

# An Investment Attraction Strategy Update

For the  
Town of Georgina



GEORGINA



**T D Graham + Associates**  
MARKETING COMMUNICATIONS



**McSWEENEY**  
inspiring economic sustainability®



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June 14, 2017

*ChooseGeorgina.ca*

## Project Major Tasks Overview

- Phase 1 – Strategy Development:
  - Informal investment readiness review
  - Prepare Value Proposition
  - Research and Analysis of Local Economy
  - Prepare Investment Attraction Strategy
- Phase 2 – Strategy Implementation
  - Implementation plan and marketing materials

## Formula *for* **Economic Development Success**<sup>®</sup>



## Phase 1: Investment Readiness Review

- Online Data: 2017 data needs to be acquired/updated.
- Profile: Updated Profile needs to be completed (data/design/mapping)
- Create a complete EcDev section on website
- No enquiry tracking at this time
- Greater awareness/sensitivity required for business-serving staff
- Reactionary vs Proactive approach to enquiries, proposal template would be ideal
- Site visit capability: not tested

## Phase 1: Investment Readiness Review

- Property inventory:
  - Inadequate inventory of industrial land (serviced and unserviced), businesses in rural areas restricted
  - Insufficient data with respect to each available property, no “property sales sheets”
- Online property tool: insufficient properties & information at this time, but needs to be a future consideration



## Phase 1: Investment Readiness Review

- “Economic Doing” Actions:
  - Business visitations: no formal program of visitation or follow-up
  - Entrepreneurship support: yes, workshops, seminars. Recommend this be supported by others
  - Sector development: retail has been a focus
  - Investment attraction: reactive vs proactive

## Phase 1: Value Proposition

- Core (current) points of value proposition:
  - Accessibility to Toronto via #404 (+ downtown TO.)
  - Cost & reliability of labour force
- Secondary points:
  - Lifestyle, cost of living/affordability, caring community, lakefront, resident workforce, South Lake CFDC, GTTI

## Phase 1: Value Proposition

- Points that would significantly strengthen the value proposition:
  - Available, reasonably priced, serviced land
  - Available, reasonably priced land; limited services
  - Ability for existing businesses to expand in situ
  - Make it easier & quicker to do business in Georgina than elsewhere



# Phase 1: Value Proposition Challenges

- No reputation as a business location within GTA
- Inconsistent local reputation as a good business location - some key stakeholder interviews revealed issues with business friendliness and support of business expansion and development
- Outsiders may not perceive any particular sense of identity or place
- Waterfront is at present time not a great contributor, limited access
- Very limited business location opportunities for non-retail/service businesses. Challenged to retain existing businesses needing to expand

# Industrial Land Development

- Industrial land development much higher risk than residential or commercial lands, much longer period for return of investment
- Frequently, there is not enough potential margin to offset the risk being assumed
- Other more profitable projects often win the investment
- Municipalities frequently need to directly engage with industrial land development.

## Keswick Business Park

- Uncertainty surrounding clearance of draft plan conditions
- Timeframe to complete draft conditions is unknown
- It is possible that that Georgina will need to make some form of commitment to expedite clearance of draft plan conditions

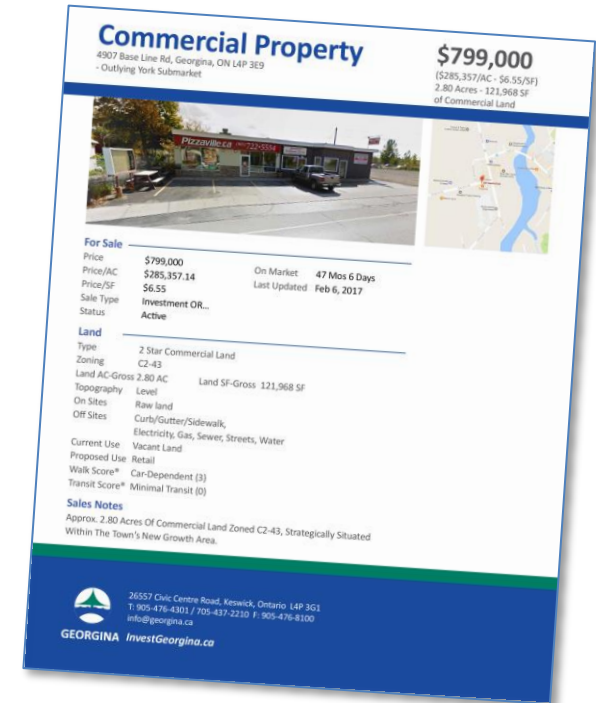
## Draft Attraction Strategy Directions

1. Georgina needs to commit to embracing and facilitating growth...  
Get everyone on side with this  
(community, Council, administration)
2. Needs to become **quicker, easier and friendlier place to do business** than competing municipalities.  
(Implement Actions 4.1  
& 4.2 of EcD Strategy)



