



GEORGINA

Economic Development Strategy Update

Presentation to Stakeholders Workshop
May 10, 2016



CASH
& ASSOCIATES INC.
DEVELOPMENT • PLANNING • STRATEGY

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Presentation Outline

- ▶ Introduction
 - ED Checkup – “More Focus”
 - ED Strategic Plan Update Process
- ▶ ED Discussion Paper
 - Highlights
 - Questions/Ideas for feedback
- ▶ Luncheon Break
- ▶ Group Discussion
 - SWOT
- ▶ Wrap up & Next Steps



ED Checkup – Recommendations

1. Economic Development Strategy

- ▶ Town ED Strategy needs to be updated
 - Should link to overall Town Corporate Plan
- ▶ Focus on comparative economic advantage
 - E.g. Lake Simcoe and tourism sector!
 - Business investment – target sectors
- ▶ Implementation Plan
 - Timetable and resources
 - Performance measures
 - Approved by Council at same time as new Strategy

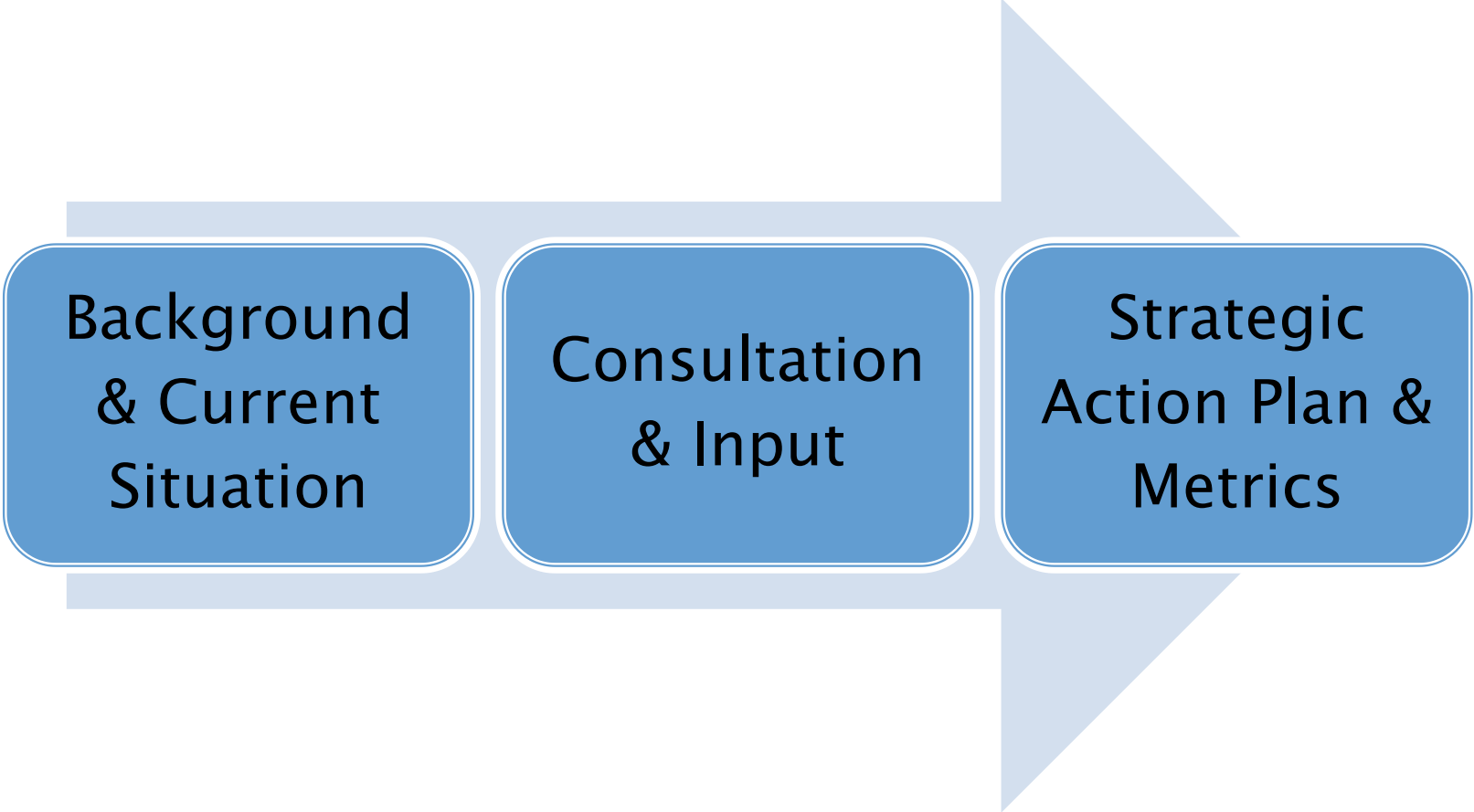
ED Checkup – Recommendations

1. Economic Development Strategy

▶ Keswick Business Park (KBP)

