

Town of Georgina
Economic Development Strategy Update
Current Economic Situation - Discussion Paper

Produced by
Cash & Associates Inc.



Executive Summary

The Town of Georgina is updating its Economic Development Strategy. This Discussion Paper has been produced to provide information on current economic conditions and opportunities. It is to be used as background information to the process, to stimulate discussion and facilitate stakeholder and public consultations.

Provincial planning legislation has direct impacts on Georgina's economic development. Planning targets for the Town estimate that population will almost double and local employment will nearly triple over the next 15 years. Local Planning documents indicate that much of the planned new employment growth can be accommodated within the Keswick Business Park (KBP).

Over 70% of Georgina's resident labour force (over 15,000 workers) works outside the community. Local employment growth has been limited in recent years. Those that both live and work in the Town, have occupations mainly in the sales/services; construction; and business administration categories. This latter category includes persons working in business administration roles, within the manufacturing sector. Resident or manufacturing located within Georgina is relatively small (when looking at numbers of jobs), however, is very important. These firms are specialized, exported oriented and are a key source of growth. The Tourism sector is also very dominant and is represented by amalgamating a number of traditional industrial categories.

There are over 3,400 businesses with and without employees operating within Georgina. A total of 2,551 or about 73% of the businesses located within Georgina, are owner operated, without employees. Of the 928 businesses with employees, about 82% have less than 9 employees (63.8% have 1-4 employees and another 18.6 % have 5-9 employees).

The use of an analytical tool called a Location Quotient* (or LQ) helps to identify areas of specialization and/or emerging opportunities in an economy. Using this tool, the following key industries in Georgina have been identified:

Manufacturing

- Wood furnishings, shelving/partitions/lockers
- Metal working/machinery/aerospace parts
- Agricultural implements (e.g. sod harvesters) and material handling equipment
- Truck/travel trailer/campers

Tourism – Recreation, Entertainment and Retail

- Marinas – The Town is home to 14 marinas with over 1000 slips
- Horse racing sector (includes: owners, trainers, jockeys, drivers & tracks)
- Golf Courses. Georgina also offers facilities that may attract nearby visitors (more than tourists), such as fitness and recreational sports centres

- There are many high LQs for a wide variety of retail businesses, suggesting Georgina is also a retail destination for the surrounding area and has a number of speciality retailers, typically found in the Tourism sector

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).

Construction

- Many very 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

(* Note: for more information on the “Location Quotient” and its use in this study see Appendix B)

Questions/Items for Discussion:

1. Commercial businesses focussed on serving the local population will locate to/expand within Georgina on their own – and generally do not need to be a focus of a municipality’s economic development program. However, should the Town specifically target more speciality retail (e.g. a large factory outlet mall) and/or those businesses linked to serving Tourists (e.g. a hotel), because they serve a much bigger market area and can grow the local economy?
2. The Town has a very aggressive target to triple local employment over the next 15 years. What are your views on this target, and in particular, should the Town be planning to locate the majority of this future employment growth in the Keswick Business Park (KBP)?
3. What types of projects could kick-start the development of the KBP? Would it be an appropriate location for a new Civic Centre for Georgina? Could some surplus space be built with the new Civic Centre and used as Business Accelerator (with or without shared services) – speeding up the growth of key small businesses?
4. With the large concentrations of Georgina’s resident labour force in Business, Finance and Administrative occupations, should the Town target businesses that have a significant need for this type of labour? Is there existing vacant or planned facility space available that would suit these types of businesses?
5. The trend today is for labour intensive manufacturing (often low skill) operations to move or expand to lower wage jurisdictions, such as Mexico, China or Right-to-Work States in the USA. One of the important implications of this trend is the dropping demand for large scale industrial buildings in business park locations here. What implication does this have for the design of the KBP?
6. One type of business that is locating in business parks next to major highways is warehouse/distribution centres. These types of facilities still generate property taxes, but don’t generally employ large numbers of people.

