



Economic Development Strategy and Action Plan

2016

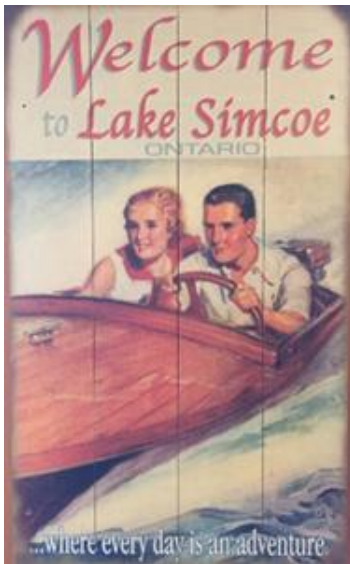


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Executive Summary

This document provides an update to the Town's 2009 Economic Development Strategy. The process involved a research and data analysis phase, public consultations, consultations with the Town's Economic Development Committee and the formulation of a set of Strategies, Actions and Outputs.

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. Manufacturing activity located within Georgina is specialized, export oriented and is a key source of growth. The Tourism sector is also very dominant and also brings new wealth to the community.

Provincial land use planning legislation has direct impacts on Georgina's economic development. Town Council is formulating an overall Corporate Plan, which includes a focus on Economic development. Estimates for the Town indicate that population will almost double and local employment will nearly triple over the next 15 years. Over 70% of Georgina's employed labour force (over 15,000 workers) works outside the community.

There are over 3,400 businesses with and without employees operating within Georgina. About 73% of these businesses are owner operated, without employees. Of the 928 businesses with employees, about 82% have less than 9 employees. Analysis of these data have identified areas of specialization and/or emerging opportunities in manufacturing, tourism, agriculture and construction. Four (4) Strategic Directions have been identified for the updated Economic Development Strategy:

- 1. Support the expansion of the Town's existing key businesses and target new business investment:**
 - a. Establish a "Top Prospects" Program for Existing Businesses
 - b. Operate a Small Business Accelerator
 - c. Recruit companies in Business and Professional Services Industries
 - d. Identify Places to Grow in Georgina
- 2. Enhance and diversify the Tourism Industry:**
 - a. Redevelopment/rejuvenation of Town's Tourism Product
 - b. Leverage Central Counties Tourism Marketing
 - c. Manage External delivery of Tourist Info and Events
- 3. Leverage the economic impact of agriculture, food and agritourism:**
 - a. Growth of near-urban agriculture activities
 - b. Support York Region Agricultural Advisory Group
- 4. Boost investment readiness:**
 - a. Monitor and Improve local regulatory environment
 - b. Review rates/fees and develop strategic exemptions
 - c. Provide advice on land use policy changes
 - d. Facilitate rural access to internet and faster internet speeds
 - e. Advance the completion of the Highway 400-404 link
 - f. Facilitate local workforce development

Once an Economic Development Strategy is approved at a policy level, the practitioner develops annual budgets and work plans, where inputs (e.g. staffing, financial resources, partnerships) are identified in order to effect the outcomes. Regular reporting on performance (both level of activity and outcomes) to policy makers should be undertaken.

Introduction and Background



Figure 1 – New Town Signage

The Town of Georgina is one of nine 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 with direct access to a large body of water, featuring 52 kilometres of Lake Simcoe shoreline. The community enjoys unique economic and lifestyle position, with “a doorway on Lake Simcoe and a window on the GTA”.

Georgina is comprised of three main centres, small hamlets within an expansive rural countryside and lakeside communities that follow the Lake Simcoe shoreline. 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, Tourism and agricultural operations – most are important engines of growth (i.e. “they grow the local economic pie”) because they are export-based, serving customers outside of the Town. Georgina is predominantly a service-based economy and often known as a tourist/recreational destination, 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 (in recent years, growth within the GTA has put upward pressure on these prices).

Many people are commuting to work locations elsewhere or are self-employed. **In fact, newly accessed data in this report 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, including land use policy, must be considered in the planning for Georgina’s economic future.

In the fall of 2015, The Town of Georgina retained Cash & Associates Inc. (C&A Inc.) to undertake a review of its Economic Development program. This high level assessment was designed to flag aspects of the Town’s economic development program that need to be improved; or that need some fine tuning; or that are working just fine. 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.

Policy Framework for Georgina Economic Development

Layers of Land Use Policies

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 within 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.



Figure 2 – Ontario Greenbelt, 2005

After accounting for the urban areas of Keswick, Sutton and Pefferlaw, virtually 100% of the remaining rural land in Georgina is considered “Protected Countryside” and regulated by the Ontario Greenbelt legislation.

While these policies are important and often create new opportunities, they also bring with them implications for business investment decisions and for municipalities who must 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, given that construction in new Business Parks must meet the same development standards (i.e. fully serviced, urban), plus 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.

During the preparation of this update to the Town’s Economic Development Strategy, the Province of Ontario released their proposed changes to the four land use plans undergoing their 10-year review (Greenbelt, Growth, Niagara Escarpment and Oak Ridges). The document entitled, “*Shaping Land Use in the Greater Golden Horseshoe*” was released May 10, 2016 and proposes a number of changes relevant to this Strategy. In particular, all the Plans would be revised to provide a more consistent and stronger

focus on protecting and enhancing agriculture, consistent with the new Provincial Policy Statement (PPS, 2014). The document says, “New policies would ensure a thriving agricultural sector and support the production and availability of locally-grown food in our communities”. If these proposals are approved, municipalities will be required to protect the agricultural system’s long-term viability, including continued restrictions of non-agricultural uses on farms. It is virtually certain that the current processes to update the Official Plans for York Region and the Town of Georgina, will have to conform to what is eventually approved, as Ontario legislation requires that local land use rules be 100% consistent with Provincial policy.

Given the direction of these policy changes and the dominance of the Greenbelt and agriculture within Georgina, the Town’s updated Economic Development Strategy must also include a focus on agriculture.

Town of Georgina Corporate Strategic Plan

In addition to the policy changes coming from the Province of Ontario, 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.**



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 (*note: During the preparation of the document, the Corporate Strategic Plan is nearing completion and is forthcoming to Council*).

