



GEORGINA

# Economic Development Strategy Update

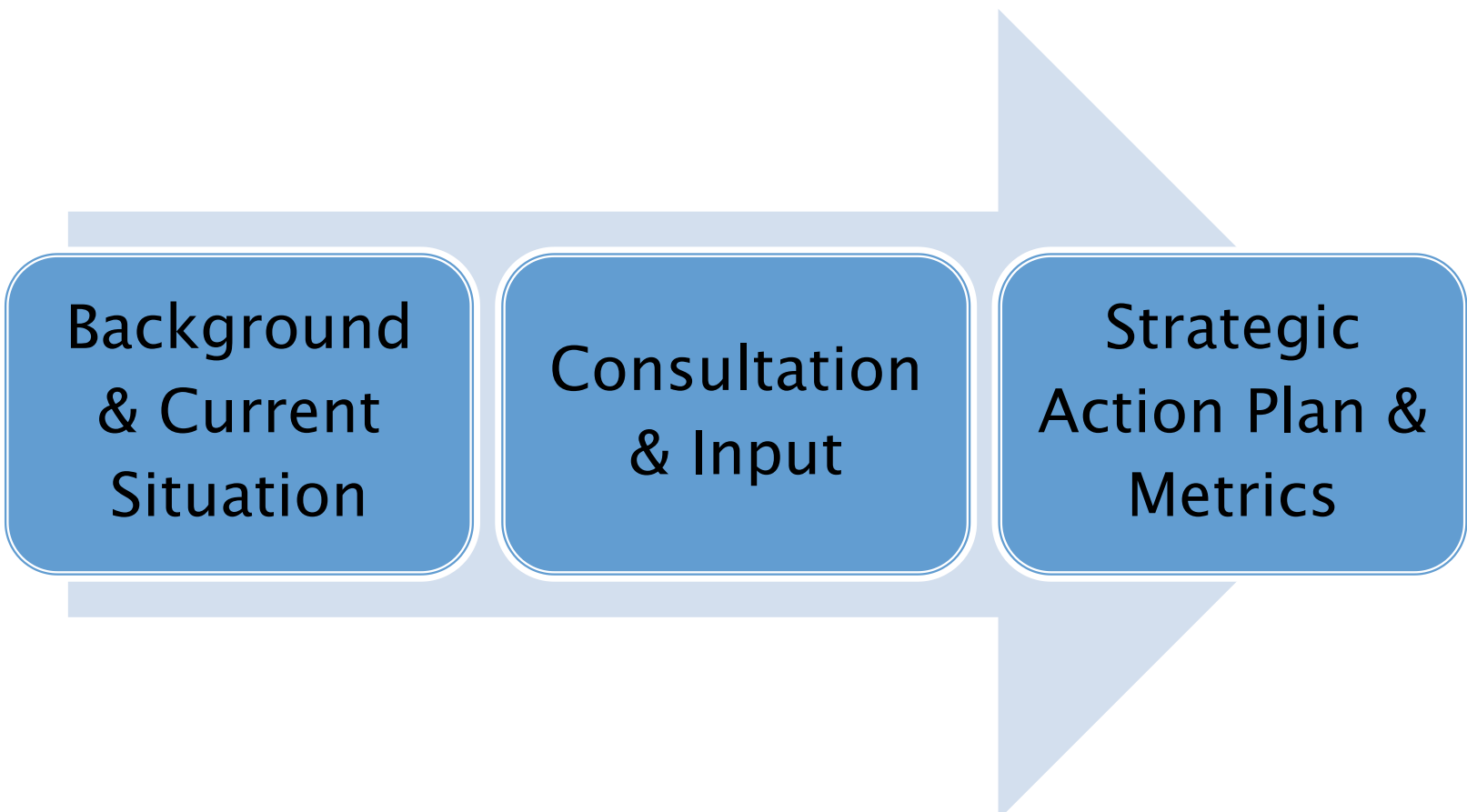
Presentation to Public Open House  
May 10, 2016