- a) Should Georgina target these types of businesses, in light of their positive impact on the property tax/assessment requirements of the Town? Does the future Highway 404-400 highway link need to be in place in order to attract these types of businesses to Northern York Region?
7. While there are many owner-operated businesses in the construction and real estate sectors, there are a surprising number of owners involved in “professional/scientific/technical services”.
 - a) What is known about these companies and 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?
8. The manufacturing firms located in Georgina may not employ large numbers of people, however, they are a key source of economic growth. These companies are specialized; well established and serve export markets (they grow the local economic pie). Is there an opportunity to work individually with these firms, to help them expand and grow?
9. The Tourism sector includes a number of different industries, and is a dominant specialization in Georgina. However, there is a need to expand or diversify the tourism product in Georgina- i.e. new tourism attraction(s) that will generate more visitors, spending and investment?
 - a) For example, the Province of Ontario is proceeding with a feasibility and market study to determine the ability of Ontario to support the development of “Family Vacation Villages”, 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)?
10. Pepperlaw has some vacant employment lands, categorized as “dry-industrial”, because they will not have municipal water/waste water. These lands have proximity to a major CN rail line and Provincial Highway 48 (and the future Highway 404 extension)? Could these lower cost lands become a focal point for new industry (the construction sector)?
11. Agri-tourism and culinary tourism 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?
12. With the dominance of the sod/turf grass production, 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)?

Introduction – An Economic Development Perspective

The Town of Georgina is one of eight municipalities within York Region and is part of the Greater Toronto Area (GTA). The Town estimates its 2016 population to be about 47,000 persons. Georgina is geographically the largest of the York Region municipalities (approx. 288 square kms), and one of a few GTA communities with direct access to a large body of water, featuring 52 kilometres of Lake Simcoe Shore line. The community enjoys unique economic and lifestyle position, with “a doorway on Lake Simcoe and a window on the GTA”.

The Town has a large rural area and a number of smaller hamlets/centres. The community of Keswick is the largest urban centre and is home to about half of the Town’s residents. Most of the new planned residential and employment growth in Georgina is being directed to Keswick. The communities of Sutton/Jackson Point and Pefferlaw are the other two main centres within the Town and each offers their own distinct characteristics. It is likely that the market area served by some of the businesses in these centres extends beyond the boundaries of Georgina, into the neighbouring rural areas (e.g. East Gwillimbury, Durham Region - Uxbridge and Brock Townships).

Georgina is home to a small number of specialized manufacturers and agricultural operations – most are important engines of growth (i.e. “grow the local economic pie”) because they are export-based, serving customers outside of Town. However, Georgina is predominantly a service-based economy; a tourist/recreational destination and home to many seasonal residents and related retail/service activity. Georgina land prices and housing costs have also been very affordable (a comparative advantage within the GTA context), and as a result, businesses and people have moved into the community. Many people are commuting to work locations elsewhere or are self-employed. **In fact, newly accessed data shows that Georgina has over 2,500 owner-operated businesses within its boundaries, representing an important economic development opportunity.** These and other current economic development characteristics and land use policy need to be better understood.

Background – What is the purpose of this Discussion Paper and How Did We Get to this Point?

The Town of Georgina retained Cash & Associates Inc. (C&A Inc.) in the fall of 2015 to undertake a review of two components of its Economic Development program: Strategies and Budget/Resources. This work was done under the five element “ED Check-up” framework developed by C&A Inc. This high level assessment was designed to flag aspects of the Town’s economic development program that need to be improved (red light); or that need some fine tuning (yellow light); or that are working just fine (green light).

An excerpt from the Study’s recommendations is as follows:

The Town’s Economic Development (ED) Strategy needs to be updated and should link to an overall Corporate Strategy (red light issue). Even in the absence of a Corporate Strategy, an updated ED Strategy should be developed, with a focus on the local economy; comparative economic advantages; identify target industrial sectors and include a focus on the Keswick Business Park and Tourism Development. The Strategy

should have a companion implementation plan, with timelines and performance measures. Both documents should be approved by Town Council concurrently.