Economic Base Analysis

Population and Employment Forecasts

The Town of Georgina incorporates population and employment projections (2016-2031) as part of its Official Plan. These projections are determined by the Region, who implement the numbers contained within the Province's Growth Plan for the Greater Golden Horseshoe. The projections contained within the 2010 York Region Official Plan for Georgina are currently reflected in Town's Official Plan. A by-law to adopt an updated Official Plan was just approved by Town Council in April 2016 and still must reflect the projections contained with the Region's 2010 Plan. However, it is noted that the Region's 2010 Official Plan is in the process of being updated.

The Town of Georgina estimates its population in 2016 to be 47,000 persons. Based on the York Region 2010 projections, 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.

As noted above, York Region is in the process of reviewing and updating its 2010 Official Plan, including reviewing the population and employment forecasts. The Consultant was advised that based on staff discussions between the Town and Region, it appears that there may be an adjustment coming, that will see the pace of growth scaled back somewhat for Georgina and elsewhere in York Region. It is anticipated that once the York Region Official Plan is updated, the Town will have to review and update growth projections to 2041.



Figure 3- Keswick Business Park

The Town's Official Plan also projects 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 (it is privately owned). This new employment area of about 113 ha, is situated close to the end of the recently completed Highway 404 extension and has adequate water/waste water servicing capacity. With the Draft plan of Subdivision and zoning approval given by Town Council in May, 2016, this area no longer has any constraints to proceed. The Town has a unique opportunity to strike an enhanced partnership with the owner to market and promote these lands for new businesses/employment. Continued work with the Province and York Region will be needed in the short term to ensure the Highway 404 interchange with Glenwoods Ave and the long term for the Highway 400-404 Connecting Link.

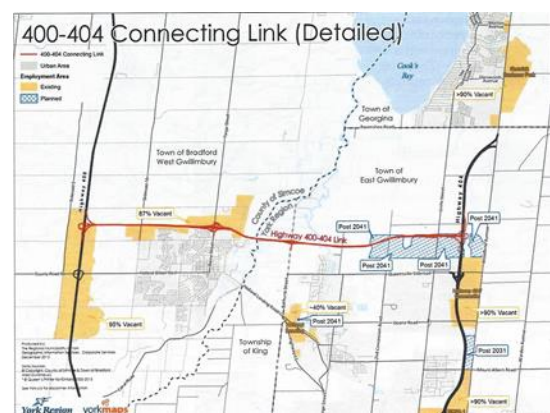


Figure 4 – 400-404 Connecting Link

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. This is an aggressive forecast, and the Town should be considering additional locations to boost local employment in the short term.

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.).

In 2011, 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 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) employed 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

Industry or Sector	Total	%	Male	Female
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

Businesses With/Without Employees

An excellent and up-to-date source of information on all businesses operating in Georgina comes from the Canadian Business Counts (CBC) database (formerly Canadian Business Patterns). 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 Counts (Note: since the CBC 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 Counts (Note: since the CBC data is gathered by postal code, it may not be a 100% match to municipal boundaries).

The CBC 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 Counts & YRES. NAICS 2012. (Note: since the CBC data is gathered by postal code, it may not be a 100% match to municipal boundaries).

The CBC data when broken down by industry sector and then compared to the YRES (Appendix – A), reveals some interesting characteristics about Georgina's 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 (see Appendix “B”).

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 have been identified because they have high LQs suggesting a concentration of economic activity:

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



Figure 5 – Brouwer Sod Farms



Figure 6 – JC Trailers

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

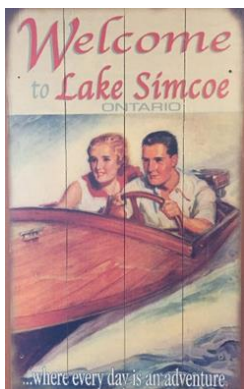


Figure 7 – Boating



Figure 8 – Discover Georgina Guide

Agriculture



Figure 9 - 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)



Figure 10 – ClearWater at the Reed Farm

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



Figure 11 – Commercial Construction



Consultation

The development of this Economic Development Strategy and Action Plan included a consultation phase. A Discussion Paper was developed to facilitate input and to provide up-to-date economic information on the community (note – much of this Paper has been integrated into this Strategy document).

A workshop with stakeholders was held at the “Link” May 10, 2016 and was attended by 51 people. Input from the public was also obtained through a public open house, emails and internet on-line survey on the Town’s website. About 18 people attended the open house and a total of 50 on-line surveys were received (Notes from these meetings and a summary of the on-line survey is included as Appendices C and D). All of this input and feedback was excellent and has been factored into the recommended strategies.



Figure 12- Workshop on May 10, 2016

Case Study from Stakeholder Workshop: Existing Business Expansion – WM Weller Tree Service

The importance of the Town’s existing industries and their desire to grow in the community emerged as a theme from the stakeholder workshop. Representatives of WM Weller Tree Service attended the workshop and indicated their business was growing and are in the middle of efforts to find a larger site to accommodate their business. This presented a unique opportunity to focus on this project as a classic Business Retention & Expansion (BR&E) project for this strategy. As noted earlier in this study, the tree farming and service industry has a high LQ for Georgina.



Figure 13- Weller Tree Service

WM Weller Tree Service Ltd. is a family owned business, that has been located in Keswick for nearly 100 years. This company is in the forestry and agricultural businesses, employs over 170 people, payroll of over \$3million/annually (90% live in the community), and are highly skilled, with various types of certifications (arborists, hoisting engineers, licensed in pesticide use). While the company provides most of their services to customers off site, they have a “base” requirement to store/serve their fleet of trucks and vehicles, in addition to normal office and related uses. They also plant, grow and harvest trees.

Their current site in the urban part of Keswick is too small and is now surrounded by residential development. It is likely that the company has been approached by other municipalities to move, but the family has indicated a strong attachment to Georgina and desire to stay in the Keswick area. The company has identified a potential rural expansion location Georgina for their business. In addition, the Town’s economic development staff have been working with the company to explore other potential

sites in Town. A field meeting was held in late May 2016 with the business, this consultant and Town planning and economic development staff to review site requirements and consider interpretations to land use regulations in order to accommodate their needs. Further work on this important prospect is now underway with Town and Regional staff. Careful interpretation of the regulations and the scope of the business operations is needed in this case.

