



Economic Development Plan

Completed by:
Ontario Ministry of Agriculture, Food and Rural Affairs
Ontario Ministry of Tourism
Economic Development Roundtable
Director, Corporate & Strategic Initiatives

September 2011

1. Background:

During the previous term of Council (2007-2010), Tourism and Economic Development was established as a strategic priority for the municipality. In September 2009, Council endorsed a staff report which initiated a community consultation process designed to culminate in the development of an Economic Development Plan for the Township.

This Economic Development Plan was to be completed with the assistance of Ms. Cheryl Govier from the Ministry of Agriculture, Food & Rural Affairs (OMAFRA) and Ms. Christine Anderson from the Ministry of Tourism (MOT).

2. Methodology:

The completion of the Economic Development Plan has included four stages of community consultation which saw input from over 160 residents, businesses and stakeholders:

Asset Mapping/Visioning:

In January 2010, Ms. Govier and Ms. Anderson facilitated two public Asset Mapping/Visioning exercises to solicit the community's input with respect to the Township's Assets, its Challenges and the identification of what the community needs to do to capitalize on these assets while addressing the challenges.

Approximately 60 people participated in the public meetings with the following questions posed to attendees:

1. What are our assets? / What do we like about our community?
2. What challenges does our community face?
3. What does our community need in order to capitalize on our assets and address some of our challenges?
4. What are some goals and objectives that could be identified?

On-Line Survey:

The community consultation process was augmented with an on-line survey process which validated the results of the community meetings. This survey was completed by 56 respondents – the summary of these responses is attached as Appendix A.

Five key asset areas were identified by participants of the Asset Mapping Exercise or through the on-line Survey: Municipality; Rural Fabric and Sense of Community; Location; Economy and Outdoor Living. Further details of these strengths are included in Appendix B.

Based upon the information provided, a number of common themes were identified during the consultation meetings and then reinforced through the on-line surveys. These Themes are listed below:

- Develop an economic development vision, plan and stakeholder engagement strategy;
- Share economic development responsibility and successes with partner organizations and neighbouring municipalities;
- Be specific about how and where development occurs and doesn't;
- Be specific about the type of businesses the Township wants to attract;

- React quickly to issues impacting Township businesses;
- Encourage regular communication between businesses, residents and Council regarding economic development activities;
- Improve aesthetics on major roadways and Township entrances;
- Engage the agriculture sector;
- Engage the aggregate sector;
- Develop a strong tourism component within the economic development strategy;
- Address duplication of local tourism organizations; and
- Develop new tourism products.

Community Meetings – Action Planning:

OMAFRA and MOT staff facilitated a second set of community meetings in June 2010 to solicit additional input from the community that could be used to assist in the prioritization process.

The summary of these meetings is contained in Appendix C.

Personal Interviews:

Upon completion of the Community meetings (4 in total) and the on-line surveys, a sector and geographical analysis was conducted with a view to assessing whether participants reflected the variety of businesses active within the Township. As a result of this analysis, further personal interviews were conducted with an additional 15 businesses during August and September 2010. A copy of the questionnaire utilized for this purpose is included as Appendix D.

Prioritizing:

Working with Township staff, Ministry staff collated all the information obtained from the Community and Council and refined the themes into 9 goals, which Council provided input with respect to goal priorities. The strategies were also refined and tied to the relevant goals for consideration by the Economic Development Roundtable.

During the prioritization process, a number of criteria were considered including: impact on individual businesses and the Township in general; availability of resources (staff time and finances); project duration and complexity; potential partners; and the role of the Township in implementation.

3. Economic Development Plan:

During the prioritization process, Roundtable members observed that there were a number of strategies, identified, that there was no flexibility with respect to when implementation would occur. These items were either felt to be inherent as part of a Municipality's role in Economic Development or had already been directed by Council for implementation. These strategies are noted in Appendix E.

The Economic Development Goals and Strategies, complete with anticipated timeframes, potential partners and Township role is included as Appendix F.