Note: The Corporate Strategic Plan is now nearing completion and will be presented to Council for approval in the near future.

The Town has now initiated the update to the Economic Development Strategy. This Discussion Paper has been developed as part of the process, and is intended to share some current economic data about Georgina, and identify some emerging economic trends and opportunities. It is also intended to raise questions and stimulate discussion.

This Discussion Paper is to be posted to the Town's web site and be used as background information for those attending a stakeholder workshop and public open house on May 10, 2016. The Discussion Paper and input received will all feed into the development of an updated Economic Development Strategic Action Plan for Georgina for the next 3-5 years.

Policy Framework for Georgina Economic Development – Stewardship and Corporate Strategic Plan

Important legislative changes have occurred in Ontario in recent years that impact local economic development in Georgina. Nowhere else in Ontario is there more land use policy layered on top of each other, than in the GTA.

In particular, the *Lake Simcoe Protection Plan*, *The Growth Plan*, and *the Greenbelt Plan* are relevant to this discussion. Among other things, these plans provide for the protection and stewardship of natural heritage resources – principally, the Lake Simcoe watershed and rural agricultural lands. The policies also have the effect to direct new land development to specific locations, primarily to existing urban settlement areas and rural communities.

While these policy changes are important and often create new opportunities, they also bring with them implications for business investment decisions and for municipalities who typically rely on property tax or assessment growth to fund the delivery of services. Suburban municipalities in the GTA have started to see the erosion of their traditional lower land/facility cost advantages, as construction in new Business Parks must meet the same development standards (i.e. fully serviced, urban), including any local "costs" related to stewardship

This causes many landowners with developable non-residential lands to find commercial uses that will pay higher rents and sale prices as these rents typically are much higher than office/industrial rent structures. Suburban communities have the added challenge of competing with already built surplus office/industrial space being offered in existing business parks to the south at much lower rents.

As a matter of information, the Province of Ontario does not provide any financial compensation or transfer payments to municipalities that recognize their stewardship role of Provincial natural heritage. This includes those municipalities (such as Georgina) that have vast areas of their community within the Greenbelt Plan and Lake Simcoe watershed. This is a new circumstance for communities such as Georgina and has implications for local economic development. This situation was outlined in more detail in a report released in 2012, by the Greater Toronto Countryside Mayor's Alliance.

Georgina Town Council is in the process of developing a Corporate Strategic Plan. Although the final version has yet to be approved by Council, the current draft (February 22, 2016) proposes four (4) goals, one of which is relevant to this project:

“Grow Our Economy - ECONOMIC GROWTH & EMPLOYMENT”.

This Goal is supported by four objectives:

- ✓ **Retain existing business.**
- ✓ **Attract new business.**
- ✓ **Increase local employment.**
- ✓ **Improve Town visibility and identity.**

In the document, this Goal is associated with a number of action items that may be linked to items raised in this Discussion paper. While it is acknowledged that this information is still draft and subject to change, it provides the general context for the update to the Economic Development Strategic Plan. If adopted, there is clear Council direction to continue existing economic development projects (e.g. Business Retention & Expansion, Community Improvement Plans); creating more local employment; focus on the Tourism sector; more marketing and improving connectivity.

Economic Base Analysis- Town of Georgina

Population and Employment Forecasts – 2016-2031

The Town of Georgina incorporates population and employment projections as part of its Official Plan. These projections are determined by the Region to and reflect the numbers contained within the Province’s growth plan. The projections contained within the 2010 York Region Official Plan are then implemented through the Town’s Official Plan. However, it is noted that these numbers are based on the Region’s 2010 plan which is in the process of being updated. A by-law to adopt an updated Official Plan was just approved by Town Council in April 2016 and reflect the projections contained with the Region’s 2010 Plan.

The Town of Georgina estimates its population in 2016 to be 47,000 persons. The population is projected to reach 57,900 by 2021, and grow to 70,300 people by 2031. Using these projections, Georgina will continue to represent about 4.4% of the Region’s population over the next 15 years. Most of the new population growth is to be accommodated in Keswick, and this community will continue to maintain its share of just over 50% of Georgina’s total population.