## Draft Attraction Strategy Directions

3. Georgina needs to become a **cost competitive location**, particularly in comparison to better, more desirable locations
4. Complete investment readiness actions outlined earlier (plus implement Actions 1.4 of EcD Strategic Plan)



# Draft Attraction Strategy Directions

## 5. Actively implement 2016 Economic Development Strategy and Action Plan

Economic Development Strategy and Action Plan Page | 23

Strategy	Actions	Activities	Outcomes and Performance Measures
1.0 Support the expansion of the Town's existing key businesses and target new business investment.	1.1 Establish and maintain a "Top Prospects" expansion program for the potential to expand and create more local jobs and assessment (non-tourism focus).	1.11 On-site consultations with businesses (at least 48/year) to identify opportunities/constraints and potential external businesses to attract. Continue with Business Retention & Expansion Program (B&E) and related activities from 2010 BR&E Plan.	Numbers of existing businesses expansions; change local (resident) employment. Status of YRES or similar as benchmark. (need to establish Town "Attribution" measurement tool). (Annual)
"Businesses go where they are invited and stay where they are appreciated"	1.2 Re-establish a Small Business Accelerator (SBA) for emerging small businesses in Georgina. Partner with York Region ED to provide enhanced services, including within the local Small Business Accelerator (SBA)	1.21 Establish SBA temporary location now within the "LINK", with shared services and connect to York Region's Small Business Enterprise Centre. Develop plans for permanent location for SBA, including the potential to include with new Civic Centre project (possibly to use future space not yet needed by the municipality)	Numbers of SBA clients; number of SBA business spun off to larger facilities in Town (Annual) Number of small business consultations; conversion of owner-operated into those with employees (use CSP database statistics) (Annual)
"Have Places to Grow"	1.3 Recruit businesses in the Business, Finance and Administration industry, and/or other sectors which have dominance in business administration or professional services (e.g. Architectural, Engineering, Landscape design, Insurance, Accounting) roles/occupations.	1.31 Independent or joint promotional campaigns with others, taking advantage of traditional and social media.	Marketing impressions; inquiries received; prospects identified; businesses attracted. (Annual)

CASH  
ANALYTICS  
AND  
STRATEGY  
HUB

July 5, 2016



## Draft Attraction Strategy Directions

6. Lack of industrial land needs to be addressed, therefore a decision by Georgina needs to be made (ie Keswick Business Park):
- Recommend directly intervening in the market
  - How - what are the options?
  - Will require further study and analysis to support decision-making

## Draft Attraction Strategy Directions

7. Target market area would include further south on #404, Uxbridge, Brock, Kawartha Lakes/Lindsay areas, southern Simcoe County/Bradford West Gwillimbury. Business owners living in Georgina (with a business elsewhere)

## Draft Attraction Strategy Directions

### 8. Target business/industry types:

- Any local business wanting to expand (#1 priority)
- Tourism (implement tourism portion of EcD Strategy)
- Agri-food & Agri-tourism (solve planning issues, implement Section 3 of EcD Strategy)
- Construction trades
- Mixed small industrial/manufacturers
- Knowledge based industries: financial, IT, admin, professional services with a resident labour force industry & occupational experience

## **Phase 2: Strategy Implementation**

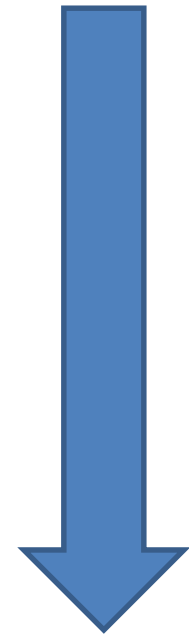
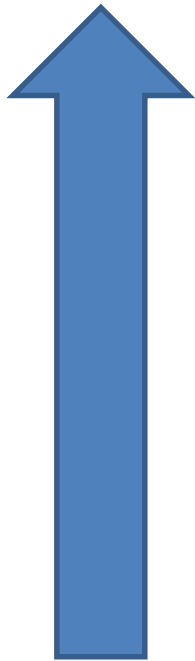
Developing the right marketing  
tools and tactics