**CASH**  
& ASSOCIATES INC.  
DEVELOPMENT • PLANNING • STRATEGY

David J. Cash, President  
Cash & Associates Inc

# Georgina ED Update Process



Background  
& Current  
Situation

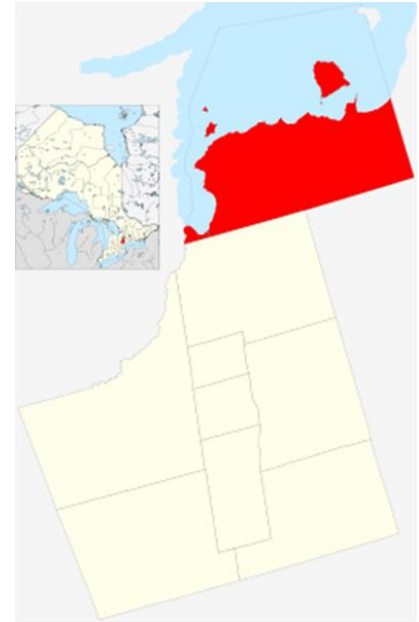
Consultation  
& Input

Strategic  
Action Plan &  
Metrics

# Background Research

## Discussion Paper Highlights

- ▶ Georgina in 2016
  - Population = 47,000\*
  - Employment = 7,500\*
  - York's Largest – 288 sq. kms
  - 52 kms of shoreline
  - Keswick; Sutton/Jackson's Point & Pefferlaw
  
- ▶ Planning Dept. Forecasts +15 years
  - Population = 70,300
  - Employment = 21,200



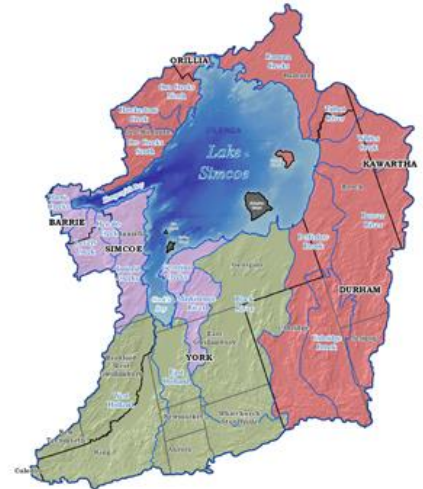
(2016 Census – Long form is back!)



# Background Research

## ▶ Provincial planning legislation:

- Lake Simcoe Protection Plan; Greenbelt Plan & Growth Plan – “Layers”
- Implications for Georgina ED
  - Restricts new development to “urban” areas
  - Land & building costs higher
  - Competing with already built in the City
  - Provincial Stewardship Role



# Background Research

- ▶ Town Council – Corporate Strat Plan (Draft)
  - “Grow our Economy” Goal
- ▶ Four Supporting Objectives:
  - ✓ Retain existing business.
  - ✓ Attract new business.
  - ✓ Increase local employment.
  - ✓ Improve Town visibility and identity.



# Labour Force

- ▶ Georgina Labour Force:
  - Employed = 22,825 (est.)
  - Jobs within Georgina = 7,500 (est.)
  - About 15,000 work outside Town
  - Opportunity – GTTI Study
    - Intervening Opportunity
- ▶ Knowledge-based Economy
  - People are the resource
  - Creative Economy (Richard Florida)



# Labour Force

## ► By Occupations:

- Sales and Service (24%)
- Construction Trades/Equip. (20%)
- Business/Finance/Admin. (15%)

(Note: Manufacturing 5%)



## ► By Industry

- Retail Trade (13%)
- Construction (11%)
- Health Care (11%)
- Manufacturing (10%)
  - Resident vs non-resident
  - Business Admin. Roles