The Town’s Planning documents also project the number of employment or jobs located in the Town (Place of Work - POW) to be 11,000 in 2016. Town staff have indicated that this estimate is higher than what is actually the case, because it assumes some development of the Keswick Business Park (KBP), which has not yet commenced (*Note - this new employment area is privately owned and situated at the end of the recent Highway 404 extension. The KBP has not yet received draft plan and zoning approvals, although these are anticipated to be considered by Council in May, 2016*). Based on the data from York

Region (see Appendix – A), it is more likely that the number of people actually working in Georgina is about 7,500 workers.

The Town's Official Plan projects the number of jobs located within Georgina (POW employment) will be 13,900 in 2021, and 21,200 by 2031. Looking at this forecast further, the Town is assuming that nearly 80% of all the new jobs created in the next 15 years will be located in the KBP. Considering the current backlog in the forecast noted above, this suggests about 900+ new jobs in the KBP every year from now to 2031.

Labour Force Status

It is important to recognize that most of the resident labour force in Georgina, works outside the community. In fact, over 70% of the workers who live in Georgina commute to work elsewhere.

Similar data for recent years shows this is a long standing characteristic of Georgina. The topic was studied in more detail by the Georgina Trades & Training Inc. (GTTI), in their report, "*Northern York Region Community Labour Market Study*" released in 2011. While the report was focussed on a combined East Gwillimbury and Georgina labour market and commuting patterns, this report started to shed light on the valuable labour force resource that "lives" in Georgina.

Since the completion of the GTTI study, Statistics Canada released its National Household Survey (NHS) data on the Georgina labour market in 2013. While these data are for 2011, it represents the most comprehensive inventory and status of the Town's labour pool (Place of Residence – POR). Highlights on the status of the labour force are as follows:

Labour Force Status – Town of Georgina 2011

Status	Total	Male	Female
Total population aged 15 years and over by labour force status	35,225	17,320	17,905
In the labour force	24,935	12,780	12,150
Employed	22,825	11,585	11,240
Unemployed	2,105	1,195	915
Not in the labour force	10,295	4,540	5,755
Participation rate	70.8	73.8	67.9
Employment rate	64.8	66.9	62.8
Unemployment rate	8.4	9.4	7.5

Source: Statistics Canada 2013, NHS. (note - the NHS labour force survey information replaced the Census Long Form mandatory process in 2011 and as such, these data may not be directly comparable to previous Census years.).

The Town of Georgina had a total resident labour force of 24,935 persons, with a participation rate of 70.8 % and unemployment rate of 8.4%. While the unemployment level is higher than the York Region average, the participation rate in the labour market is typical.

Another source of information about the Georgina employment comes from the annual York Region Employment Survey (YRES) (see Appendix – A). This is an employer-based survey and as such, counts those people who work in Georgina by industry sector (some activities such as, agriculture and home businesses are for the most part excluded) – in essence, it estimates the labour force by Place of Work (POW). In the last survey, the number of workers working in Georgina was about 7,500.

When you consider the differential between the York Region Employment Survey (POW) and the NHS (POR) labour force data, it is clear that about 15,000 workers are leaving Georgina to work

Labour Force Profile

Drilling down further into Georgina's resident labour force, areas of specialization or concentration can be seen when grouping workers by their occupation and by the industry in which they work. The next two tables illustrate these profiles further.