“There’s a **growing recognition** that **economic development** comes from **helping** our **existing businesses to grow** through strategies such as the **BR&E.**”

*Trends, Opportunities, Priorities Report  
Eastern Ontario Training Board*

# Economic Development Marketing

Increasingly  
Expensive



Higher return  
on investment

Source: OMAFRA



## Phase 2: Strategy Implementation

### 1. Strengthen brand and messaging

Develop key messages:

- ✓ Location: 60 minutes from GTA, via 404
- ✓ Shores of Lake Simcoe
- ✓ Affordable Properties
- ✓ Easy to do Business



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## 2. Have the Right Marketing Materials

As outlined in our proposal:

- 3-minute video
- Investment kit folder
- Community Profile 4-page Quick Facts Overview
- 2-page Property Sheet template
- Trade Show display
- Landing web page design
- Other suggestions as feasible (ie. Proposal template)

## Investment Kit Folder

For use with:

- Proposals
- Quick facts
- Property sheets
- Community profile
- Business support brochure



## 4-page Quick Facts

Includes high-level community info, labour, tax, utilities, etc. Also, maps and testimonials.





## Property Sheet

Could be used for Business Park, or as a template for any property to be featured and promoted by the Town.

### Commercial Property

4907 Base Line Rd, Georgina, ON L4P 3E9  
- Outlying York Submarket

**\$799,000**  
(\$285,357/AC - \$6.55/SF)  
2.80 Acres - 121,968 SF  
of Commercial Land



**For Sale**


Price	\$799,000	On Market	47 Mos 6 Days
Price/AC	\$285,357.14	Last Updated	Feb 6, 2017
Price/SF	\$6.55		
Sale Type	Investment OR...		
Status	Active		

**Land**

Type	2 Star Commercial Land		
Zoning	C2-43		
Land AC-Gross	2.80 AC	Land SF-Gross	121,968 SF
Topography	Level		
On Sites	Raw land		
Off Sites	Curb/Gutter/Sidewalk, Electricity, Gas, Sewer, Streets, Water		
Current Use	Vacant Land		
Proposed Use	Retail		
Walk Score®	Car-Dependent (3)		
Transit Score®	Minimal Transit (0)		

**Sales Notes**

Approx. 2.80 Acres Of Commercial Land Zoned C2-43, Strategically Situated Within The Town's New Growth Area.



26557 Chic Centre Road, Keswick, Ontario L4P 3G1  
T: 905-476-4301 / 705-437-2210 F: 905-476-8100  
info@georgina.ca

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## Trade Show Display

3 roll up banners shown. Very portable and easy to set up.





## Landing page design

[ChooseGeorgina.ca](http://ChooseGeorgina.ca)

provides a direct link to the Town's Economic Development pages. Re-focus this content to meet investors needs.



# Reaching the Target Audiences

Everyone plays a role in telling the Georgina story.  
Develop script with key talking points –  
to keep 'on message'