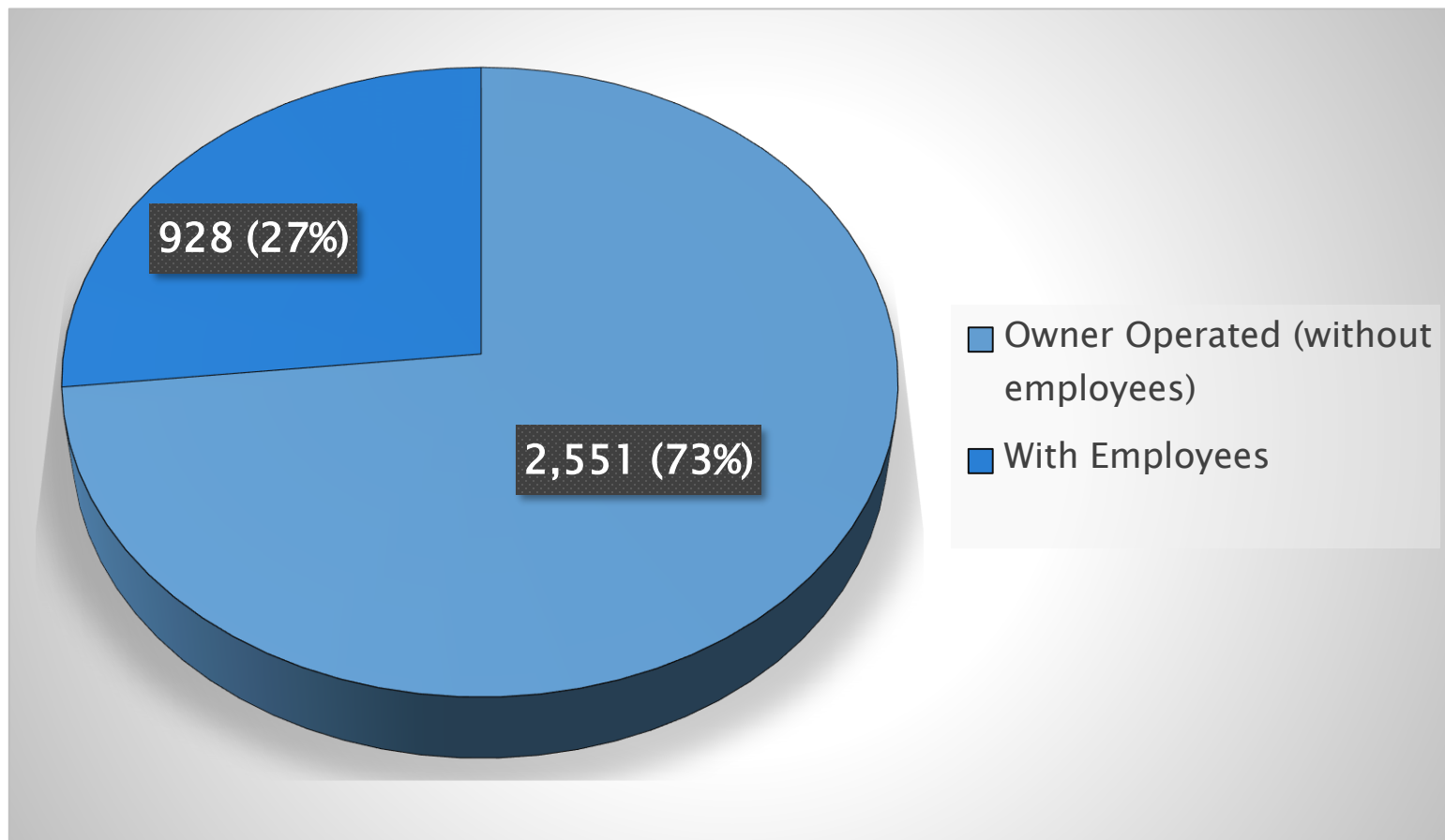


# Georgina Businesses – 2015

3,479

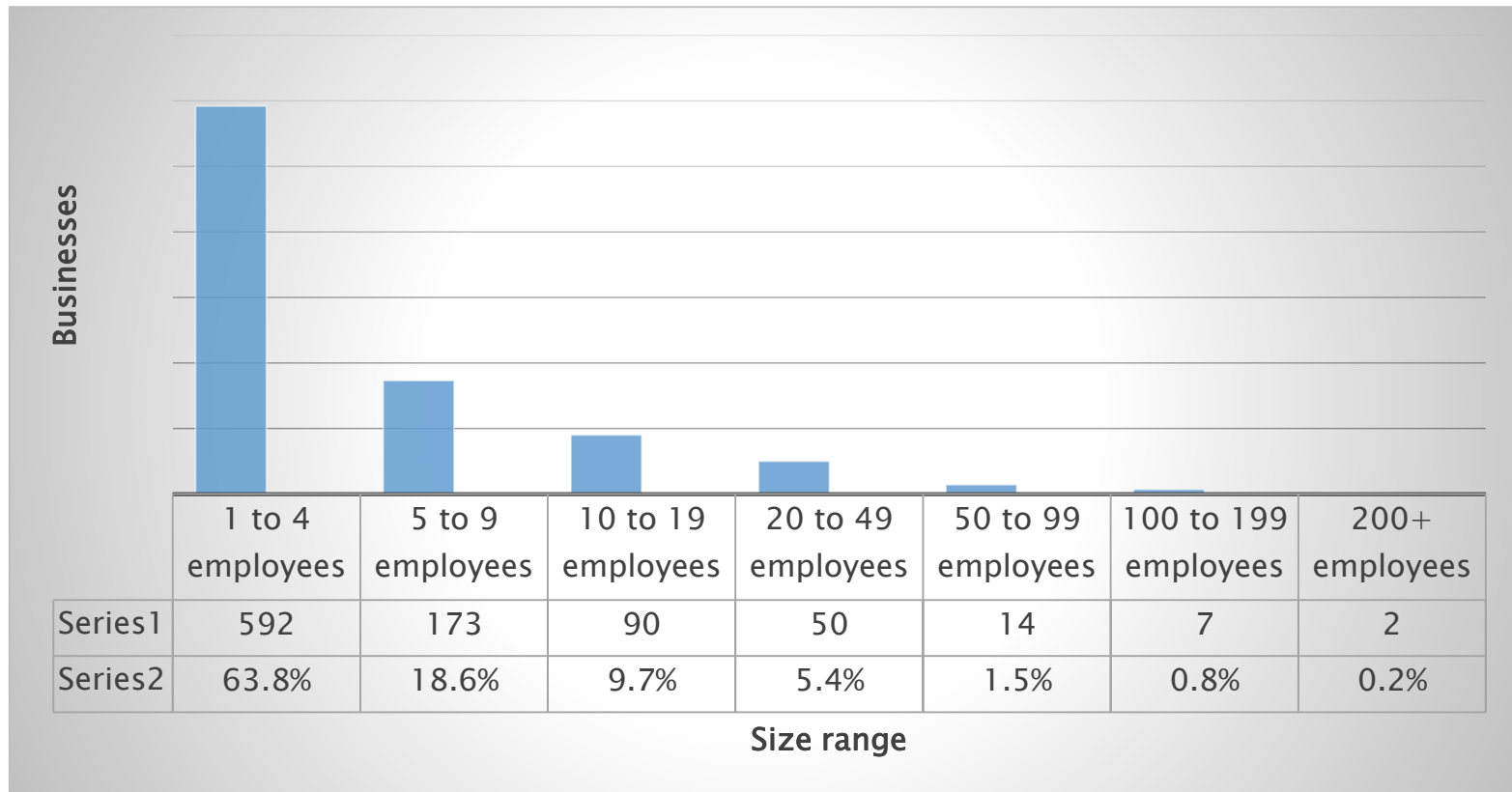


# Georgina Businesses – 2015



Source: Statistics Canada, CBP, 2015

# Georgina Businesses With Employees – 2015



Source: Statistics Canada, CBP, 2015

# Businesses by Industry – 2015

- ▶ Number of Businesses:
  - Construction = 588 (427+161)
  - Scientific/Tech Services = 353 (260+93)
  - Agriculture = 91 (71+20)
  - Manufacturing = 79 (56+23)
- Tourism approx. 447 ? (portions of):
  - Retail = 268
  - Arts/Entertain./Recreation = 73
  - Accommodation/Food = 106