This type of business, is sometimes considered part of “near-urban agriculture” with some farming, outside storage requirements and small office space. These businesses are unlikely to locate in a fully serviced urban business park, nor can the business able to absorb the much higher site costs associated with these urban business parks, that also have urban design and architectural guidelines. While this situation maybe be able to be accommodated under the current planning rules, the Town and Region should provide comments to the Province under its Greenbelt consultations to ensure that these types of businesses can be accommodated in the Protected Countryside.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

Emerging out of the economic and statistical analysis, plus the input received from the consultations (stakeholders workshop and general public), a number of Strengths, Weaknesses, Opportunities and Threats (SWOT) related to the Town's economic development have been identified:

Strengths:

- Town has large labour pool that commutes outside of the area, that could be available to businesses expanding or locating in Georgina
- Strong agricultural sector, with specializations in food, trees, sod, nurseries, cash crops
- Water and waste water servicing capacity is in place for Keswick Business Park (KBP)
- Town has Lake Simcoe access and 52 kms of shoreline and this is unique for tourism and recreation
- Affordable housing within the GTA context (although this maybe be fading)
- Tourism & rural hub retail functions - retail services provided to large rural area and specialty services/goods to inbound tourists
- Specialized manufacturing with long standing operations within the community
- Proximity to Provincial Highway 404 (& 404 extension), Highway 48 and main CNR line
- Home to First Nations community on Georgina Island
- Georgina Trades Training Institute (GTTI)

Weaknesses

- 80% employment growth assumed to occur in KBP. Need better alignment between Landowner/ and developer's strategy and that of the Town
- Provincial Greenbelt laws now restricting traditional rural business development for last 10 years and will continue into future
- Poor cellular service in spots and lack of high speed internet service (particularly in rural areas)
- Lack of food, beverage and entertainment services on waterfront
- Public beaches lack amenities and commercial services
- Housing prices are increasing
- Need more transient boat slips for visitors
- Lack of available commercial sites for tourism related businesses
- Lack of tourism development leadership
- Development charges (Town and Region) for new building construction are too high
- Inadequate of public transportation options
- Town of Georgina covers large area, with three urban areas – difficulty creating a centre focus
- Lack of tourism attractions and accommodation facilities
- Georgina doesn't qualify for some government funding because part of GTA
- Seasonality of tourism industry and part time residents

Opportunities

- Large number of owner-operated businesses that could grow and expand within Town
- Dry industrial lands located on main CN Railway and future Highway 404 extension
- Kick start development in KBP – possible location for Civic Centre and/or Small Business Accelerator
- Improve and better leverage public beaches – public swimming
- Agricultural tourism and Culinary Tourism – interest in local food experiences is growing.

- First Nations community interested in Economic Development opportunities
- Cycling & waterfront trails/recreation
- Marina, slip development and harbour to accommodate more boaters - Mossington Park, Jackson Point, Bonnie Boats
- Lake Simcoe boat cruises or speedboat tours for thrill seekers
- Fishing festival or derby with antique boat show
- Leverage York Technology Network (YTN) to build fiber links – advance Georgina segments
- Retirement industry and services to seniors – could be enhanced and create employment
- Recreational Boating and transient boat slips

Threats

- Provincial Greenbelt/land use regulations for businesses in rural areas
- Climate change could limit ice fishing
- Lack of major reinvestment in Town's tourism product
- Big Bay Point/Lake Simcoe, Communities
- Timeline for construction on 400-404 link not known/too far in the future
- Town Tax Base is too dependant on residential assessment and without the addition of more non-residential assessment, residential taxes could increase dramatically.
- A specialized manufacturing sector, that may lack critical mass or local synergies.

Recommended Economic Development Strategies, Actions and Performance

Based on the work completed in this study, a series of four (4) Strategic Directions have been identified for the Town's updated Economic Development Strategy. While many more strategies are possible, the following Strategies are recommended along with several Actions and represent the best potential to leverage results:

1. Support the expansion of the Town's existing key businesses and target new business investment:

- a. Establish a "Top Prospects" Program for Existing Businesses
- b. Operate a Small Business Accelerator
- c. Recruit companies in Business and Professional Services Industries
- d. Identify Places to Grow in Georgina

2. Enhance and diversify the Tourism Industry:

- a. Redevelopment/rejuvenation of Town's Tourism Product
- b. Leverage Central Counties Tourism Marketing
- c. Manage External delivery of Tourist Info and Events

3. Leverage the economic impact of agriculture, food and agritourism:

- a. Growth of near-urban agriculture activities
- b. Support York Region Agricultural Advisory Group

4. Boost investment readiness:

- a. Monitor and Improve local regulatory environment
- b. Review rates/fees and develop strategic exemptions
- c. Provide advice on land use policy changes
- d. Facilitate rural access and faster internet speeds
- e. Advance the completion of the Highway 400-404 link
- f. Facilitate local workforce development

In the development of a framework for these Strategies, the consultant has used a slightly modified version of the "Logic Model" recommended by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), in its 2013 guidebook called *"Measuring Up – Performance Measurement for*

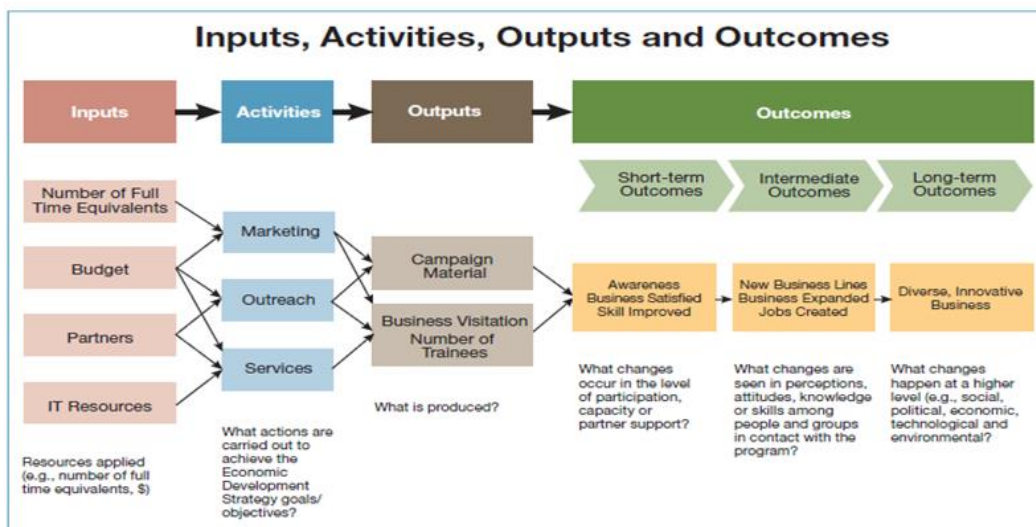


Figure 14 - OMAFRA Logic Model Process

Economic Development". Figure 4 from this publication provides an illustration of the process. Taking the first Strategy recommended in this document, here is how the various components fit:

The terms "Objective" and "Goal" and "Strategy" can often represent a similar concept in a Strategic Plan - something important that the organization is striving for; typically, this is overarching or high level. So for the purposes of this document, the term "Strategy" is used. For example, "Support the expansion of the Town's key businesses and target new business Investment".

The next term used is "Action(s)" and these are meant to identify what Action(s) are carried out to achieve the Strategy. For example, Develop a "Top Prospects" expansion program.

The next term often used Output(s) or Activity(ies). This plan uses the term Activity(ies) - for each Action, various activities can be undertaken. For example, on-site interviews with local companies, as part of a Business Retention and Expansion program. This is what is done to develop and refine a "Top Prospects List" for expansions. In this example, this list is a subset of the larger list of visitations. Performance measures can be used here, however, it is important to remember these measure level of Activity.

The Outcome(s) is what actually happens from the Activity(ies) and where performance measures should be used and monitored. Outcomes can be short-term, medium-term or long-term, for example, number of businesses expanded, employment created. In addition, the Economic Development organization can apply a factor related to their level of involvement in the outcome or what is called "Attribution" (perhaps high, medium or low).

There is some confusion in the discussion about economic development between Outputs and Outcomes, as sometimes they are viewed as the same thing. For example, is the printing of 100,000 brochures an output or outcome? Counting the number of brochures or marketing impressions is an important metric of activity level, but is not an outcome. The numbers of businesses expanded, attracted or jobs created are the desired outcomes.

Once an Economic Development Strategy is approved at a policy level, the practitioner develops annual budgets and work plans, where inputs (e.g. staffing, financial resources, partnerships) are identified in order to effect the Outcomes. Regular reporting on performance (both level of activity and outcomes) to policy makers should be undertaken.

<u>Strategy</u>	<u>Actions</u>	<u>Activities</u>	<u>Outcomes and Performance Measures</u>
<p>1.0 Support the expansion of the Town's existing <u>key</u> businesses and target new business investment.</p> <p><i>"Businesses go where they are invited and stay where they are appreciated"</i></p> <p><i>"Have Places to Grow"</i></p>	<p>1.1 Establish and maintain a "Top Prospects" expansion program for the <u>existing</u> companies with greatest potential to expand and create more local jobs and assessment (non-tourism focus).</p> <p>1.2 Re-establish a Small Business Accelerator (SBA) for emerging small businesses in Georgina. Partner with York Region ED to provide enhanced small business advisory/mentoring services, including within the local Small Business Accelerator (SBA)</p> <p>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.</p>	<p>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 (BR&E) and related activities from 2010 BR&E Plan.</p> <p>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)</p> <p>1.31 Independent or joint promotional campaigns with others, taking advantage of traditional and social media.</p>	<p>Numbers of existing businesses expansions; change local (resident) employment. Status of local opportunities/impediments. Could use YRES or similar as benchmark. (need to establish Town "Attribution" measurement tool). (Annual)</p> <p>Numbers of SBA clients; number of SBA business spun off to larger facilities in Town (Annual)</p> <p>Number of small business consultations; conversion of owner-operated into those with employees (use CBP database statistics) (Annual)</p> <p>Marketing impressions; inquiries received; prospects identified; businesses attracted. (annual)</p>

<u>Strategy</u>	<u>Actions</u>	<u>Activities</u>	<u>Outcomes and Performance Measures</u>
	<p>1.4 Identify and promote “places to grow” - priority employment lands/buildings for redevelopment/greenfield employment in Keswick, Sutton/Jackson’s Point and Pefferlaw.</p>	<p>1.41 Build and maintain a database of readily available business locations within Georgina (land and buildings) and post on-line.</p> <p>1.42 Work with land owners to maintain 10-15-year supply of “shovel ready” land. Town to initiate land use planning changes to sites as necessary. Work with York Region, ensure adequate water/waste water servicing capacity is set aside and <u>readily available</u> for non-residential development projects, in Keswick, Sutton and Jackson’s Point. Create a “Capacity Take Back” policy if not used.</p> <p>1.43 Establish a formal joint venture relationship with the owners of the Keswick Business Park (KBP). Enter into a co-operative marketing campaign to promote the first Phase of these lands to the market place Investigate potential for “campus” location for delivery of Town+Region+Provincial+Federal services to public to kick start development of this park.</p> <p>1.44 Initiate and take a leadership role in updating the Town’s Secondary plan of the Pefferlaw area, and identify key “dry”</p>	<p>Number of industrial/commercial sites listed. (monitor turnover and number of sites sold/leased to understand trends). (Quarterly)</p> <p>Status of 10-15-year supply, including tracking absorption; Capacity available/utilization status report (annual)</p> <p>MOU with land owner; status of joint venture marketing projects; impressions; building construction.</p> <p><i>(Note: Now that the formal planning approvals have been finished, the developer has indicated a willingness to meet with the Town to discuss next steps).</i></p> <p>Completion of the Secondary Plan Update; acres of industrial land available (shovel ready) and developed; partnership with CNR (annual)</p>