**Mayor & Council**

**Economic Development Team**

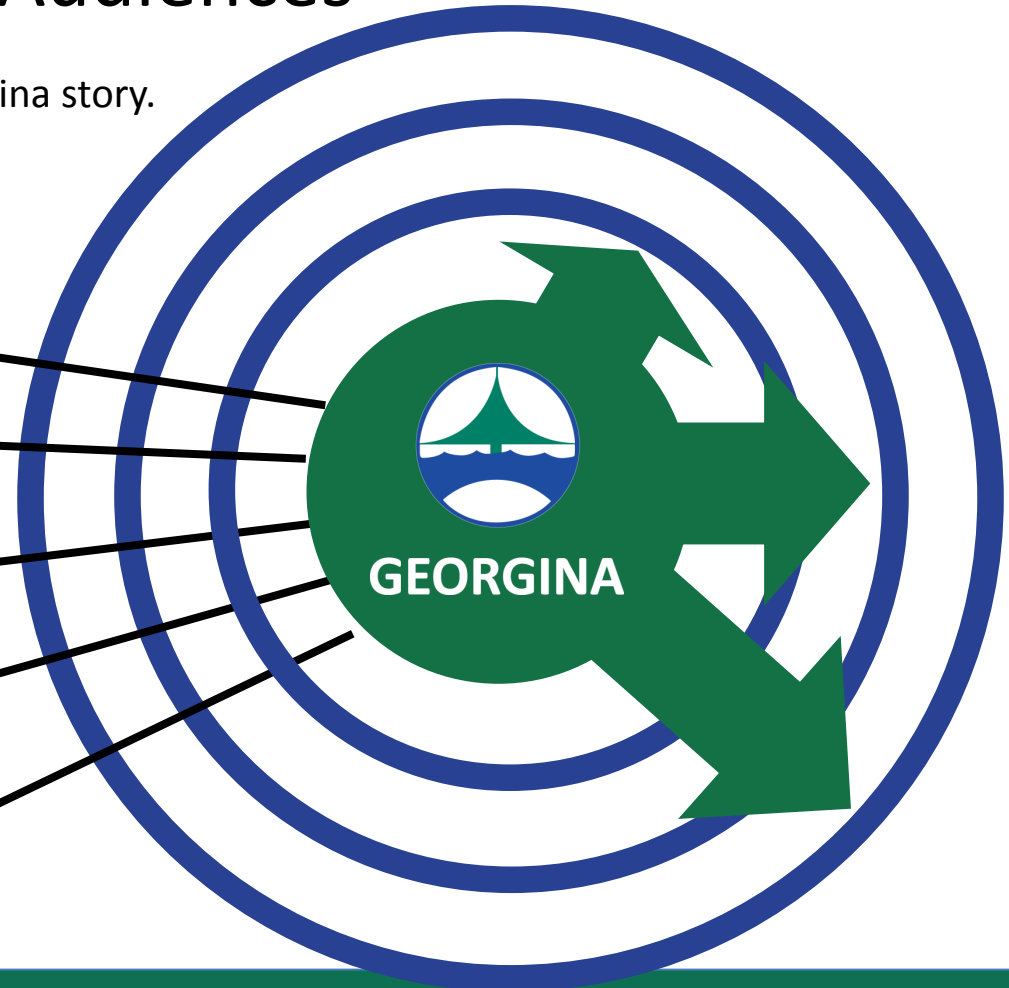
CAO, Staff, Departments

**Local Business Community,**

Ambassadors, Developers  
& Influencers

**Public, Press**

**Outside Investors, Prospects  
& Entrepreneurs**



### ***Connecting with Local and Regional Businesses and Partners***

- a) Continue to build solid, positive relationships with local businesses, industries and communities within and around Georgina.
- b) Continue to work with Federal, Provincial, Municipal and Regional partners, & other relevant organizations to achieve shared goals.
- c) Utilize video to capture local success stories and distribute via social media. Continue to re-energize area businesses by creating and telling compelling stories. Gather ongoing testimonials to add to existing. Create articles for the local press.
- d) Demonstrate leadership in communication, information sharing and education with regards to businesses. Develop a 'business friendly' approach to processing investment enquiries.

### ***Local and Regional Businesses and Partners***

- e) Tie in with the research and lead generation opportunities with the Region. When there are specific investment opportunities, coordinate and attend tradeshow of relevance to Georgina and its target economic sectors.
- f) Personal connection is still best approach. Here's what site selectors and realtors have said about how they like to receive information:
  - Email good way to reach this audience
  - Well-written and designed printed direct mail pieces can work
  - Keep them up to date with e-newsletters
  - Some prefer annual/semi-annual breakfast 'show-and-tell' update

### ***Local and Regional Businesses and Partners***

- g) Include personal information when communicating. Prospects prefer to know who they're dealing with. Include name, phone and extension number on all marketing materials and correspondence.
- h) Provide regular articles to the local press regarding Georgina's Economic Development plans.
- i) Build a sense of place and civic pride by developing a series of 'Case Study' ads or success story info sheets to run in the local press or downloadable from website.
- j) Educate businesses and residents about the current state of economic development; that growth is more likely to come from smaller, entrepreneurial businesses than one large industry.