# Georgina's Advantages

## ▶ **Location Quotient (LQ) Analysis**

- Specialization & Emerging Industries
- Areas of Focus for ED Strategy

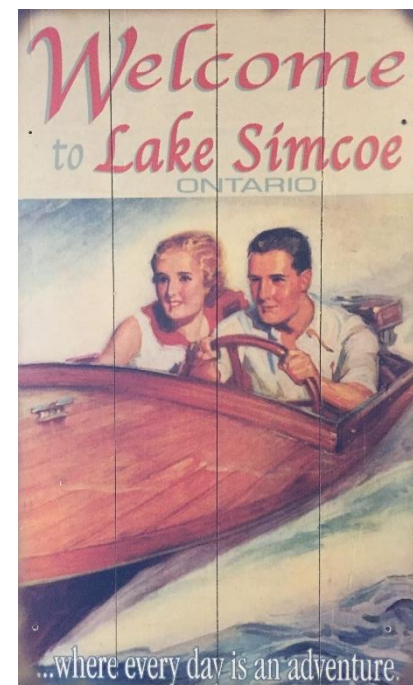
## ▶ **Manufacturing**

- Wood furnishings, shelving/partitions/lockers
- Metal working/machinery/aerospace parts
- Agricultural implements and material handling equipment
- Truck/travel trailer/campers

# Specialization & Emerging

## ► Tourism – Recreation, Entertain. & Retail

- Marinas – 14 marinas & 1000 slips
- Horse racing sector (includes: owners, trainers, jockeys, drivers & tracks)
- Golf courses, fitness and recreational sports centres
- Variety of retail industries - Georgina is a retail destination for the surrounding area, and has speciality Tourism retailers



# Specialization & Emerging

## ► Agriculture

- Variety of agricultural activities; including soy beans, vegetables, sod/turf grass
- Sheep farming high LQs, possibly supported by live animal wholesalers
- Tree cultivation (nursery and tree production/farming). Supported by retail (nursery stores and garden centres, which has three high LQs)

# Specialization & Emerging

## ► Construction

- High LQs for most aspects of construction and subcontractors – framing, flooring, glass/glazing etc. Janitorial and landscaping services also high.
- Specialty in Power/Communications Line & Structures
- Many high LQs across business sizes in site preparation contractors, which may tie into high LQs for, surveying and mapping services and landscape architecture services



# Checking In With You

- ▶ Have we got this right?
- ▶ Have we missed anything?
- ▶ Discussion Paper:
  - More detail on these current economic conditions
  - How do we move forward? Potential opportunities and series of questions.

# Questions for Discussion

- Should the Town specifically target more speciality retail?
- Should the Town be planning to locate the majority of future employment growth in the KBP?
- Should the Town build a new Civic Centre in KBP?  
Could some extra space be built & used as Business Accelerator?

# Questions for Discussion

1. Should we target businesses that have a significant need for Business Administration workers? Is there facility space available in Georgina?
2. There is dropping demand for large scale industrial buildings. What implication does this have for the design of the KBP?
3. Should we target warehouse/distribution centres? They generate property taxes, but don't employ large numbers of people.

# Questions for Discussion

1. There are a surprising number of businesses involved in “professional/scientific/technical services”.
  - a) what do they need to grow to the next level? For example, sites with shared services and networking support?
  - b) Is there adequate high speed internet within the community?  
Could the Town advance strategic pieces of the Regional Municipality of York’s Technology Network (YTN) fibre build within Georgina?

# Questions for Discussion

1. The manufacturing firms located in Georgina are specialized; well established and serve export markets. Is there an opportunity to work individually with these firms, to help them expand and grow?
2. There is a need to expand or diversify the tourism product in Georgina to generate more visitors, spending & investment.
  - a) “Family Vacation Villages” are an option based on a European business model that features both indoor and outdoor recreation activity. Is this the type of opportunity Georgina should target?
  - b) What about a new multi-use harbour, dedicated trail system or marina development along the Lake Simcoe Shoreline (i.e. Jackson Point, the Briars, Sibbald Provincial Park)?

# Questions for Discussion

1. Pefferlaw has “dry-industrial” lands next to CN rail line and Provincial Highway 48? Could these lower cost lands become a focal point for new industry (the construction sector)?
2. Agri-tourism and culinary tourism (food) are growing industries in Ontario. How can Georgina use its advantages in agriculture and tourism, together with its location on the Lake Simcoe Shoreline to take advantage of this trend?
3. Could the community partner with the Turf Grass Institute (TGI) at the University of Guelph to develop/commercialize more sustainable varieties of turf and/or develop new turf for recreational fields (e.g. the TGI is developing the new turf for the Rogers Centre)?