Profile of Labour Force in Georgina by Occupation 2011

<u>Occupation</u>	<u>Total</u>	<u>%</u>	<u>Male</u>	<u>Female</u>
Total labour force population aged 15 years	24,930	-	12,780	12,155
Occupation - not applicable	610	-	280	325
All occupations	24,320	100	12,495	11,825
Management occupations	2,300	9.5	1,260	1,040
Business, finance and administration occupations	3,650	15.0	695	2,955
Natural and applied sciences and related occupations	1,355	5.6	1,050	305
Health occupations	1,260	5.2	165	1,095
Occupations in education, law and social, community and government services	2,645	10.9	760	1,885
Occupations in art, culture, recreation and sport	430	1.8	220	205
Sales and service occupations	5,895	24.2	2,515	3,375
Trades, transport and equipment operators and related occupations	4,865	20.0	4,490	380
Natural resources, agriculture and related production occupations	630	2.6	525	105
Occupations in manufacturing and utilities	1,290	5.3	815	475

Source: Statistics Canada 2013, National Housing Survey. (NOC – 2011).

Large blocks of Georgina's resident labour force have occupations in retail sales/service and construction trades/equipment operations. The concentrations in these occupations was somewhat expected, based on what is known about the businesses located within Georgina. However, the

concentration in Business, Finance and Administration and Management is important and was not expected and may point to the potential for an “intervening opportunity” for new businesses relocating/expanding to Georgina.

Profile of Labour Force in Georgina by Industry 2011

<u>Industry or Sector</u>	<u>Total</u>	<u>%</u>	<u>Male</u>	<u>Female</u>
Total labour force population aged 15 years and over	24,930	-	12,780	12,150
Industry - not applicable	610	-	280	330
All industries	24,320	100	12,495	11,825
Agriculture, forestry, fishing and hunting	250	1.0	170	80
Mining, quarrying, and oil and gas extraction	35	0.1	30	0
Utilities	155	0.6	120	30
Construction	2,640	10.9	2,330	305
Manufacturing	2,460	10.1	1,630	830
Wholesale trade	1,300	5.3	795	505
Retail trade	3,050	12.5	1,450	1,595
Transportation and warehousing	1,035	4.3	675	355
Information and cultural industries	515	2.1	200	315
Finance and insurance	740	3.0	170	575
Real estate and rental and leasing	445	1.8	225	215
Professional, scientific and technical services	1,055	4.3	395	660
Management of companies and enterprises	15	-	0	0
Administrative and support, waste management and remediation services	1,510	6.2	895	615
Educational services	1,740	7.1	680	1,060
Health care and social assistance	2,565	10.5	315	2,255

Arts, entertainment and recreation	585	2.4	305	275
Accommodation and food services	1,230	5.0	480	745
Other services (except public administration)	1,120	4.6	655	465
Public administration	1,885	7.7	970	920

Source: Statistics Canada 2013, National Housing Survey (NAICS – 2007).

Organizing the Town's 2011 resident labour force by industry sector, the dominance of the Retail/sales industry and the construction sector are clear once again.

Cross referencing the labour force numbers in manufacturing occupations with these numbers for the manufacturing industry as whole, suggests that a significant number of the Georgina's labour force works in manufacturing, however, in business administration roles. Once gain, this may point to opportunities, as some business services occupations are transferable among different types of manufacturing.

Businesses Operating in Georgina and Local Specialization

An excellent and up-to-date source of information on all businesses operating in Georgina comes from the Canadian Business Patterns (CBP) database. It reflects the number of businesses by industry sector and employment size ranges.

This information is gathered by Statistics Canada from the National Business Register and is updated every 6 months. It includes all businesses with and without employees, except those that are unincorporated owner operated businesses, earning less than \$30,000/year. Businesses without employees are often considered "owner operated", and may have some work done by others, subcontractors and/or firms located elsewhere. Traditional economic development strategies often do not focus enough on this opportunity, as some of these firms will have the opportunity to grow and expand within their home community. Working and assisting these types of businesses should be a high priority.

Number of Business Establishments in Georgina With and Without Employees by Size Range December 2015

Employee Size Range	Number of Businesses	Percent %
Owner operated	2,551	73.3%
1 to 4 employees	592	17.0%
5 to 9 employees	173	5.0%
10 to 19 employees	90	2.6%
20 to 49 employees	50	1.4%

50 to 99 employees	14	0.4%
100 to 199 employees	7	0.2%
200+ employees	2	0.1%
Total	3,479	100%

Source: Statistics Canada, Canadian Business Patterns (Note: since the CBP data is gathered by postal code, it may not be a 100% match to municipal boundaries).

