects**
 - Alternate solutions under investigation
 - The WCTF has determined that the financial qualifications of a Capitol Pool Company exceed the local community's capacity by itself. The task force has investigated other options and is assessing the community's ability to support an Angel Investment to provide access to local capital.
 - Representatives from the National Angel Investment Agency will participate in a 'Road Show' Presentation on September 9th, 2008. The task force is presently identifying between 20-40 individuals that meet the financial criteria to participate in an Angel Investment organization. A report will be generated outlining the seminar's success and possible next steps.
 4. **Establish a local body and individual facilitator which will mentor and guide business start ups, retention and expansion –**
 - Discontinued
 - As reported to Council on June 9, 2008, the WCTF has discontinued this project. The WCTF is now focusing on supporting both the Chatham-Kent Small Business Enterprise Centre and the Chatham-Kent Community Futures Development Corporation's representatives to better promote their services locally. The Project Manager of the Task Force has assumed a "local contact" position and is directing inquiries for service to the respective organizations based on the client's needs.
 5. **Establish a Community Development Strategy for Wallaceburg –**
 - Draft strategy prepared

- A 3 day workshop was held in November, 2007 Approximately 150 people participated during three days of strategic planning. The community identified over 300 initiatives, which would help restore the Community of Wallaceburg's spirit and improve our opportunity for economic revival.

Council received an update on this exercise on January 31, 2008.

The strategy has been developed in draft but will not be completed until the results from the "Labour Market Analysis and Workforce Development Strategy" can be incorporated into the plan.

Once this information has been reviewed, it is intended that an objective 6 be created and a team be put in place to execute the recommendations. The results from the completed Workforce Development Strategy are expected in the fall of 2008.

New Projects under the Community Development Strategy

The WCTF has identified three significant projects arising from the community development strategy. The WCTF, in consultation with the Ministry of Economic Development Communities in Transition program has identified the following three special projects for completion in the 2nd year of the task force's mandate:

1. **Community Readiness Study.** The WCTF will engage a development specialist to assess the community's potential to attract local or incoming investment and make recommendations on the steps to improve that potential.
2. **Industrial property assessment.** The community of Wallaceburg has a number of large vacant or underutilized industrial properties. The WCTF will undertake an assessment of the existing industrial property stock to meet the needs of existing and incoming investors and provide recommendations to improve the potential for future investment.
3. **Multi-modal port feasibility study.** The WCTF has assembled a study team to determine the viability of a multi-modal port within the community. The Terms of Reference to provide the project with scope and deliverables are attached to this report for Council's reference.

On June 23, 2008 Council directed administration to support and provide resources necessary to help the Upper Lakes Group obtain the necessary applications to perform maintenance dredging to continue operations. The WCTF is working closely with the Department of Fisheries and Oceans with regard to dredging and issues surrounding the Species at Risk Act (SARA).

The task force is conducting a "Survey to Detect Species at Risk" within the Sydenham River to gain better understanding of the actual environmental

impacts dredging might have. If it is found that dredging would not impact Species at Risk, the task force will move forward with the Multi-Modal Port Feasibility Study. A Request for Proposal has been created and is expected to be sent out immediately following a positive outcome from the Survey to Detect Species at Risk Project.

Summary

The Wallaceburg Community Task Force continues to work with the Chatham-Kent Economic Development and Tourism Department on local initiatives when necessary. WCTF meetings continue to be held regularly twice per month and it is believed that all objectives will be considered complete and on budget.

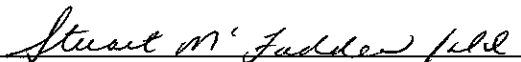
FINANCIAL IMPLICATIONS


Council previously committed \$100,000 in both the 2007 and 2008 budgets for the WCTF operation. The Municipality of Chatham-Kent's contribution was matched by \$200,000 from the Ministry of Economic Development and Trade's Communities in Transition program.

There are no further financial implications associated with the information presented in this report.