Appendix A

On-Line Survey Responses

Assets

- Economy:
 - Many small, family, and home-based businesses
 - Agriculture
 - Minimal manufacturing
- Environment:
 - Hills and flat lands, open spaces, trees, forests, wetlands, and waterways
 - Clean and healthy lakes, forests, fields, hills, and streams
 - The Oro Moraine and Copeland Forest
 - Lake Simcoe
 - Scenery and fresh air
 - Flora and fauna
- Infrastructure:
 - Quaint communities, small shops, beautiful countryside
 - Good paved roads
 - Good community halls
 - Airport
 - Township maintenance and garbage collection
 - Cleanliness
 - Dining and entertainment establishments
 - Strong municipal council and chamber of commerce
 - Unique businesses
 - Variety of artists' venues
 - Rail trail
 - Community hall
 - Local schools
- Location:
 - A rural setting not affected by urban sprawl
 - Close to urban centres such as Barrie, Coldwater, and Orillia, and the conveniences they provide
 - Central, with access to highways and transportation
 - Proximity to Lakehead University and Georgian College
 - Proximity to three major ski areas
- The people
 - Friendly, generous, helpful
 - Well-educated, professional, and respected residents
 - Mix of long-time residents and newcomers
 - Sense of community and small-town feel
 - Strong individual volunteerism in each community
 - A good place to live and raise a family
 - Closely knit settlement areas
 - Diverse religious and ethnic communities
 - Low population density
- Recreation:
 - Skiing, snowboarding, snowmobiling, fishing, hunting, mountain biking, hiking, ATV riding, equestrian centres, golfing, water sports, camping, motor vehicle racing, special

events like the Oro Fair, automotive flea market, Hardwood Hills, Ganaraska Trail, parks, sports facilities

- Main attractions: Horseshoe Valley, Copeland Forest, Hardwood Hills, Simcoe Forest
 - Also Mount St. Louis, Bass Lake, Sir Sam Steele
 - Year-round recreational opportunities
 - Available land for recreation development
- Miscellaneous:
 - History, i.e. how Highway 12 is the northern extension of a portage used by First Nations, fur trappers, settlers, and missionaries
 - Quality of life

Challenges

- Demographics:
 - Lack of stable, meaningful, and sustainable work for area residents leads to area youth leaving the community
 - The population is aging, and without proper medical services they won't stay
 - Residents having to commute drains them of the ability to participate in leadership roles
 - Young families need low-cost housing to attract them to the area
 - Teenagers are bored and tend to get into trouble
- Development challenges:
 - Current lack of development
 - The water table not being able to handle population increase
 - Fresh water supply being depleted by a bottling company
 - Enough roadways for increased traffic
 - Enough electric power for population growth
 - Preserving natural beauty and recreational opportunities
 - Avoiding environmental degradation
 - Threat of suburbanization/sprawl/urban encroachment
 - Threat of being absorbed by Barrie and/or Orillia
 - Maintaining rural atmosphere
 - Controlling development so it doesn't change the essential rural character
 - Making recreational facilities accessible with parking facilities and boat ramps
 - Ensuring infrastructure is able to accommodate growth
 - Lack of a clear definition of economic development for the township
 - Managing the Horseshoe Valley development to ensure that there is a net benefit to the township and its residents
 - Choosing representatives on council to manage growth economically
 - Protection for the Oro Moraine
 - Adherence to community values
 - Encouraging green businesses
 - Potential solar farm in the township
 - Aggregate industry development putting pressure on woods and residents
 - Pollution of Lake Simcoe
 - Rural "McMansion"-type developments lead to non-localized housing
 - Deforestation, water pollution, loss of species habitat
- Financial challenges:
 - Money to support the assets
 - How to finance infrastructure improvements and property acquisitions
 - How to offset the costs of regulatory bodies' controls that restrict growth
 - How to offset the HST without raising prices
 - Tax rates, i.e. very little commercial/industrial tax base
 - Funding all the necessary upgrades and changes
- The large geographical area
 - Creates financial and social problems
 - The north/south split, exacerbated by Highway 400
 - Isolation
 - Need to bring the community together
- Resident challenges:
 - Lack of services like grocery stores, banks, pharmacies, and medical centres
 - No city centre or core with a downtown
 - Lack of public meeting halls able to hold dinner and social meetings for large groups
 - Lack of restaurant facilities able to serve as service club meeting locations

- Lack of access to high speed Internet
- Lack of access to cable in subdivisions
- Lack of access to rail, air, and bus transportation
- Lack of bike trails
- No public transportation, esp. a bus connecting commuters to Barrie
- Lack of health care, transportation, and housing for seniors
- No recreation complex
- No curling club
- No coffee house or tea house
- Repairs and upgrades for the arena needed
- Tourism challenges:
 - How to get travelers to stop off from the highway
 - How to ensure balanced use of natural and environmental resources
 - Lack of effective marketing for the area, particularly the attractions
 - Lack of identity, focus, or a unique draw
 - Tourists aren't aware of the area
 - Seen as a thoroughfare and not a destination
 - Currently it's something of a bedroom/retirement community
 - Diverse communities
 - Not marketing the community well enough, i.e. referring to the airport as Simcoe County or Barrie Airport
- Miscellaneous:
 - High cost of facilities
 - Landfills and garbage
 - Control of opening gravel pits
 - Lack of liaison between existing businesses outside of larger towns
 - Severe winter weather conditions