Number of Business Establishments in Georgina With Employees by Size Range December 2015

Employee Size Range	Absolute size	Percent (%)
1 to 4 employees	592	63.8
5 to 9 employees	173	18.6
10 to 19 employees	90	9.7
20 to 49 employees	50	5.4
50 to 99 employees	14	1.5
100 to 199 employees	7	0.8
200+ employees	2	0.2
Total	928	100%

Source: Statistics Canada, Canadian Business Patterns (Note: since the CBP data is gathered by postal code, it may not be a 100% match to municipal boundaries).

The CBP database shows there are over 3,400 businesses with and without employees operating within Georgina. A total of 2,551 or about 73% of the businesses located within Georgina, are owner operated, without employees. Of the 928 businesses with employees, about 82% have less than 9 employees (63.8% have 1-4 employees and another 18.6 % have 5-9 employees).

Number of Business Establishments in Georgina By Employee Size Range and Sector December 2015

<u>Industry Sector</u>	Owner-operated (no payroll)	Total with Payroll employees	YRES Survey (See Appendix A)
Agriculture, Forestry, Fishing and Hunting	71	20	x
Mining and Oil and Gas Extraction	1	1	x
Utilities	8	0	2
Construction	427	161	11
Manufacturing	56	23	17
Wholesale Trade	44	37	17
Retail Trade	152	116	161
Transportation and Warehousing	148	41	14
Information and Cultural Industries	29	12	8

Finance and Insurance	86	17	23
Real Estate and Rental and Leasing	475	20	24
Professional, Scientific & Technical Services	260	93	25
Management of Companies and Enterprises	31	2	1
Administrative and Support, Waste Management and Remediation Services	129	67	5
Education Services	12	8	35
Health Care and Social Assistance	96	62	78
Arts, Entertainment and Recreation	51	22	45
Accommodation and Food services	41	65	108
Other Services (except Public Administration)	154	98	112
Public Administration	0	2	13
Sub-total, classified by industry	2,271	867	699
Unclassified by industry	280	61	x
Total	2,551	928	699

Source: Statistics Canada, December 2015 Canadian Business Patterns & YRES. NAICS 2012. (Note: since the CBP data is gathered by postal code, it may not be a 100% match to municipal boundaries).

The CBP data when broken down by industry sector and then compared to the YRES (Appendix – A), reveals some interesting characteristics about Georgina economy as a whole. The large number of construction firms and those involved in real estate is obvious. The Tourism sector as an aggregate is significant (typically, the Tourism Sector combines arts, entertainment & recreation, plus accommodation/food services industries and specialty retail).

The “Professional, Scientific and Technical Industry” is dominated by owner-operated firms and has not been captured by the YRES. These firms have been “off the radar”, yet are some of the fastest growing firms in the economy today. Agriculture is another important component of the Georgina economy – nearly 100 businesses.

Specialization and Emerging Industries - Georgina 2015

Within these various sectors, there is likely a subset of “specialized and emerging industries” with potential to grow and expand within the community. The utilization of an analytical tool called a “Location Quotient- LQ” has been used to help identify these opportunities.

These key industries are often linked to a community’s comparative advantages. Many typical economic development strategies fail to focus enough on these businesses for ongoing business retention/expansion, in favour of chasing that illusive large industrial plant shopping for a low cost location.

The following key industries in Georgina have been identified using LQs:

Manufacturing

- Wood furnishings, shelving/partitions/lockers
- Metal working/machinery/aerospace parts
- Agricultural implements (e.g. sod harvesters) and material handling equipment
- Truck/travel trailer/campers

Tourism – Recreation, Entertainment and Retail

- Marinas – The Town is home to 14 marinas with over 1000 slips
- Horse racing sector (includes: owners, trainers, jockeys, drivers & tracks)
- Golf Courses. Georgina also offers facilities that may attract nearby visitors (more than tourists), such as fitness and recreational sports centres
- There are many high LQs for a wide variety of retail industries, suggesting that Georgina is a retail destination for the surrounding area and has a number of speciality retailers, typically found in the Tourism sector

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)

Construction

- Many very 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

Concluding remarks

This Discussion Paper has provided an overview of the current economic development situation in Georgina. Many questions and ideas have been presented and more will emerge. All of these need to be considered further, as a stepping stone to the development of a new Economic Development Action Plan for the community.