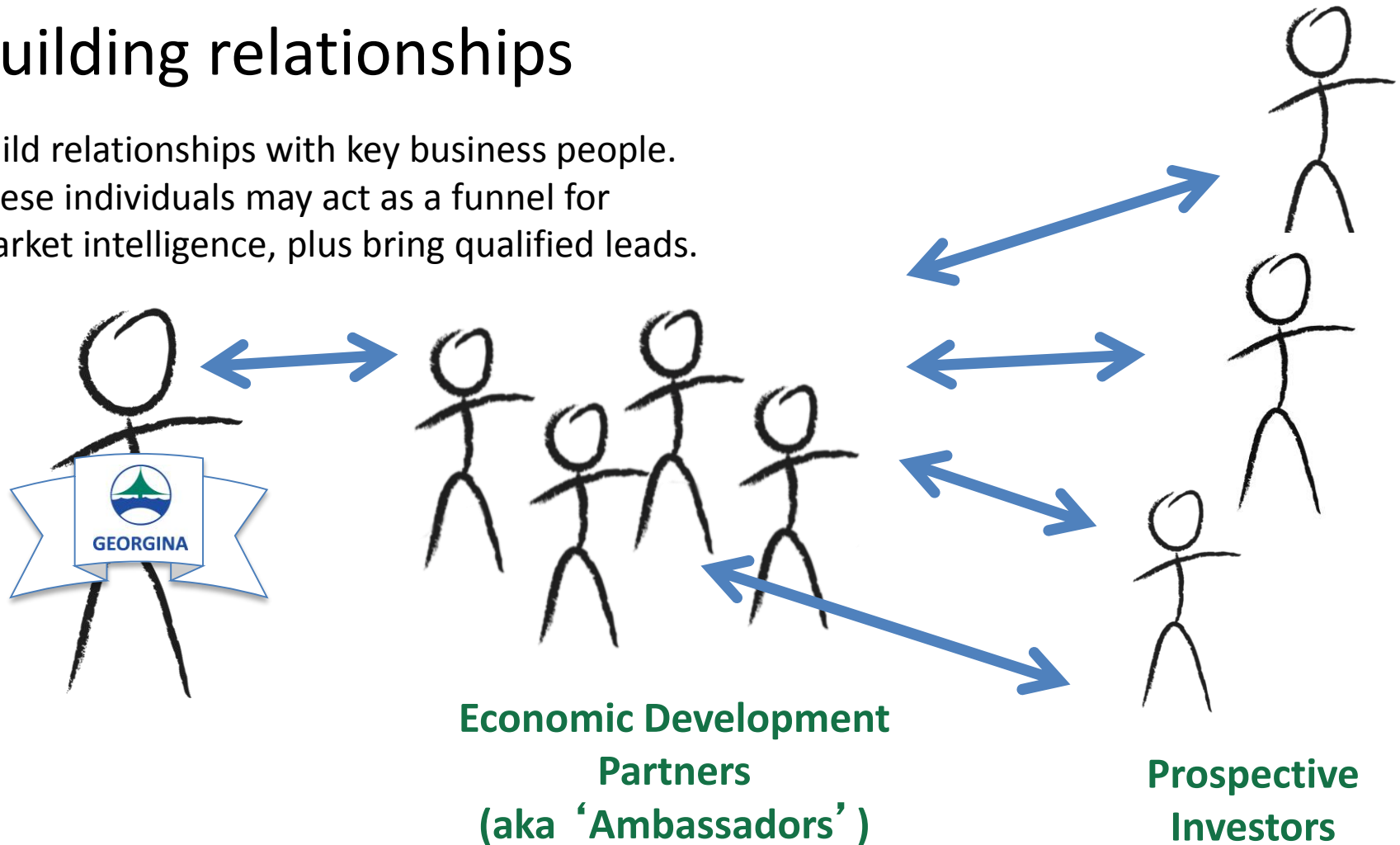
### ***Local and Regional Businesses and Partners***

- k) Partner with organizations promoting entrepreneurship as a viable economic force. Continue to work with partners such as the Chamber, BIA's, GTTI and South Lake Futures.
- l) Prepare regular issues of the ED e-newsletter to keep businesses up to date, addressing local concerns and opportunities. Monthly is best.
- m) Promote the successes of local businesses by means of case studies, press releases or inclusion in ED newsletter. Share with Regional news sources.
- n) Make regular contact with key influencers such as professionals, realtors, brokers, accountants, lawyers, etc. as a source of leads and prospects. (see graphic next page )