Needs

- Environmental concerns:
 - Avoidance of urban sprawl
 - Develop sustainable business practices
 - Incorporate renewable energy systems into new construction
 - Ban water bottling companies
 - Cleaning up the Oro Park area
 - No industrial development on the Oro Moraine
 - “Why do we always need to capitalize on our assets? The ecology is much more important than the economy.”
 - Water and energy conservation practices
 - Stop growth in the rural areas
- Government:
 - Council members that are aware of the concerns of residents
 - Keep tax rates moderate, particularly for businesses
 - More volunteer participation
 - Support from all levels of government, and businesses
 - Monetary and staff support from the township
 - A coordinator to oversee these concerns
 - A body to oversee and organize events, activities, advertising, and owners to draw more visitors
 - Change current bylaw no. 2005-118 in order to allow tourism-related businesses to use roadside signage to gain visibility to visitors
 - Proper planning for population growth
 - Strong council leadership that takes control of how and where development occurs
 - Township support for organizations
 - Sales team to promote Oro-Medonte as a place to locate new businesses and create employment
 - Ability to access additional corporate, government, and private funds for specific priorities
 - Roundtable discussions with community stakeholders
 - Coordination of efforts with surrounding townships and cities
 - Developing partnerships with local economic development organizations and related businesses/institutions/education
- Identity needs:
 - Find a “niche”
 - Create a vision of what kind of community it wants to be
 - Sense of Oro-Medonte as a destination for visitors
 - Market it as its own entity, not as “north of Barrie” or “south of Orillia”
 - Increase attractiveness to tourists
 - A strong, engaged community spirit
 - More publicity for tourism, including a tourism website
 - Centralized amenities, i.e. a downtown core
 - Retain small-town feel while encouraging tourism and recreation
 - More secure and meaningful employment
- Infrastructure needs:
 - An industrial park, with the industrial corridor focused on Highway 11
 - Focus industrial and urban development in acceptable areas, not rural ones
 - Upgrade and replace recreational facilities, i.e. the arena, community centre, pool
 - More access to the waterfront
 - At least one quality restaurant

- Airport should become a commuter airport (This idea is controversial, with some saying it is vital and others believing any airport expansion to be completely misguided)
- Access to GO Transit and commuter flight transportation
- A new arena with multiple uses
- Good roads, i.e. Moonstone Road
- Internet access
- New facilities, and a plan to use them
- A full-service after-hours medical clinic
- Improving and augmenting the township's website to make it user-friendly
- Marketing businesses and community function on website
- Better lighting at entrances and exits of overpasses
- A yearly event like a festival to draw people to the area
- Plan needs:
 - A tourism marketing and partnership strategy
 - A 5 – 10 year site expansion and improvement plan
 - A Recreational and Economic Development Plan
 - Proactive and visionary implementation of this plan
 - An integrated community strategic plan with a focus on a sustainable community
 - An economic development strategy and implementation plan
 - An official plan that is stringent, well-thought-out, well-enforced, and consistent
 - A clear plan for growth areas
- Miscellaneous:
 - Communication about events and programs that are already in place
 - Focus on strengths
 - Citizen awareness of local issues
 - A community-wide strategy to build on the Pan-Am games
 - A push for shopping locally
 - Avoid debt; pay as you go is best
 - Define economic development for the township
 - Development of an inventory of available land/property
 - Outreach to the business community, including a BR+E study
 - Supporting the agricultural sector
 - Supporting entrepreneurship
 - Support grassroots community organizations and facilities
 - Promote and support local business
 - Research tourism product gaps in Ontario and build to fill those gaps

Goals/Objectives

- Economic goals:
 - Increase tax base
 - More medium-sized businesses, which will increase tax base and create jobs close to home
 - Promote business growth
 - Provide tax incentives and support for new employment and economic development, particularly small businesses
 - Minimize red tape for small businesses
- Environmental goals:
 - Protect lakes and underground water
 - Lower dependence on outside resources
 - Take advantage of government programs to promote clean living, such as the Feed in Tariff program
 - Keep the environment the top priority in all development plans
 - Protect the Oro Moraine
 - Legislation to control or tax ATV use
 - Minimize development
 - Become a provincial leader in renewable energy development and conservation practices; seek and support businesses that will help to achieve this
 - Set achievable challenges, such as the carbon footprint supply chain
- Improving quality of life for residents
 - Remind residents of what makes Oro-Medonte a wonderful place to live, work, and play
 - Protect natural beauty and manage recreational use to minimize environmental impact and user conflict (Ian Beard vision)
 - Maintain the treed landscape
 - Finish paving the roads
 - Create a town centre and downtown
 - More community events at the arena
 - Create small communities inside Oro-Medonte
 - Enhance public access to lakes and forests by providing parking facilities that do not interfere with residents
 - Preserve and enhance boat ramps to the lakes
 - More recreation programs for youth and seniors (need to follow up on youth initiatives and expand to weekly activities)
 - Establish free or low-cost meeting areas for individual focus groups in the township, i.e. arts, agriculture, minor sports, service clubs
 - Promote Oro-Medonte as a place to live for young families
 - Increase population
 - Provide affordable housing, particularly for young families
 - Develop airport into a viable commuter airport
 - Keep elementary schools operating
 - Plan population growth and add necessary services as required
- Tourism goals:
 - Increase awareness of Oro-Medonte as a visitor destination
 - Increase recreational use visits
 - Encourage ancillary services for recreational users
 - Promote sports and leisure
 - Consider education and the environment (i.e. ecotourism) in development of tourism and the economy
 - Create a website that promotes local businesses, tourism, and events