Prepared by:

Reviewed by:


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Reviewed by:


C. D. Weldon
Chief Administrative Officer

Attached: Multi-Modal Terms of Reference

AM/ddb



Request for Proposal

INTERMODAL PORT PROJECT

FOR

THE MUNICIPALITY OF CHATHAM-KENT

A. Background and Rationale

The Municipality of Chatham-Kent was established on January 1, 1998 from the amalgamation of 22 individual municipalities in the former County of Kent, with the former City of Chatham. The Municipality is now a single-tier mixed urban-rural municipality with a population of 110,000.

Chatham-Kent's Economic Development and Tourism Department's activities are organized in the following sector focuses:

- Manufacturing: investment attraction, retention and expansion in automotive parts, plastics, logistics and precision manufacturing.
- Service/Commercial: contact centre, business process operators and retail investment attraction – downtown redevelopment, chambers of commerce and business improvement areas' support and development.
- Agriculture: traditional farmer, ag-processing, greenhouse development, green energy, bio products and fishing;
- Tourism: destination marketing organization, travel trade, leisure and travel media promotion, tourism investment, attraction & retention.
- Entrepreneurship: business plan development & consultation, market research, seminars & workshops, business registration, youth entrepreneurship programs, education and competitions.

Chatham-Kent has worked to diversify its economy over the last few years and new business investment has included things such as customer contact centres, greenhouses, and alternative energy sources such as wind farms. The service/commercial sector has also seen some significant investment in the communities of Chatham and Wallaceburg.

The Municipality of Chatham-Kent currently offers several incentives to attract investment through a *Brownfield/Bluefield Community Improvement Plan*.

Chatham-Kent Economic Development Services works with several advisory groups – formulated with members from business and industry – to keep its finger on the pulse of the local business community. These committees include the Wallaceburg Community Task Force (WCTF).

Who is the WCTF?

We are a passionate, professional, grass roots group of community citizens that recognizes change is necessary. We are an inspiring catalyst that causes enthusiastic participation from community (citizens, businesses, community groups and government) to create a community development plan to implement project action plans that are necessary to make Wallaceburg a place where people want to live, work and play.

The Wallaceburg Community Task Force consists of:

- Citizens of Wallaceburg
- Municipal, and Provincial Government Officials
- Industry, Labour, and Business Representatives
- Wallaceburg BIA and the Wallaceburg Chamber of Commerce
- Service Groups, Community Groups

WCTF enjoys a close working relationship with the Municipality of Chatham-Kent and the Province of Ontario.

Wallaceburg Background

Wallaceburg is a community of approximately 11,000 located in, and forming part of, the Municipality of Chatham-Kent. Wallaceburg is connected by to Chatham by Highway 40 to the south and Sarnia to the north. Closest access to the 401 is approximately 40 kilometres to the south, with access to the 402 being 50-60 kilometres to the north. Until 1998, Wallaceburg was an incorporated Municipality under the Municipal Act and was governed in a two-tier system within the County of Kent. In 1998, the Province of Ontario amalgamated 23 separate communities within Kent County, including Wallaceburg, into one single-tier municipality known as the Municipality of Chatham-Kent.

From the 1960's to the mid-1980's, the town of Wallaceburg was a thriving blue collar community. Among its major employers during that period was Dominion Glass (later Libby Glass), which manufactured glass and tableware at its Wallaceburg plant. At its zenith, the company employed 1,200 unskilled, semi-skilled and skilled workers. Virtually everyone in the community either worked, or had a family member who worked at the glass factory. For decades the glass factory provided thousands of Wallaceburg residents with steady employment at above average wages.

During that same period Wallaceburg was a hub of manufacturing activity in many other sectors. Companies which were then operating in Wallaceburg included Eaton Yale (later Oxford Automotive), Wallaceburg Brass, North American Plastics, Waltec Forgings, Accurcast Die Casting and Libby Food Processing and Canning. In addition, approximately a dozen small to mid-sized tool and die shops supplying the automotive industry employed as many as 1,000 skilled workers.