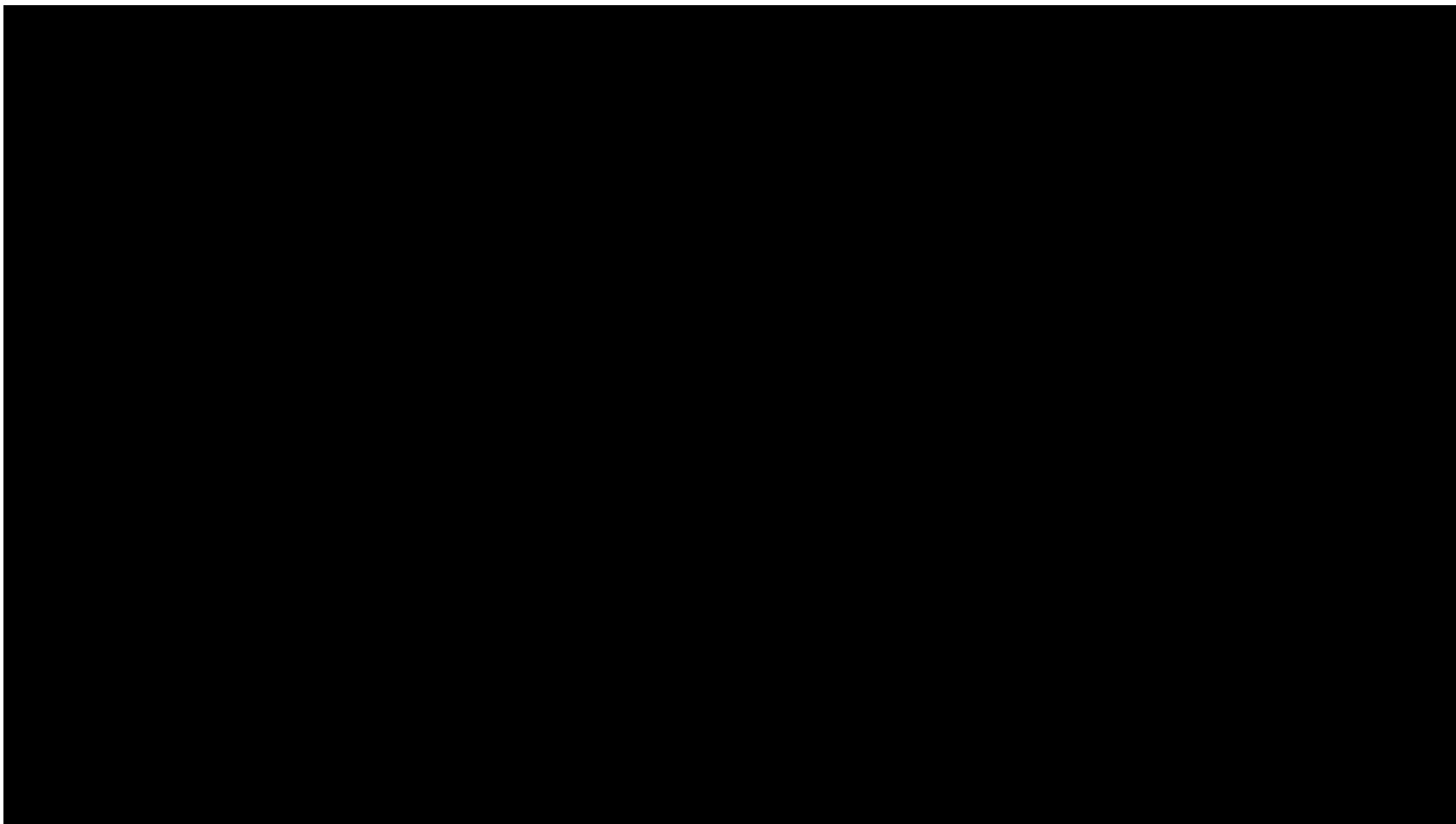


## Building relationships

Build relationships with key business people. These individuals may act as a funnel for market intelligence, plus bring qualified leads.



## Investment Attraction Strategy and Marketing Materials



Thank you.

Questions?