- Establish at least one annual event to draw people to the area
- Develop a plan to attract and promote tourism development, using input from residents
- Communicate the Recreational and Economic Development Plan to the community and solicit their input and support
- Change the sign bylaw to allow exceptions for tourism-related businesses
- Work with local businesses to promote Oro-Medonte as its own entity
- Promote area history
- Make use of the report already done on recreation
- Establish a user-friendly website
- Develop partnerships between leading attractions and other businesses and services
- Upgrading existing facilities and create new ones
 - Large hotel/motel convention centre
 - At least one or two motels
 - Increased usage of local halls
 - More centralized facilities
 - Recreation centre in the north end
 - A pool
 - More advertisement of the recreational facilities with the township
 - Potential for public transportation
 - The airport, as the only major commercial base in the township, could be a focal point for commercial and industrial growth
 - A senior's community, occupational centre, or nursing home complex
- Miscellaneous:
 - Develop new partnerships with adjoining townships while maintaining Oro-Medonte's identity
 - Create a plan and research case studies of other communities
 - Trail connections between Medonte and Oro Rail Trail
 - Achieve better signage by cooperating with businesses, particularly small businesses
 - "Original Occ. Centre, Edgar has been a money grab – keeping a guard 24 hrs per day. Utilize the area, seniors complex perhaps, but not state of the art buildings such as Springwater's new building."
 - Finalize Site 41

Appendix B

Township of Oro-Medonte Strengths/Assets

Celebrate Assets

During the sessions and in response to the online survey, participants noted several of Oro Medonte's strengths as follows:

Municipality

Both Council and senior staff are proactive and pro-business
Variety of municipal services
Good paved roads
Local schools & education facilities
Strong municipal council and chamber of commerce
Variety of recreation facilities

Rural Fabric and Sense of Community

Strong sense of community
Small-town feel
A good place to live and raise a family
A community of diverse, unique communities
A rural setting not affected by urban sprawl
Friendly, generous, and helpful people
A healthy mix of long-time residents and newcomers
A strong, engaged community spirit

Location

International airport
Central, with access to highways and transportation
Proximity to Lakehead University and Georgian College

Economy

Strong farming community, rural agricultural heritage
Developable lands for a variety of uses
Many small, prosperous, family, home-based businesses
Strong tourism economy with several recognizable brands

Outdoor Living

Year-round recreational opportunities and healthy outdoor living: including: skiing, snowboarding, snowmobiling, fishing, hunting, mountain biking, hiking, ATV riding, equestrian centres, golfing, water sports, boating, camping, motor vehicle racing, automotive flea market, parks, sports facilities, trails

Appendix C

Action Planning Meeting Discussions

THEME	QUESTIONS TO ASSIST COUNCIL AND STAFF IN PRIORITIZING NEXT STEPS			
	How can the O-M business community influence this action?	How will this encourage business retention?	How will this encourage new business attraction?	How will this help to create an identity for OM?
<p>Develop an economic development vision, plan and stakeholder engagement strategy</p>	<p>Chamber of Commerce, Board & Members could share in development</p> <p>Chamber of Commerce Board/Committee should participate in exact wording</p> <p>Full spectrum of OM stakeholders to include the full diversity of business</p> <p>Build relationships of existing network groups/associations to include all facets</p> <p>Get a committee together which represents all types – small/medium/large and art → industry – the entire spectrum</p>	<p>Communication will eliminate fear and promote the business community</p> <p>Know they are listened to</p> <p>Helps support the community</p> <p>Feel part of the community</p> <p>More natural to shop locally</p>	<p>Network, Communication, Good Neighbouring,</p> <p>Supporting group to receive new business</p> <p>Encourage not discourage</p> <p>Would know that the community will accept them</p> <p>Sales tool for attraction</p>	<p>Reputation</p> <p>Word of mouth</p> <p>Regional success</p>
<p>Mission Statement</p>	<p>On the website:</p> <p>Poster of Oro-Medonte on the website</p> <p>Collage of every business on it, click on each business to go to their website</p> <p>Different sectors : ski/agriculture</p> <p>Integrating one to another</p> <p>Pop ups – 3D: cycle trails, golf courses etc.</p>	<p>Access instantly</p>	<p>Want to be on the map</p>	<p>So much happening – farms +</p>