<u>Strategy</u>	<u>Actions</u>	<u>Activities</u>	<u>Outcomes and Performance Measures</u>
		employment lands along the future Highway 404/CNR line for development. <u>Investigate possible focus for construction industry.</u>	
2.0 Enhance and diversify the Tourism industry <i>“Tourism – More to See, Do & Experience”</i>	<p>2.1 Stimulate the rejuvenation and redevelopment of the Tourism product within the Town, with a focus on Lake Simcoe/shoreline and three Navigable Rivers (note: some focus on Agri-tourism is shown in Strategy devoted to Agriculture).</p> <p>2.2 Facilitate and leverage the Tourism marketing efforts of Central Counties Tourism (RTO6)</p> <p>2.3 Transfer and manage the external delivery of all of the Town’s tourist</p>	<p>2.11 Complete a feasibility study for an enhanced public pier/harbour and related commercial development on Lake Simcoe, with a focus to attract recreational boaters, fishers and related economic spinoff.</p> <p>2.12 Facilitate the needed reinvestment in existing tourism assets and/or create some new major attractions (such as the “Vacation Village”; Lake Simcoe and River Boat Cruises; Public Beach Commercial area with adequate parking; Factory Outlet/Specialty Retail Shopping destination</p> <p>2.21 Actively participate in RTO6 and the development of their marketing programs to ensure they meet the needs of Georgina</p> <p>2.31 Create a 2 to 3-year services agreement with the Georgina Chamber of Commerce to provide in-person and web-</p>	<p>Creation of Project Task Force (perhaps EDC); Confirmation of preferred sites; Development of concept plans and preliminary costing/revenue; identify sources of funding/partners; Finalize project details, approvals and construction. (1-2-year time frame)</p> <p>Numbers of Tourism businesses rejuvenated; new attractions developed; amount of capital (re-) investment and jobs created/maintained (need to establish Town “Attribution” measurement tool). (Annual)</p> <p>Marketing impressions; web page views and/or similar Google analytics; numbers of inquiries for Georgina based operations. (Annual)</p> <p>Numbers of visitors served; satisfactions survey; web page views and similar Google analytics;</p>

<u>Strategy</u>	<u>Actions</u>	<u>Activities</u>	<u>Outcomes and Performance Measures</u>
	information services and tourism event coordination.	based visitor information services. Also the coordination of Tourism events as approved by the Town.	number of events coordinated; event attendance (annual)
3.0 Leverage the economic impact of agriculture, food and agri-tourism	3.1 Support and encourage the growth of agricultural businesses, including “near-urban” agriculture, such as the production of local food; farmer’s markets; tree farming/servicing; and sod farming/harvesting;	3.11 Support the development of Agri-tourism business, such as the Farmer’s markets; local value-added farm businesses (e.g. maple syrup); and ClearWater Farm, to promote the production of local food, culinary tourism and further diversify Town’s Tourism attractions.	Number of agricultural businesses expanded; jobs created/maintained; sales of local food; visitors to farms/culinary events (annual).
“What we Grow”	3.2 Support the York Region Agricultural Advisory Liaison Group and their activities to boost local Georgina’s agricultural businesses	3.21 Ensure Town’s agricultural businesses are well represented in York programs, such as Farm Fresh and Pumpkin Pie Trail maps and develop linkages to Town’s Tourism promotions programs. 3.22 Develop and host an annual Agri-Food Business Development event (e.g. application of high speed internet in farming) in partnership with the York Region Small Business Enterprise Centre, Ontario Federation of Agriculture or Ministry of Agricultural and Rural Affairs	Number of farms, farmer’s markets and agricultural businesses participating (annual) Number of events; attendance and spin-off (annual)

<u>Strategy</u>	<u>Actions</u>	<u>Activities</u>	<u>Outcomes and Performance Measures</u>
<p>4.0 Boost Investment Readiness</p> <p><i>“Continuous Improvement of Business Climate”</i></p>	<p>4.1 Review and monitor regulatory and policy impact on Town businesses, to identify options to improve/expedite.</p> <p>4.2 Review and monitor rates/fees applied to business development, to identify options for efficiencies, reductions and/or strategic exemptions.</p> <p>4.3 Provide comments and advice to York Region concerning changes to the Provincial Greenbelt, Growth and</p>	<p>4.11 Review small business regulations and develop “process maps” for relevant Town processes. Implement changes (e.g. increasing the size for home occupations) and Fast Track (FT) options for issuance of permits and decisions for business. Ensure that the Fast Track has regard for the needs of specific sectors/industries (e.g. farming, tourism and manufacturing)</p> <p>4.12 Establish and maintain a set of (approved) Business Development regulatory “interpretations”, to provide guidance to Town/Regional staff when dealing with local projects. This would piggy back on what is expected from the Province on matters related to the Provincial Greenbelt, Growth and other plans</p> <p>4.21 Regular comparisons of Town rates and fees with comparator group. Recommendations to Council for changes, including exemptions for Development Charges for certain classes of development (with a request that they be matched by the Region).</p> <p>4.31 Partner with the Chamber of Commerce and other municipalities within</p>	<p>Tracking of time for permits/approvals; quantitative analysis of FT usage and experience - survey of users on satisfaction of Town service/process (Annual).</p> <p>Completion of local Business Development Regulatory “Tips” YouTube Videos/Guidebook for mall business; Survey of users on usefulness and impact of Guidebook. (every 6 months or Annual)</p> <p>Town’s ranking; Number of recommendations to Council approved; DC exemptions achieved. (Annual)</p> <p>Completion of Economic Development Impact & Opportunities Report with any recommendations to York Region in time for the</p>

<u>Strategy</u>	<u>Actions</u>	<u>Activities</u>	<u>Outcomes and Performance Measures</u>
	<p>related Plans in order to better support business & tourism development in rural areas.</p> <p>4.4 Facilitate the expansion of High Speed Internet to businesses located in urban and rural areas of the Town.</p> <p>4.5 Advance the completion of the Highway 400-404 link by the Province (now 2041)</p> <p>4.6 Facilitate continued local workforce development (education and training) as part of the evolving knowledge-based economy.</p>	<p>the Northern York Region (N6) to provide comments to York Region on the May 10, 2016 proposed changes to the Provincial Greenbelt Plan, Growth Plan.</p> <p>4.41 Support the expansion of the York technology Network (YTN) and other high-speed fibre connections.</p> <p>4.42 Facilitate the adoption of high speed internet applications within the agricultural sector.</p> <p>4.51 Continue working with partners in their advocacy, including exploring the potential for infrastructure funding and/or toll road solution.</p> <p>4.61 Support the growth and expansion of GTTI, including fostering partnerships with post secondary public/private institutions, including the Markham York University campus set to open in 2020.</p>	<p>September 30th, 2016 deadline set by the Province.</p> <p>Segments of internet fiber/fiber nodes/Points of Presence located in Georgina; missing fiber links constructed and/or interconnections with wireless. (Annual) (monitor the Town's broadband speed in urban and rural areas with Speedtest.com).</p> <p>Working with the OFA and others, identify key demonstration projects and support their development in partnership with Internet Service Providers (ISPs) (e.g. web-based livestock sales/trading).</p> <p>Status of land acquisition by the Province and capital project phasing/time table for construction.</p> <p>Number of linkages/local points of presence with post secondary institutions; numbers of persons trained/educated.</p>