- Development of lands a Town priority
- Privately owned and will take LONG time to develop
 - Landowner leads – partnership with Town
 - Town can expedite development approvals
- Location for economic activities that “grow the pie”
 - Knowledge-based businesses (KBI)
- Marketing – yes– but consider some new ideas:
 - Leverage public sector investment to:
 - Set the tone & “kick start” development – “spec” space
 - Possible location for new Civic Centre?

Georgina ED Update Process



Background
& Current
Situation

Consultation
& Input

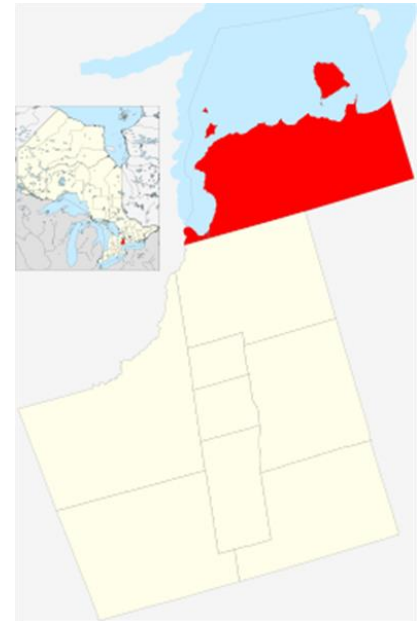
Strategic
Action Plan &
Metrics

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



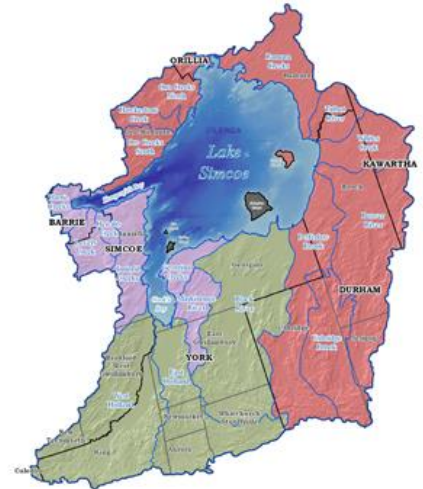
(2016 Census – Long form is back!)