THEME	QUESTIONS TO ASSIST COUNCIL AND STAFF IN PRIORITIZING NEXT STEPS			
	How can the O-M business community influence this action?	How will this encourage business retention?	How will this encourage new business attraction?	How will this help to create an identity for OM?
<p>Share economic development responsibility and successes with partner organizations and neighbouring municipalities</p> <p>Mission Statement</p>	<p>Form a Regional Economic Development committee with reps from each formal group</p> <p>Link their maps to ours on the outside of our map (poster)</p> <p>Maintain ALL</p>	<p>Marketing Knowledge of best practices Shop locally</p> <p>County – link</p> <p>Newspaper</p> <p>Face Book perhaps</p>	<p>Marketing Knowledge of best practices Shop locally</p> <p>Event happening – constantly update businesses</p>	<p>The place to go!</p> <p>Be a training body – work together with business</p> <p>Business can promote through this page</p> <p>On the map have a feedback page: other people can read reviews</p> <p>Upcoming events button</p>
<p>React quickly to issues impacting Township businesses</p>	<p>Businesses raise issues through the Chamber to Council</p> <p>The Township needs to develop a “game plan” or process to respond to issues</p> <p>Need support & communication with government departments i.e. MTO</p> <p>A place within the Township which can funnel issues Local, provincial, federal</p> <p>Township be advocate for local business, so the business owner can concentrate on their own business</p>	<p>Communication process → shortens</p> <p>Identifies the process so businesses feel confident they are being responded to if businesses feel engaged – they will stay</p> <p>Burden off staff</p> <p>The quicker to react the better and the business will not suffer if less time is taken</p> <p>Economy time is money</p>	<p>Sales tool for the sales team to use to attract new businesses</p> <p>If a process is in place then potential businesses will see that the Township supports small business</p> <p>There will be less issues</p> <p>If businesses are doing well, more businesses will come to the area</p> <p>Ensure that there is a support system in place at the Township</p> <p>Different government levels advocate</p>	<p>Our identity will be based on our proactive business processes</p> <p>The Township will be business friendly</p> <p>Case studies that they can look back on business, will appreciate & spread the word</p> <p>Competitive advantage</p> <p>Businesses appreciate quick service</p>
<p>Encourage regular communication between businesses, residents and Council regarding economic development activities</p>	<p>Become members of the Chamber & be involved</p> <p>Open themselves to our communication channels</p> <p>Committee work – the Chamber could continue to be</p>	<p>Build confidence</p> <p>Information</p> <p>Facts as opposed to rumours</p> <p>Business can plan</p> <p>Communication</p>	<p>Another sales tool</p> <p>Businesses have a strong clear process in place with accountability</p> <p>Advertise that business has a strong voice</p>	<p>This is the identity (becomes part of the O/M identity)</p> <p>The characteristics are real not just philosophy</p> <p>Communication reaction and response are a reality</p>

THEME	QUESTIONS TO ASSIST COUNCIL AND STAFF IN PRIORITIZING NEXT STEPS			
	How can the O-M business community influence this action?	How will this encourage business retention?	How will this encourage new business attraction?	How will this help to create an identity for OM?
	<p>involved in ED planning</p> <p>Town Hall meetings</p> <p>Regular E newsletter from the Township ED office</p> <p>Sharing ideas</p> <p>Partnerships offer members the chance promote individual businesses.</p> <p>Networking, Chamber of Commerce & local businesses, local stores, community postings, promote at stores, flyers, posters, post website community events Seminar on local business & attraction (availability of space from Township), bulletin boards posted in businesses, local fairs/craft shows, yellow pages, getting the word out to businesses, presentations, seminars and offering halls for meetings</p>	<p>Catalyst</p> <p>Pro-business, encourage business</p> <p>Branding is key</p>	<p>Reputation that O/M is pro-business</p> <p>Communication makes it easy to promote and set up</p>	<p>Word of mouth</p> <p>Happy customers & good news travels fast</p> <p>Open communication</p> <p>Welcome Wagon</p>
<p>Be specific about how and where development occurs and doesn't</p>	<p>Environmental assessment must be a driving factor in land used</p> <p>Businesses should be informed and have input into the OP</p> <p>Meetings with Developers and Businesses</p> <p>Businesses need to be encouraged to participate through organizations like the</p>	<p>Allowing geographic, diverse and planned locations for business allows for full exposure to the Township (in other words travel N & S of Hwy 11, E & W)</p> <p>More businesses will prosper (home based)</p> <p>Encourage travel off the beaten track</p> <p>Industrial must be site specific → identify what benefits those areas →</p>	<p>Progressive/planning</p> <p>Identifying where we want development and why, it must open up new business possibilities</p> <p>Businesses will feel that they are in a planned, positive attitude & that business will be welcomed and allowed to grow</p> <p>The Plan will be in</p>	<p>Identity will be that the Township is hooked into business and supportive and open to <u>planned</u> change</p> <p>Information is available</p> <p>The identity is the process</p>