Wallaceburg's blue collar success story began to unravel in the mid-1980's as global forces combined to trigger what has become a decades-long economic meltdown.

The losses which Wallaceburg suffered during that period include:

- The loss of thousands of high paying industrial jobs, including 3,490 jobs lost since 1998. Libby Glass ceased operations in Wallaceburg within the last decade, as did all of the companies named in the paragraph directly above (each

of which had employed more than 300 workers). These losses continue at an alarming rate. In fact, 11% of the community was affected by plant closures in 2006 alone.

- The loss of its once thriving tourism business, which was largely fuelled by American boaters from Michigan and Ohio. The advent of wake control measures (most notably much lower speed limits for boaters) made the trip much longer and slower, discouraging American boaters and virtually wiping out the tourism business.
- The diminution of its retail and commercial sectors, with the failure of many retail and commercial businesses.
- The migration of most of the young people out of the community. Few job prospects are available for local students and youths, and even fewer educational opportunities. Wallaceburg's demographic profile would show a significantly aging and declining population with education levels well below the provincial average, directly reflecting the mass exodus of Wallaceburg's young, educated and mobile residents.
- Substantially depressed real estate values, which have fallen approximately 50% since the mid-1980's.
- The loss of government services, including the closure of two of seven elementary schools and reductions in medical services available in the community.
- The loss of more than half of its doctors.
- The loss of its community pride and identity; and;
- Finally, and more generally, decreased incentives for existing residents to remain in the community when they find themselves increasingly travelling for employment, educational opportunities, community services, shopping and entertainment.

B. Request for Proposals (RFP)

The Municipality of Chatham-Kent would like to explore the feasibility of creating an Intermodal Port in the Community of Wallaceburg. A qualified economic development consultant will be contracted out to undertake the work identified in this RFP.

While the RFP is detailed, the consultant is encouraged to submit a proposal that may include alternatives and options for Chatham-Kent to consider, even if not identified in the RFP. The Municipality would consider all viable options so long as they complement the basic intent and purpose of this organization's existing direction and confirm with the guidelines set out in this RFP. These alternatives should be costed separately to allow a fair comparison of proposals.

C. Purpose and Objectives

The ultimate purpose of this initiative is to explore the Intermodal Port concept and report if the venture has the capacity to generate long-term economic growth for the Municipality of Chatham-Kent.

D. Scope

The report will include the following elements:

1. Market Analysis

- Review and document Chatham-Kent's and surrounding areas current economic base that could benefit from the creation of an Intermodal Port and also recognize other potential partners that could potentially locate and create new business.
- Evaluate other communities that have supported an Intermodal Port and the extent to which this has contributed to the local economy.
- Identify key and emerging transportation trends and evaluate Chatham-Kent's competitiveness within local, regional and international contexts.
- Report if Chatham-Kent would be creating a new market or displacing an existing service.
- Define the range of capabilities and services that would best complement this market (ex. bulk shipment vs. container).
- Investigate International Trade opportunities and potential shipping destinations.
- Report on the Port status criteria and different options available.
- Report on issues/options surrounding Canadian Customs and Security.

2. Infrastructure Assessment

- Physical Infrastructure – report the components required to establish a true Intermodal Port facility and project range given current infrastructure.
- Report if current Municipal/private property in the Community of Wallaceburg could support such a project.

- Investigate limitations and capacity of current transportation links (water-rail-road) and assess necessary upgrades/modifications and critical infrastructure required for such facility.
 - Identify regulatory bodies that would be engaged throughout the approval process.
3. Impact Assessment
- Provide a preliminary report such a project might impact environmental, First Nations, economic, socio-economic, and conflicting uses (tourism/recreation).
4. Deliverables
- Provide the Municipality of Chatham-Kent with a comprehensive report with recommendations on project viability supported by appropriate background information.
 - Advise the Municipality of Chatham-Kent with a recommendation on the ownership and operation of such a facility.
 - Identify potential Government partnerships that could be leveraged to finance the project.
 - Provide a recommendation on a proposed project timeline and identify next steps.
 - Provide a description of "Phase 2" scope and estimated costs associated.
 - Preliminary impact assessment on the current rail infrastructure and overall importance to the viability of an Intermodal Port project.