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 and the production of the Georgina on-line business directory. 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 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):

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

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 2012). 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

(Note: In this study, the analysis of the Canadian Business Patterns (CBP) data for Georgina and the calculation of Location Quotients was conducted by Community Benchmarks Inc, under contract to Cash & Associates Inc. Statistics Canada says, "The Canadian Business Patterns (CBP) database is released semi-annually and contains data that reflect counts of business establishments by: nine employment size ranges; geography groupings: province/territory, census division, census metropolitan area and census agglomeration and North American Industry Classification System (NAICS). The information is gathered from the Business Register. The Business Register maintains a complete, up to date and unduplicated list of all active businesses in Canada that have a corporate income tax (T2) account, are employers or have a GST account with an annual gross business income of over \$30,000. It may not match other estimates of locations derived from survey results").

Appendix – C**May 10, 2016 Stakeholder Workshop****Discussion Paper Questions and Meeting Notes****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. Pefferlaw 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)?

Economic Development Strategy Update – May 10, 2016

(Notes taken by Sean Columbus, EDO, Town of Georgina; & Cash & Associates Inc.)

Comments from Workshop:

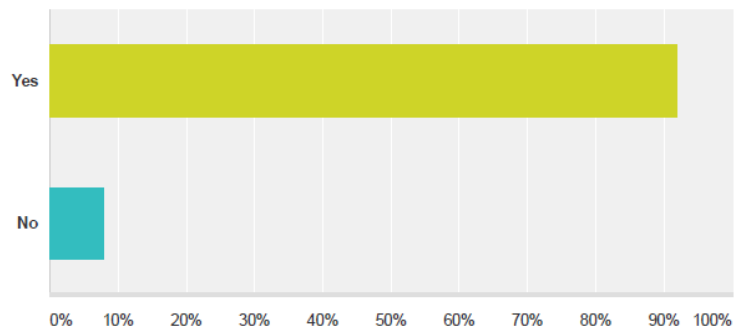
- How does a Municipality use office space in a privately owned property? A municipality can lease or lease to own - this can be more cost effective to lease space than to buy a property. Contact land owners and issue a Request for Proposals (RFP).
- Could focus on specialty retail, however, jobs may be temporary, low paying etc. However, there is a need for some part-time work, students, etc.
- How can we ensure Keswick Business Park (KBP) is employing local people? Can't really - Private land owners are in business to make money and often wish to develop land as quickly as possible. Commercial land can be more quickly developed than industrial. Need to work with land owner to have a marketing strategy.
- Should we cater Business Park for businesses already in the region or outside the region? State Farm is an example of business that we could look at (Insurance Business - Type of business that could work as they can locate just about anywhere). Competition is against lower lease rates in the GTA with commercial space that is already built. There needs to be a major tenant/user in the Business Park space to help pay bills.
- Larger businesses, such as LCBO or Walmart not supporting BIA or paying same taxes. Concern that there are no waste water/septic services to some waterfront areas. No restaurant on water, etc. Waterfront is huge opportunity for events, festivals. Need to focus on product development. Lots of opportunity. Province has changed rules and there is a focus on National Heritage. Province looking at developing Tourism/Vacation Villages. Need focus on Tourism product development.

- What does Keswick Business Park owner want? Find new ways to cut through red tape and restrictions on developing.
- No locations in Town to move business because space is not zoned. Every effort should be to keep existing business in Town and double in size.
- Georgina Industrial Mall was home to small machine shop from 1992-2002 (Mall was owned by the Town as Incubator). Local company was in space for 10 years, then Town decides to sell property. Now the company is trying to rezone another location to allow business to grow.
- Development Charges (DCs) – does new infrastructure pay for existing businesses? Is there a Strategy for no DCs on new industrial development? Example: Company moving from Stouffville to Durham Region (Uxbridge) because of no Industrial Development Charges, but Uxbridge has higher annual property taxes. Money has to come from somewhere for a municipality.
- DC review for Georgina coming up. There is a York Region charge and Town charge. These fees are too high.
- High St/Dalton Street lighting is a concern. Why is this lighting a lower standard than on other roads?
- Can the Town offer a financial incentive to lure businesses to Georgina (example lower taxes, financial bonus)? No, against the law in Ontario to offer direct financial Incentive.
- Total labour costs overseas end up being higher, due to benefits packages and training costs. Labour quality overseas generally not as good as local.
- In this ED Strategy, important to focus on what makes the community unique.
- High speed Internet critical in Georgina for uploading content to the web. For example, most new applications are “Cloud-based programs” which require fast upload and download speeds etc.
- Boat Slips are a polluter on Lake Simcoe. Important advantage for Georgina. However, environmental impact that goes along with it.
- Knowledge-based Industry will require Community Colleges & Educational Facilities to train staff and employees for the facilities. Ties into the need for higher speed internet networks.
- Focus on Identity of what Georgina is.
- Some areas of the Town have empty stores or run down retail stores.
- Satellite Universities or Colleges is a possibility for Georgina. Turf Grass institute (Research & Development in Turf industry) at University of Guelph?
- Consistency of store front facades (for example Niagara-on-the-Lake) Big 2 or 3 areas to focus on.
- Agritourism (e.g. culinary) is important for Georgina.
- Town-Owned Ice Fishing Hut. Create event for Ice Fishing or Pilot Project.
- Town needs signature event. For example, Friday the 13th (Port Dover), Elvis Festival (Collingwood), Kempenfest (Barrie), etc.
- More stores around the lake. Waterfront protection important, however, limited ice-cream and beach supply stores right on lake.
- Need diversified plan for Economic Development.
- Long-Term care and support for aging population. Lack of facilities or housing in Georgina. More Rehabilitation clinics. Health Care Sector very important. Current health facilities outdated. Most funding controlled through Government. Decentralizing essential services. York Region wants to centralize essential services. Integrating nurseries with long-term care. Sustainability.
-

Appendix D - Summary of On-Line Survey Results

Do you agree that there is a need to expand or diversify the tourism product in Georgina to generate more spending and investment from visitors?