THEME	QUESTIONS TO ASSIST COUNCIL AND STAFF IN PRIORITIZING NEXT STEPS			
	How can the O-M business community influence this action?	How will this encourage business retention?	How will this encourage new business attraction?	How will this help to create an identity for OM?
	<p>Chamber</p> <p>Zoning</p> <p>Official Plan</p> <p>Chamber of Commerce be the business voice into the Official Plan review</p>	<p>exposure not so much, but support infrastructure</p> <p>Business will prosper</p> <p>Concentrate efforts on pockets of develop. i.e. Eco Tourism Industrial etc.</p>	<p>place as a sales tool</p>	
<p>Be specific about the type of businesses the Township wants to attract</p>	<p>Communicate with Council</p> <p>Word of mouth</p> <p>Talk to other businesses – spread the word outside the area that specific businesses are welcome</p> <p>Use the Chamber of Commerce to communicate ideas with Council</p> <p>Have customers give positive feedback to the businesses in a concrete form i.e. letters etc., this can be presented to Council</p> <p>Actively participate in creating an inventory of what we have</p> <p>Identify businesses that compliment existing businesses</p> <p>Use established <u>process</u> to communicate suggestions</p>	<p>Concentrate effort on existing</p> <p>Businesses will prosper as new businesses join the community</p>	<p>Like-minded and complimentary businesses will be attracted to do business in a supportive, like-minded business environment</p> <p>The <u>plan</u> will be in place as a sales tool</p>	<p>Those businesses that we want to attract will form a large part of our environment</p>
<p>Develop a strong tourism component within the economic development strategy</p>	<p>Identification/recognition of Oro-Medonte</p> <p>Partnerships with Marketing (Chamber</p>	<p>Locate on maps</p> <p>Create large – with restaurants, motels on it</p>	<p>Know where to find it to direct new growth</p>	<p>Tell the world – by identification – branding/logo on everything</p>

THEME	QUESTIONS TO ASSIST COUNCIL AND STAFF IN PRIORITIZING NEXT STEPS			
	How can the O-M business community influence this action?	How will this encourage business retention?	How will this encourage new business attraction?	How will this help to create an identity for OM?
	& OLC) (Cohesive) Signage – identify waterfront, trails, key stops etc. Vacation planning to make visitors aware	Businesses are attracted to identified markets Much easier for businesses Awareness Strategize experiences		Branding of what services are within the community
Address duplication of local tourism organizations	Top level of government to help our local tourism group Lake Country & Chamber of Commerce & Private/Business Investments One publication to address businesses	Community Partnerships Update & create map with: with useful tourist map	Facebook, Chamber of Commerce and local businesses Create synchronized & cooperative level of awareness – causing a drawing card Distribution of maps businesses get their materials out to visitors	Placing Oro-Medonte under one umbrella Branding
Develop new tourism products	Signage Township sponsored event Cooperative marketing Oro- Medonte partnership card – have businesses with Oro-Medonte → go to website, would offer a 10% discount on i.e. B&B, Drive-in Linking with partners Awareness of commercial properties Awareness & communication of all events Show support & promotion to businesses	Internet Logo on everything Supporting community partners – unique from Strategy to get information out Communication	Encourage in our community – not a we and they – first in Ontario Creating a close knit community	Oro-Medonte becoming the community that supports large & small businesses Use shoreline

THEME	QUESTIONS TO ASSIST COUNCIL AND STAFF IN PRIORITIZING NEXT STEPS			
	How can the O-M business community influence this action?	How will this encourage business retention?	How will this encourage new business attraction?	How will this help to create an identity for OM?
Improve aesthetics on major roadways and Township entrances	<p>Acknowledge owners who make aesthetic improvements to their property i.e. enhancement award</p> <p>By-law enforcement</p> <p>Encourage frontage maintenance – (trees & grass cutting)</p> <p>Signage on highway</p>			
Encourage the agriculture sector	<p>Agricultural festival</p> <p>Subdivide farms</p>			
Engage the aggregate sector	<p>Internet</p> <p>Road speed (haul roads)</p> <p>Concrete intersection</p> <p>TOARC review mechanism</p>			