E. Study Timeframe

The Request for Proposal submissions must be received by the Project Manager by 4:00 p.m. on October 3, 2008.

A proposal review period for submissions received will extend to October 17, 2008. Upon consultant selection and subject to Council approval the expected project start date is November 3, 2008.

The project timeframe will ensure that consultation will take place from November 3, 2008 to January 12, 2009. The project work should be completed, with a copy of the Final Report due to the Project Manager, on January 30, 2009.

The work program should be undertaken as expeditiously as possible while allowing for adequate public consultation and review by internal and external agencies. Contractor proposals must identify key events in the program in more specific detail.

F. Project Coordination

The project will be directed by the Study Team and managed by the Project Manager of the Wallaceburg Community Task Force.

The Project Manager will stay abreast of all project components, working with the contractor's Project Manager to ensure that work is progressing on time and within budget. The Project Manager will work with the Study Team advising on the progress of the work. Additionally, the Project Manager will ensure that all components and participants are linked, consulted, and, that information is circulated.

G. Meetings

The contractor will be expected to attend meetings with Council and the Study Team as required. Ongoing communication with Council will be necessary, and it is anticipated that the consultant would attend Council meetings on an as-needed basis to update Council on research findings and policy formulation. Every attempt will be made to coordinate meetings so that they fall on regular intervals. In addition, every attempt will be made to design the Project Work Plan in step with other initiatives wherever possible, in order to take full advantage of the momentum and current research information.

H. Presentations

Formal presentations will be made by the contractor to Council at the draft and final report stage of the process. Presentations will be made using Microsoft PowerPoint software and will be expected to provide digital photography whenever required. Informal presentations by the contractor will be required for committee meetings. Presentations as well as presentation materials are to be provided two (2) weeks in advance of the presentation for review. Minutes of such meetings will be recorded by municipal staff and distributed.

The contractor will provide notices of public meetings to the Project Manager at least two (2) weeks prior to a public meeting.

The contractor will be required to provide all presentation and display material as well as a sufficient number of copies of reports and maps to meet the requirements of an active and full public participation process. All reports and maps must be provided at least two (2) weeks prior to any meeting.

I. Consulting Expertise

The contractor shall have the expertise to research, review, analyze and make recommendations on all aspects of this project and have the resources to prepare various research documents and issues reports based on the critical analysis of

information and base data. The contractor will have a proven track record in the study of transportation, economics, economic development and tourism.

J. Reports

The consultant will provide seven (7) copies of all reports and schedules two (2) weeks prior to a scheduled presentation before Chatham-Kent Council or a public meeting. Such copies shall be submitted to the Project Manager for review and distribution.

For presentation to the Study Team, the contractor shall provide seven (7) copies of each report along with required schedules. These copies shall be provided to the Project Manager at least two (2) weeks prior to any scheduled committee meeting. Presentations will be made using Microsoft PowerPoint software. The consultant will be responsible for preparing the PowerPoint presentation.

In addition, the contractor shall finalize the Proposal and submission in a Microsoft Word, HTML, and PDF format on a CD, and 7 final paper copies.

A digital rendition of the entire plan or study must be provided in a PDF format with each component (section) not exceeding 5 megabytes in size. If the size of the entire document exceeds 5 megabyte capacity, then the document must be broken down into components (sections) that would be accessible in a table of contents. All mapping must be in a GIS format acceptable to the Municipality

K. Information and Data

The contractor will retrieve any available and necessary information from government and non-government sources. Base data stemming from this project will be provided to the Municipality in a form which can be easily integrated with the data storage facilities software of The Municipality of Chatham-Kent.