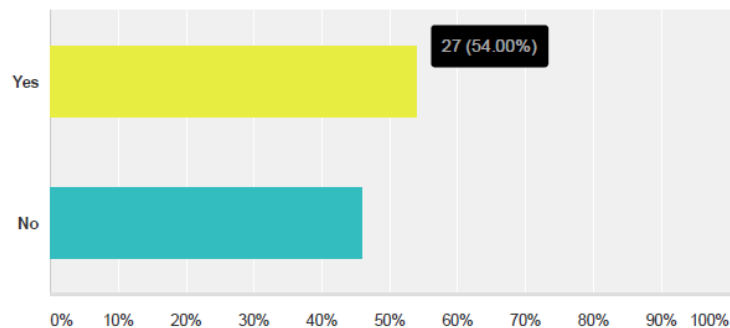
Answered: 50 Skipped: 0



Answer Choices	Responses
Yes	92.00% 46
No	8.00% 4
Total	50

Should the Town target more specialty on retail ie. Outlet Mall?

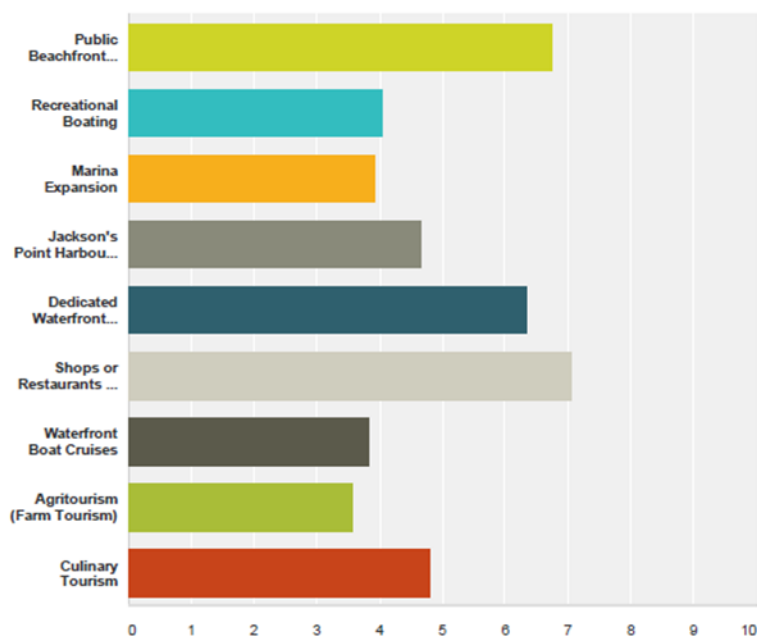
Answered: 50 Skipped: 0



Answer Choices	Responses
Yes	54.00% 27
No	46.00% 23
Total	50

Should the municipality be focusing additional efforts on the development of our existing waterfront and riverfront assets in order to create a destination? Please rank the importance of each selection from 1 being most important to 9 being least important.

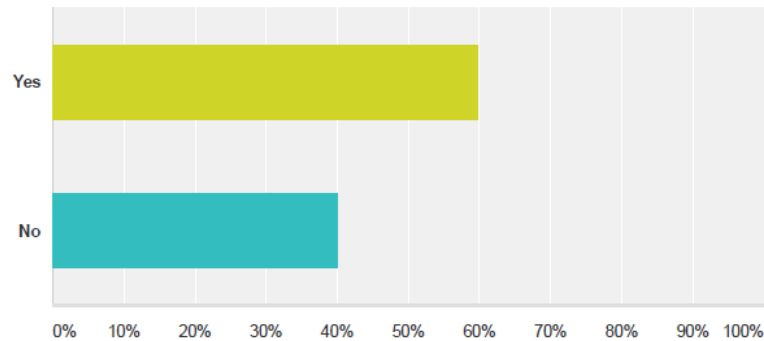
Answered: 50 Skipped: 0



	1	2	3	4	5	6	7	8	9	Total	Score
Public Beachfront Parks	28.00% 14	28.00% 14	6.00% 3	6.00% 3	16.00% 8	2.00% 1	8.00% 4	2.00% 1	4.00% 2	50	6.74
Recreational Boating	0.00% 0	6.00% 3	6.00% 3	18.00% 9	14.00% 7	18.00% 9	8.00% 4	12.00% 6	18.00% 9	50	4.06
Marina Expansion	0.00% 0	8.00% 4	6.00% 3	8.00% 4	12.00% 6	20.00% 10	16.00% 8	20.00% 10	10.00% 5	50	3.92
Jackson's Point Harbour Enhancements	8.00% 4	4.00% 2	12.00% 6	6.00% 3	18.00% 9	16.00% 8	24.00% 12	6.00% 3	6.00% 3	50	4.68
Dedicated Waterfront Trail System	20.00% 10	18.00% 9	18.00% 9	14.00% 7	6.00% 3	8.00% 4	8.00% 4	6.00% 3	2.00% 1	50	6.34
Shops or Restaurants on Waterfront	34.00% 17	16.00% 8	22.00% 11	8.00% 4	6.00% 3	4.00% 2	4.00% 2	6.00% 3	0.00% 0	50	7.06
Waterfront Boat Cruises	2.00% 1	6.00% 3	6.00% 3	14.00% 7	12.00% 6	8.00% 4	16.00% 8	16.00% 8	20.00% 10	50	3.84
Agritourism (Farm Tourism)	4.00% 2	4.00% 2	10.00% 5	8.00% 4	6.00% 3	12.00% 6	8.00% 4	20.00% 10	28.00% 14	50	3.56
Culinary Tourism	4.00% 2	10.00% 5	14.00% 7	18.00% 9	10.00% 5	12.00% 6	8.00% 4	12.00% 6	12.00% 6	50	4.80