Appendix D

Personal Interview Questionnaire

General:

1. What are our assets? What do you like about our community?
2. What challenges does our community face?
3. What is your general impression of this community as a place in which to do business? Why?
4. Has your attitude changed in the last 3 years? Why?
5. What are the barriers to the development or growth of business in our community? Please give specific examples where possible.
6. What does our community need in order to capitalize on our assets and address some of our challenges?
7. What are some specific goals that you can identify?
8. In your opinion what organizations and businesses should be involved in reaching these goals?

Specific:

1. Are there specific products, materials or services that you source from outside the municipality that you would like to see available from within the township?
2. What types of businesses should the township look to attract and/or assist with the development? What types of businesses should the township NOT look to attract and/or assist with the development?
3. If the Township were to establish a regular communication channel with businesses, what form would best suit you?
 - a. Web
 - b. Email
 - c. Mail
 - d. Group meetings
 - e. Individual one-on-one outreach
4. Are there specific issues that are negatively affecting your business currently? Please specify. How might the Township help you address these issues?

Appendix E

Strategies that have no flexibility for completion (either an existing Council directive or a function of the position):

Strategy	Timeline	Role of Township	Partners
Ongoing development of a portfolio of resource materials and contacts to enable timely response to identified business issues.	Ongoing	Lead	Government departments, ministries, community organizations, CDC
Encourage and support the development & growth of Oro-Medonte's businesses through business counseling and referrals to appropriate resources	Ongoing	Lead	Government departments, ministries, community organizations, CDC
Develop a directory of Oro-Medonte businesses. – developed by County – we need to manage it now	Ongoing	Partner	County, businesses, Chamber
Strengthen the relationship between the LSRA and the Township.	2011	Lead	Airport Board & Staff
Township representative in Georgian College/Aeropark development Steering Committee.	2011 - 2013	Partner	Georgian College, City of Barrie, Developer
Ensure that the Economic Development Communication Strategy aligns with the Township's Corporate Communication Strategy.	Ongoing	Lead	
Host annual roundtable sessions with the business community and Council.	Ongoing	Lead	Chamber, businesses
Establish defined roles and responsibilities vis a vis County of Simcoe, Chambers of Commerce and other Economic Development organizations, including tourism.	2011 - 2012	Partner	County, Chambers of Commerce, OLC, RTO7
Continue participation on Regional Economic Development Committees.	Ongoing	Partner	County, Chambers, Cities of Orillia & Barrie, County EDOs, CDCs
Develop and leverage partnerships to implement Township Economic Development initiatives.	Ongoing	Lead	County of Simcoe, neighbouring municipalities, post-secondary schools, Chambers of Commerce, Tourism organizations, CDC, Associations, Workforce Development Board, businesses, service clubs etc.
Represent the Township on the OLC Board	Ongoing	Partner	Businesses, RTO7, other municipalities

Appendix F

Prioritized Economic Development Goals & Strategies

Goal	Strategy	Timeline	Role of Township	Potential Partners
Develop business retention & expansion strategies for the Township.	Develop and implement an ongoing outreach program to the existing business community to stay up-to-date on issues impacting them.	2011 - ongoing	Lead	Economic Development Roundtable (EDR), Senior Management Team (SMT), Chamber
	Coordinate yearly familiarization tours with local businesses.	2011 - ongoing	Lead	Businesses, Council, SMT, EDR
	Facilitate opportunities for business partnerships with Lakehead University/Georgian College and Oro-Medonte businesses.	2012 - ongoing	Partner	Lakehead University, Georgian College, Centres of Excellence, Manufacturer's Association (OMA), Community Development Corp. (CDC)
	Support to the Orillia Area Manufacturer's Association Executive Committee.	2012 - ongoing	Partner	OMA, businesses, City of Orillia EDC, Georgian College, Lakehead University
	Develop a way-finding signage strategy to assist visitors/residents in locating businesses in Oro-Medonte.	2013	Lead	Ontario's Lake Country (OLC), County, Province, RTO7
	Develop and coordinate a shop local campaign in Oro-Medonte		Lead	Chamber, Businesses, Associations, Local Media
	Coordinate local training workshops/seminars/education opportunities for businesses.		Partner	Chamber, County, Businesses, CDC, Associations, Regional EDCs,
	Coordination of area-wide Small Business Week initiatives in partnership with regional Economic Development organizations.		Partner	Associations, County, Regional EDCs, CDC, Chambers
Support the airport and related developments	In partnership with the Airport Board & staff develop an attraction strategy specific to the airport and the Aeropark lands.	2011 - 2012	Partner	Airport Board & staff, Aeropark Developer, City of Barrie