L. Contractor Proposal

Contractor proposals will detail how the Contractor will undertake the study in conformity with these Terms of Reference and should include the following:

- a. Methodology proposed to develop each component of the program to include links with other related initiatives
- b. A fixed fee valid for 60 days from the date of submission, and the life of the contract, if accepted, for the extent of the work expected to be contracted. All sub-contractors and their fees must be identified and costs included in the fixed fee. All sub-contractors' activity shall be paid for and supervised by the contractor.
- c. The contractor will specify the timing of the work program. The contractor shall calculate the maximum total cost of the project, broken down by project components and meetings, printing costs and disbursements listed separately. It

- is expected that if the number of meetings or work is reduced over the course of this program, project costs will be reduced accordingly by the contractor
- d. The proposal must be accompanied by resumes indicating qualifications and experience of key personnel who are to be directly involved in this project along with their per diem rates and the estimated number of days each staff person will spend on this assignment.
 - e. The contractor will submit seven (7) copies of the proposal to the Director. Proposals must be received by 4:00 p.m. on July 18, 2008.
 - f. All additional tasks suggested by the contractor which are not specifically referred to in the Terms of Reference, must be identified and cost separately.

M. Billing

The contractor will break down the cost of each billing by project component, meeting costs, printing costs and disbursement listed separately.

N. Hourly Rates and Per Diems

The contractor will provide hourly rates and per diems that would be charged for work over and above that contemplated in these Terms of Reference.

O. Ownership

All products produced for the Municipality of Chatham-Kent as part of this contract will be the property of the Municipality and any use will be subject to the written authorization of the Municipality.

P. Local Resources and Talent

Preference will be given to those contractors utilizing local resources and talent wherever possible.

Q. Contract

Conditions of the project will be contingent upon the preparation and signing of a contract between the contractor and Council for the undertaking of the study defined herein. It is expected that the contractor will prepare the draft contract, and that the Terms of Reference and project proposal will form appendices.

R. Municipality's Rights

The Municipality reserves the right to reject any or all proposals or to accept any proposal should it be deemed in the interest of the Municipality to do so. In particular, if only one proposal is received, the Municipality reserves the right to reject it.

In particular, the Municipality reserves the right to reject a proposal from any person or corporation with whom the Municipality is in litigation.

By submitting a proposal, the Bidder acknowledges that it shall have no claim against or entitlement to damages, from the Municipality by reason of the Municipality's rejection of its proposal or all proposals.

S. Cost of Proposal Submissions

The Bidder is responsible for all and any costs associated with the preparation and submission of the proposal. The Municipality will not be liable to pay any such costs or reimburse the Bidders in the event the Municipality decides to reject all proposals.

T. Bankruptcy

In the event that, during the duration of the agreement, the Bidder makes an assignment for the benefit of creditors, or becomes bankrupt or insolvent, or makes a proposal to its creditors, this agreement shall immediately be terminated, and the Municipality shall be entitled to enter into an agreement with another party without the consent of the Bidder.

U. Assignment

The Bidder shall not assign this agreement, or any of the rights hereby granted, without prior written approval of the Municipality.

V. Workplace Safety and Insurance Board

Certificates of good standing from the Workplace Safety and Insurance Board will be required before commencement of work and before final payment is made.

W. Insurance

The Bidder shall provide the Municipality, upon execution of this agreement by the Bidder, with a Certificate of Insurance indicating proof of Comprehensive General Liability Coverage in the amount of not less than \$2,000,000 (Two Million dollars). The Certificate shall state that the policy contains a clause adding the Municipality as an Additional Insured, with a waiver for a cross-liability. The Certificate shall indicate that the policy will not be cancelled or changed without first giving the Municipality thirty (30) days prior written notice. The Bidder shall also maintain such fire and theft insurance or self-insure as will provide adequate coverage for the loss by burglary, fire or theft of any stock or equipment of the Bidder upon Municipal premises. In addition, the Bidder must include insurance against liability for bodily injury and property damage caused by vehicles owned by the Bidder and used in conjunction with the work either within or outside the proposal's limits, and in addition, shall include insurance against liability for bodily injury and property damage caused by vehicles not owned by the Bidder and used on the work. Each such insurance shall have a limit of liability of not less than \$2,000,000 inclusive for any one occurrence.