**Approximately 500 acres of privately held land has been designated as a Business Park.
Should the Town be planning to locate the majority of future employment growth in the Keswick Business Park?**

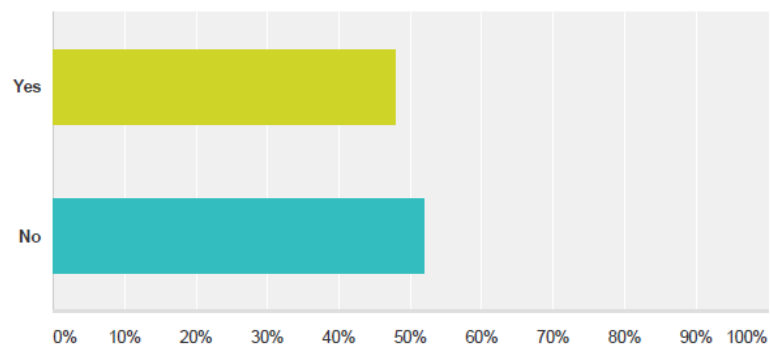
Answered: 50 Skipped: 0



Answer Choices	Responses	
Yes	60.00%	30
No	40.00%	20
Total		50

Should the Town build a new Civic Centre in the Keswick Business Park that would provide additional lease space that could be used as a Business Accelerator and act as a catalyst for development within the business park?

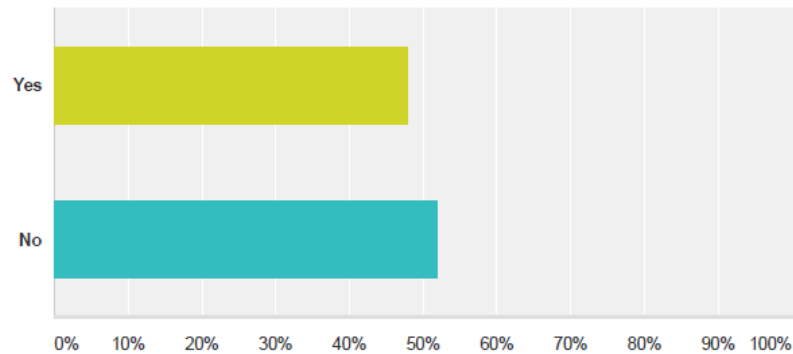
Answered: 50 Skipped: 0



Answer Choices	Responses	
Yes	48.00%	24
No	52.00%	26
Total		50

There is a reduced demand for large scale industrial buildings. Should we target warehouse/distribution centres that generate property taxes but don't employ large numbers of people?

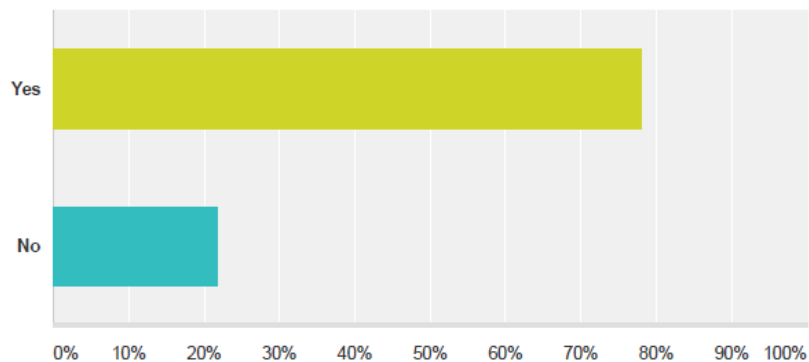
Answered: 50 Skipped: 0



Answer Choices	Responses	
– Yes	48.00%	24
– No	52.00%	26
Total		50

High speed internet in the Community has been identified as a concern, Should the Town be pursuing opportunities to expand high speed internet?

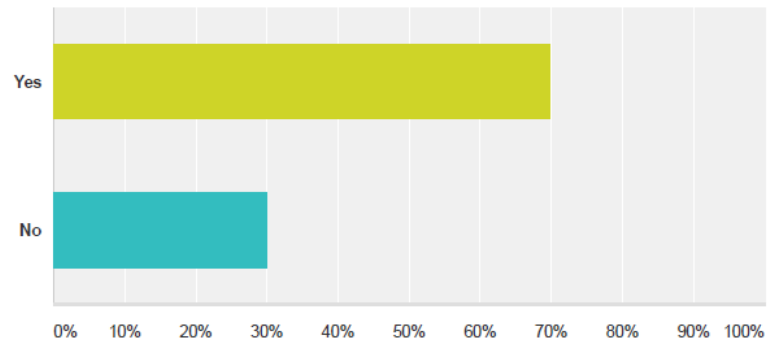
Answered: 50 Skipped: 0



Answer Choices	Responses	
– Yes	78.00%	39
– No	22.00%	11
Total		50

Should the Town be actively working to assist our existing major employers grow to the next level?

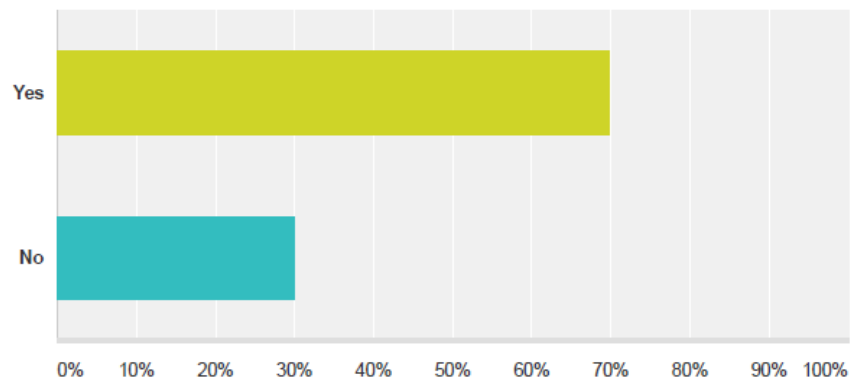
Answered: 50 Skipped: 0



Answer Choices	Responses	
— Yes	70.00%	35
— No	30.00%	15
Total		50

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?

Answered: 50 Skipped: 0



Answer Choices	Responses	
— Yes	70.00%	35
— No	30.00%	15
Total		50

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