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

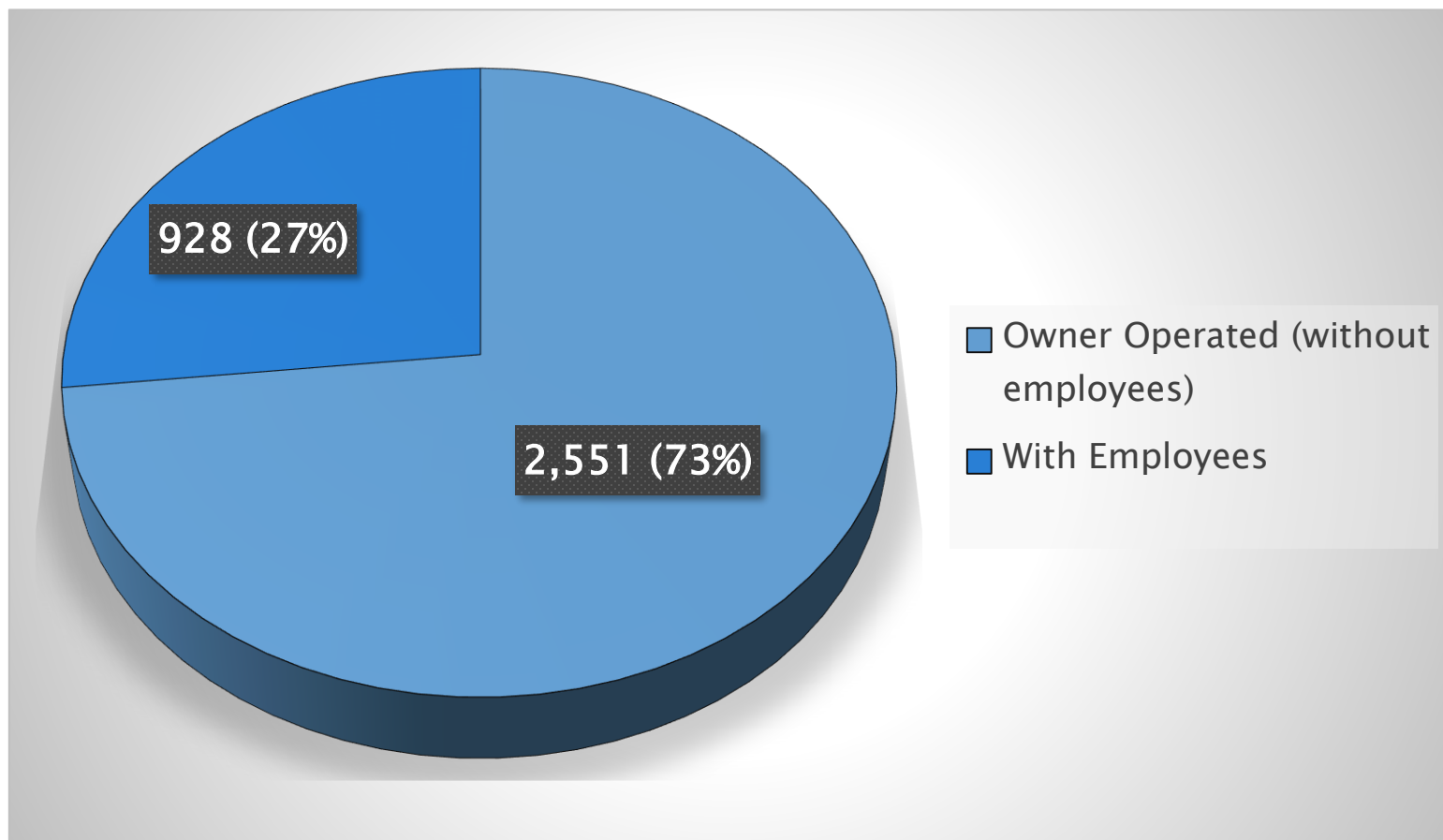
- Retail Trade (13%)
- Construction (11%)
- Health Care (11%)
- Manufacturing (10%)
 - Resident vs non-resident
 - Business Admin. Roles