A workshop and public open house will be held May 10 to facilitate this process and to help formulate Georgina's Economic Development Strengths, Weaknesses, Opportunities and Threats (SWOT). The workshop during the day will have a more technical focus for local businesses/tourism operators, and the open house in the evening intended for the general public.

Appendix - A

York Region Employment Survey - 2015

For many years, York Region and the Town of Georgina have come to rely upon the annual York Region Employment Survey (YRES) for information on the Georgina labour force. This is an employer-based survey and as such, provides data on the numbers of people working (but not necessarily living) in Georgina (Note - this survey for the most part excludes agriculture and home-based activity).

Highlights from the 2015 survey are as follows:

- A total of 699 local businesses in the survey, most of which are geographically located in the Keswick, Sutton and Pefferlaw areas. While the number of businesses in this survey has increased slightly in recent years, it has been relatively flat.
- The surveyed businesses employ 7,566 people, which is up by 110 jobs from the 2014 survey.
- Over the last 10 years, average annual POW employment growth in Georgina has been 1.9%. The comparable average for York Region was 2.6% and for the six Northern York Region (N6) municipalities it was 1.8%
- This survey shows that service sector employment continues to account for the majority of employment in the Town (95%). This fact reflects (in part) the community's long standing reputation as a premier lake front community in which to live, and as a major tourism and recreation destination on Lake Simcoe.
 - The Retail Trade sector is the largest single group, followed next by Accommodation & Food Service and Health Care/Social Assistance/Education sectors.
- The local manufacturing sector is small, and experienced a decline in numbers of employment jobs over the last 10 years. In this survey, manufacturing only accounted for about 200 local jobs in 2015.

Appendix – B**Georgina Location Quotients (Source: Community Benchmarks Inc. 2016)**

The Location Quotient (LQ) provides a measure of the relative concentration of a particular economic activity. The LQ produces an index that indicates the importance of an activity (i.e. industry) to a region, relative to the importance of the same activity (industry) in a benchmark area (such as Ontario). To calculate the Location Quotient, the following formula is used (where the Location Quotient variable is number of businesses):

$$\text{LQ} = \frac{\frac{\text{Number of businesses (by employee size range*) in select industry in Community}}{\text{Total number of businesses (by employee size range*) in Community}}}{\frac{\text{Number of businesses (by employee size range*) in select industry in Ontario}}{\text{Total number of businesses (by employee size range*) in Ontario}}}$$

The result is an index for each industry examined that reflects its concentration and relative importance. For example, if the LQ is less than 1.0, Georgina has less than its proportionate share of the select industry compared to Ontario. If the LQ is greater than 1.0, a Georgina has a higher concentration of the select industry compared to Ontario. An LQ close to 1.0 suggests neither a high nor a low concentration of the particular industry compared to Ontario.

Locations Quotients for Georgina were calculated for each 6-digit industry of the North American Industry Classification System (NAICS). Detailed industries were examined to identify areas of specialization and expertise. While one LQ for the overall industry is typical, LQ's for a range of employee size ranges were calculated. The purpose of this is to flag industries that may have modest overall LQs, but higher LQs in specific employee size ranges, suggesting the potential for growth or an emerging industry.

* Location Quotients by the following employee size ranges are provided:

- Businesses with 0 payroll employees (owner operated)
- Businesses with 1 to 4 employees
- Businesses with 5 to 9 employees
- Businesses with 10 to 19 employees
- Businesses with 20 to 49 employees
- Businesses with 50 or more employees
- Total Businesses with payroll employee