X. Information Indicative Only

The information that is provided in this Request for Proposal (RFP) is indicative only. Through the review of the proposals and subsequent finalization of an agreement with the successful Bidder, the Municipality reserves the right to request further information or clarification of information.

The Municipality reserves the right to request new or additional information regarding a Bidder and any other individuals associated with a response.

Y. Confidentiality

Bidders should be aware that the Municipality is subject to the provision of the Municipal Freedom of Information and Privacy Protection Act (MFIPPA) as amended. If the Bidder does not want the documents that are submitted in response to this RFP to be made available to the public, the Bidder must indicate that the documents are submitted in confidence. The documents contain trade secrets, technical, commercial, financial or labour relations information that disclosure of the documents could reasonably be expected to result in harm, as specified in Section 10 of the Municipal Freedom of Information and Privacy Protection Act.

While the Municipality will endeavour to maintain the confidentiality of all such information, the Bidder must realize that such information may well become public or be disclosed through a number of ways. For example, as a result of MFIPPA and at all times due to the need for transparency and accountability in decisions made by the Municipality in retaining outside firms of any kind, the Municipality shall not be liable if any such confidential information becomes public or is disclosed.

Z. Conditions – Other

The RFP is also subject to the following conditions:

The Municipality will not accept responsibility for any delays or costs associated with any reviews or approval processes or with the implementation of any mitigating measures;

Bidders are responsible for obtaining their own independent financial, legal, accounting, engineering, technical and other expert advice;

Any written information received by the Municipality from a Bidder pursuant to a request from the Municipality as part of this RFP process shall be considered as an integral part of the response.

Submissions that are incomplete or illegible or contain reservations or irregularities of any kind may be rejected.

If any Bidder is incorporated, the company must properly execute the response by authorized signature(s) under corporate seal. In the absence of a corporate seal, an affidavit or other evidence as to the authority of the signatory or the statement "I/We have authority to bind the corporation" under the authorized signature(s) may be accepted, if satisfactory to staff of the Municipality ("Municipality Staff"). In all cases the name and office of the signatory must be indicated under the signature. If the Bidder is an individual, the signature must be duly witnessed.

The data, information and assumptions provided herein have been compiled from sources believed to be reliable and accurate. The Municipality, however, specifically disclaims any responsibility or liability for the accuracy or completeness of such data, information or assumptions or any data or information that the Municipality may provide in the future. A Bidder, prior to submitting its response, shall be solely responsible for making any enquiries necessary to satisfy itself and verify all information upon which reliance shall be made.

Municipal staff, in its sole and absolute discretion, may discuss or negotiate with any Bidder, the terms and conditions of its response without any obligation to other Bidders and without giving rise to any rights of other Bidders to amend or negotiate their response.

Neither the Municipality nor Municipal staff shall have any obligation to notify any of the Bidders of discussions or negotiations with any other Bidder, to invite amended responses from any other Bidders, to disseminate other information disclosed to any one Bidder, or to approve a further submission made as a result of such information.

In the event of any discrepancies appearing, or differences of opinion, misunderstanding or dispute arising between the Bidder and the Municipality respecting the intent or meaning of this RFP, or accompanying documents, or as to any omission therefrom or misstatements therein, the decision and interpretation of the Municipality shall be final and binding upon all parties. There shall be no review or appeal of such decision.

Bidders shall not claim at any time after submitting their responses that there was any misunderstanding in regard to conditions at the property, or of conditions to be imposed pursuant to any documents to be entered into by the successful Bidder(s).

In cases of a dispute as to whether or not a product or service proposed or delivered meets the conditions in the accepted bid, the decision of the Acting Director, Economic Development for the Municipality shall be final and binding on all parties.

AA. Evaluation of Proposals

All Proposals will be reviewed using a common set of criteria. These criteria include but are not limited to:

Cost	30%
Experience	20%
References	10%
Qualifications of Staff	20%
Clarity of Proposal	10%
Comprehensiveness of Submission	10%

Reference Personnel

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