Georgina Businesses – 2015

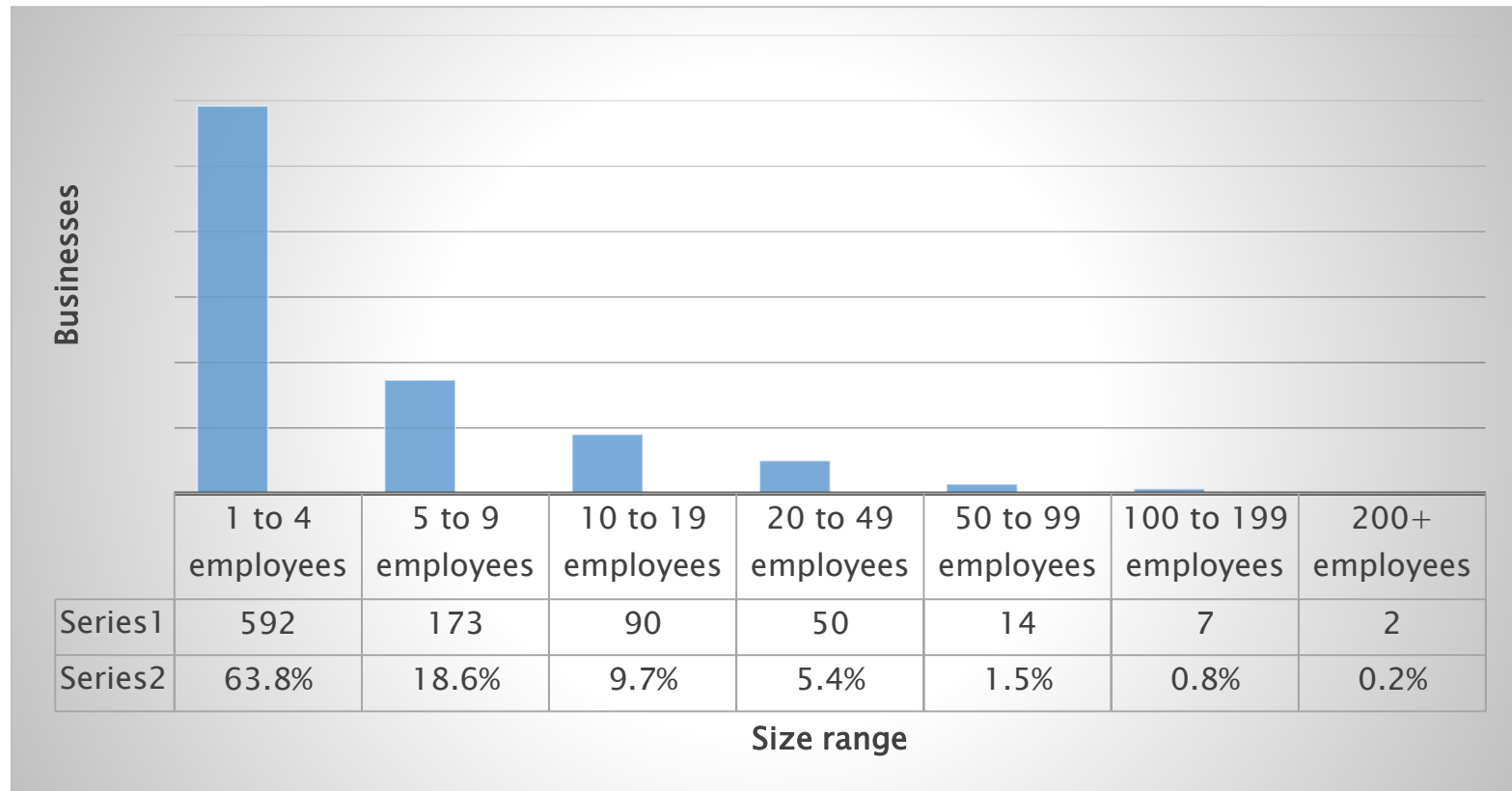
3,479

Georgina Businesses – 2015



Source: Statistics Canada, CBP, 2015

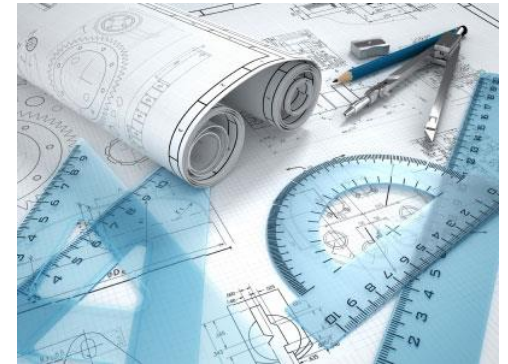
Georgina Businesses With Employees – 2015



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

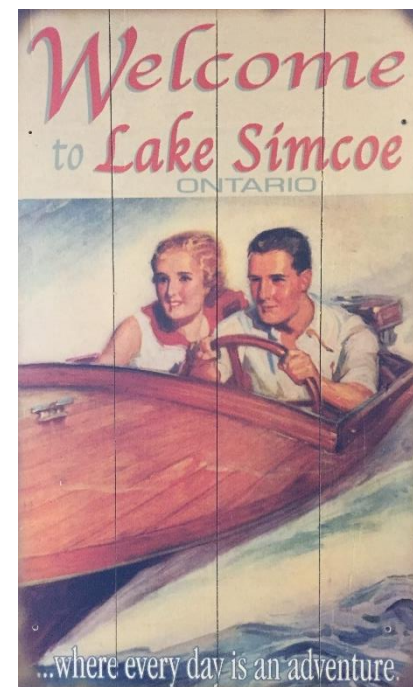
▶ **Manufacturing**

- 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)?