Goal	Strategy	Timeline	Role of Township	Potential Partners
	Explore opportunities to engage the City of Orillia and the County of Simcoe in the implementation of Airport attraction strategy.	2012 - 2013	Partner	Airport Board & staff, Aeropark Developer, City of Barrie, City of Orillia, County
Develop & implement a communication strategy between businesses, residents and Council	Enhance the Township website to include easily accessible economic development related information (business directory, GIS mapping of businesses etc.).	2011 - 2012	Lead	County, Businesses
	Develop and distribute to the community a Report Card outlining Economic Development Plan progress.	2012 - ongoing	Lead	Packet, North Simcoe News, Chamber
	Explore the development and distribution of a newsletter to Township businesses (electronic/print/web-based).		Lead	Chamber, Packet, Businesses, North Simcoe News
Develop business attraction strategies for the Township:	<p>Develop a marketing strategy that promotes local businesses, tourism and events to residents/visitors regarding Oro-Medonte.</p> <ul style="list-style-type: none"> ▪ Define target market for attraction focus (green business, aviation-related business etc.). ▪ Develop marketing materials to support attraction activities. ▪ Establish a sales team/ambassador program to promote Oro-Medonte. 	2011 - 2012	Lead	Businesses, Chamber, CDC, OLC
	Compile & maintain an inventory of available private & public industrial/commercial land for purchase or lease.	2011 - ongoing	Lead	Local real estate brokers/agents, private owners
	Explore opportunities to increase the availability of commercial and industrial lands available for development (i.e. expand Forest Home Industrial Park; rezoning of Hwy. 11 corridor/cloverleafs etc.	2012 – 2015	Lead	Ontario Realty Corporation (ORC), township land owners/developers

Goal	Strategy	Timeline	Role of Township	Potential Partners
	Develop and implement where appropriate a strategy to provide services to selected commercial and industrial lands (natural gas, High Speed Internet, municipal water and waste water etc.)	2012 - 2015	Lead	Union Gas/Enbridge, MTO, County of Simcoe, adjacent municipalities, township businesses, land owners and developers
	Undertake a needs assessment & gap analysis to understand what products and services the community can support (including those services/amenities that local residents are travelling elsewhere to obtain).		Lead	Chamber, Businesses, Residents, County
	Support efforts to enhance health care for the residents of Oro-Medonte Township.		Partner	Recruitment committees, hospitals, nurse practitioner clinic, businesses
Develop a tourism component within the Economic Development Strategy	Develop strategies to encourage visitors to extend their visit to the Township and/or increase their spending in the Township (such as agri-tourism, trails, Hwy 11, artisans)	2012 – ongoing	Partner	Local tourism businesses, Ministry of Tourism, County, RTO7, OLC, adjacent municipalities
	Develop strong relationships with recognized tourism brands, which attract large numbers of visitors to the area, e.g. golf, skiing, resorts.		Lead	Businesses, OLC
Develop & support the agricultural sector	Strengthen the relationship with Simcoe County Farm Fresh.		Partner	Simcoe County Farm Fresh, County
	Explore opportunities for Oro-Medonte farmers to increase their revenue streams and/or remain operational.		Lead	OFA, County, CDC, OMAFRA, farmers, other agricultural organizations
	Work with the local agricultural community to expand organic farms and local farmer's markets.		Partner	Organic agriculture orgs., County, OLC, Simcoe County Farm Fresh, CDC, farmer's markets, farmers

Goal	Strategy	Timeline	Role of Township	Potential Partners
Develop new tourism products	Develop a strong tourism focused trails strategy in partnership with the County of Simcoe and adjacent Municipalities.	2012 - ongoing	Partner	County of Simcoe, adjacent Municipalities, CDC, OLC, RTO7, businesses
Develop and support the Arts & Culture sector	Provide facilitative support to the Images Studio Tour artisans and other arts & culture entities wishing to enhance their economic impact.		Partner	County of Simcoe, adjacent Municipalities, OLC, RTO7, businesses
Develop & support the aggregate sector	Research compatible businesses/uses for gravel pit resources and for abandoned gravel pits.		Lead	Other communities with similar situations
Develop and implement a Township beautification process	Develop and implement a Community Improvement Plan		Lead	Businesses & residents
	Investigate methods to improve property standards on Highway 11 including the development of a commuter parking lot.		Lead	Other communities with similar situations, property owners