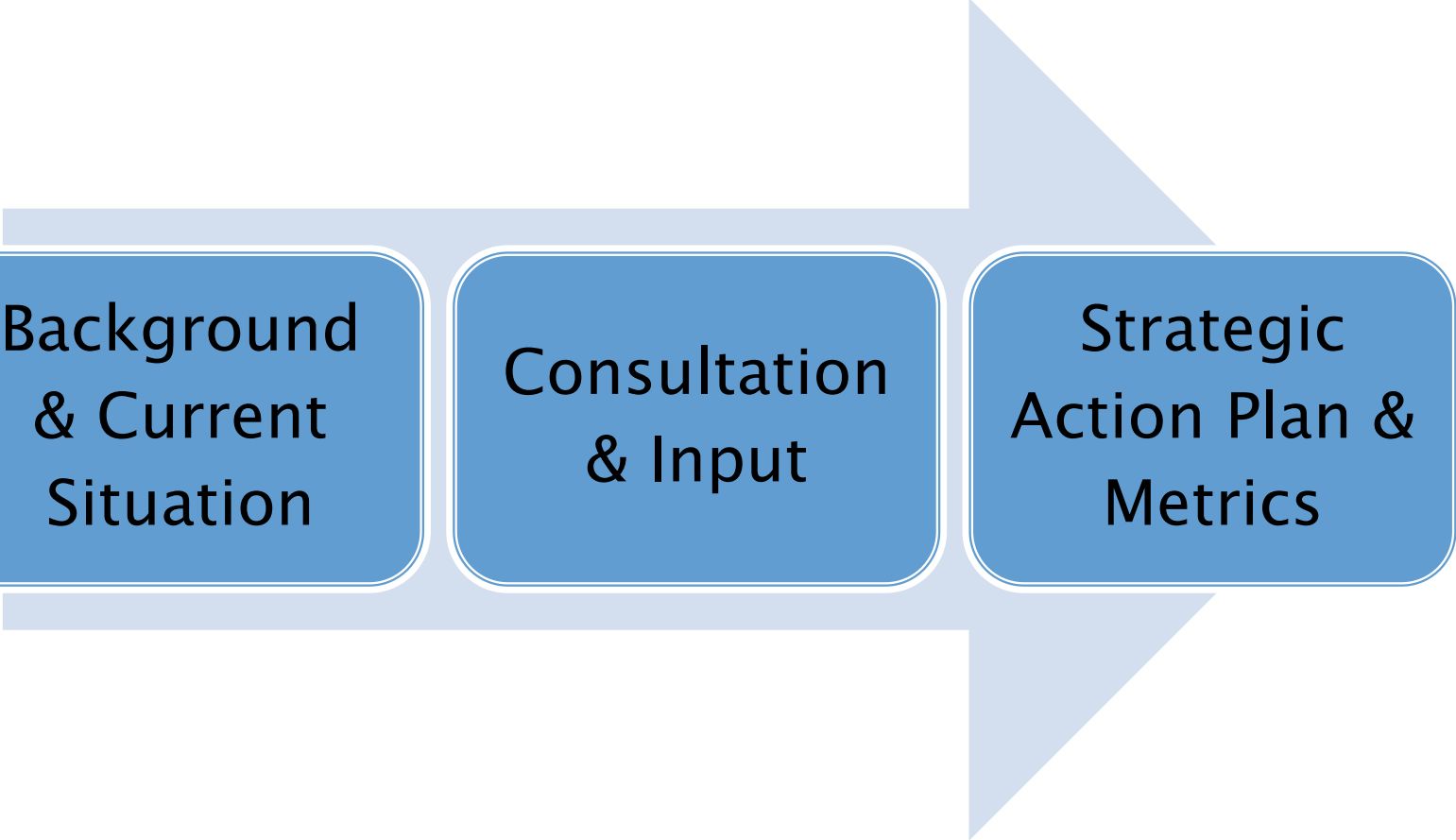
Georgina – SWOT

Facilitated Group Discussion (Flip Charts)

Economic Development:

- Strengths
- Weaknesses
- Opportunities
- Threats

Wrap Up & Next Steps



Background
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& Input

Strategic
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Strengths

- ▶ Large labour pool that commutes outside Town
- ▶ Servicing capacity exists now for KBP
- ▶ New Town Corporate Plan & goal focussed on Economic Growth
- ▶ Window on Lake Simcoe Shore & GTA
- ▶ Affordable housing (within GTA Context)
- ▶ Dominance of Retail services – Rural Hub
- ▶ Specialized manufacturing

Weaknesses

- ▶ 80% employment growth assumed in KBP
- ▶ KBP is privately held and owner's goals may not be same as Town
- ▶ Advantage for low land and housing prices slowly being eroded
- ▶ Divided approach among Keswick; Sutton/Jackson's Point and Pepperlaw
- ▶ Lack of new Tourism attractions/product
- ▶ Lack of high speed internet & fiber backbone

Opportunities

- ▶ Large number of owner-operated businesses
- ▶ Strong Professional Services sector
- ▶ Marine industry and harbour development
- ▶ Agricultural tourism – culinary and local food
- ▶ Dry industrial lands with CN rail & Highway 48
- ▶ Build new Civic Centre to kick-start KBP and construct Business Accelerator
- ▶ Leverage YTN work to build fiber links – advance Georgina segments

Threats

- ▶ Layers of Provincial Planning Legislation
- ▶ Lower cost (already built) industrial building and land to south
- ▶ No timeline for construction of Highway 400–404 link
- ▶ Town tax base with not enough non-res
- ▶ Small manufacturing sector