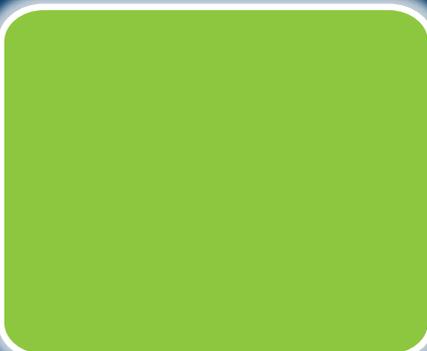




# 2018-2022 Economic Development Strategy





# Table of Contents



Lake Simcoe Regional Airport

<b>Executive Summary .....</b>	<b>Page 5</b>
<b>Economic Development in Oro-Medonte .....</b>	<b>Page 6</b>
<b>Strategy Development Process .....</b>	<b>Page 8</b>
<b>Our Vision for Economic Development .....</b>	<b>Page 10</b>
<b>Strategic Goal #1 - Internet and Natural Gas Access .....</b>	<b>Page 12</b>
<b>Strategic Goal #2 - Addressing Barriers .....</b>	<b>Page 14</b>
<b>Strategic Goal #3 - Developing Tourism .....</b>	<b>Page 16</b>
<b>Strategic Goal #4 - Support for Entrepreneurs .....</b>	<b>Page 17</b>
<b>Contact Us .....</b>	<b>Page 19</b>



# Executive Summary



Bateman Manufacturing

The Township of Oro-Medonte's 2015-2018 Strategic Plan identifies Balanced Growth as one of five strategic priorities for this term of Council. This objective represents a commitment on the part of the municipality to "support business and job creation while protecting our natural environment".

In order to achieve this strategic goal, the Township must have a plan in place for economic development in Oro-Medonte that is reflective of the current business environment.

The Township's Economic Development staff worked with the Regional Economic Development Advisor from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to review and update the municipality's Economic Development Plan to ensure that it is aligned with the overall strategic direction of the corporation and that it reflects the current business environment in Oro-Medonte.

Through extensive consultation and planning with local and regional economic development stakeholders, businesses, and the community at large, the Township's 2018-2022 Economic Development Strategy was developed with four specific strategic goals:

1. Champion improved access to key infrastructure such as internet and natural gas.
2. Address existing barriers to residential, commercial, and industrial development.
3. Develop and promote Oro-Medonte as a premier four-season tourism destination.
4. Provide a supportive environment for entrepreneurs to start, maintain, and grow a business.

A series of objectives and action areas have been identified within each of the strategic goals. These objectives and actions will help establish priority areas of focus and guide work activities for the Township's economic development staff.

Finally, key performance indicators will be established for each of the goals and objectives, and annual reports produced to provide updates on the progress that is being made.

# Economic Development

The Township's business community is very diverse, ranging from home-based sole proprietorships to major manufacturers with an international clientele.

While developing the Township's new economic development strategy, stakeholders identified a number of benefits to doing business in Oro-Medonte were identified by stakeholders, including:

- A convenient and strategic location within an hour of the Greater Toronto Area.
- Easy and direct access to Highways 400, 11, 12, and 93.
- The Lake Simcoe Regional Airport.
- A highly educated labour market, with more than half of the local workforce having a post-secondary diploma and/or degree.
- Minutes from state of the art medical care at Orillia Soldiers Memorial Hospital and Barrie's Royal Victoria Regional Health Centre.
- Access to post-secondary education and training opportunities at Lakehead University in Orillia and Georgian College campuses in Barrie, Midland, and Orillia.
- An excellent network of organizations dedicated to business development in the region.
- A strong quality of life that combines rural living with close access to urban amenities.

Data obtained through OMAFRA's Analyst program and from Statistics Canada also provided insights that helped refine and reinforce elements of the strategy.

## Demographics and Geography

- From 2011-2016, Oro-Medonte's population grew by 4.77%, increasing from 20,078 residents to 21,036.
- With approximately 5,400 jobs located in the Township, but an available labour force in excess of 16,000, the Township is a net exporter of employees.
- More than 58% of the Township's labour force has a post-secondary education.
- The average household income in Oro-Medonte is in excess of \$103,000.
- 92% of the Township of Oro-Medonte's tax revenue is generated from residential properties.

## Development Trends

- The Township issued nearly 3,600 building permits from 2011 to 2016, with a total construction value in excess of \$329.5-million.
- The number of building permits issued by the Township has increased each year from 2011 to 2016.
- 65% more permits were issued in 2016 than in 2011.

Oro-Medonte Building Permits		
Year	Permits Issued	Construction Value
2016	769	\$73,723,120
2015	676	\$63,502,237
2014	583	\$60,157,708
2013	579	\$62,448,050
2012	525	\$39,788,917
2011	466	\$29,889,827
<b>TOTAL</b>	<b>3598</b>	<b>\$329,509,859</b>

## Industry and Job Trends

- Nearly 25% of jobs in Oro-Medonte are concentrated in three of the 101 industry sub-sectors covered by the North American Industry Classification System (NAICS):
  - Machinery Manufacturing;
  - Professional, Scientific, and Technical Services; and
  - Accommodation Services.

Oro-Medonte's Top 5 Industry Sub-sectors by 2016 Jobs	
TOTAL JOBS	5,408
Machinery Manufacturing	469 (8.67% of total)
Professional, Scientific, and Technical Services	444 (8.21%)
Accommodation Services	437 (8.08%)
Specialty Trade Contractors	276 (5.10%)
Administrative and Support Services	235 (4.34%)

# in Oro-Medonte



Construction of the Napoleon Products Logistics Facility

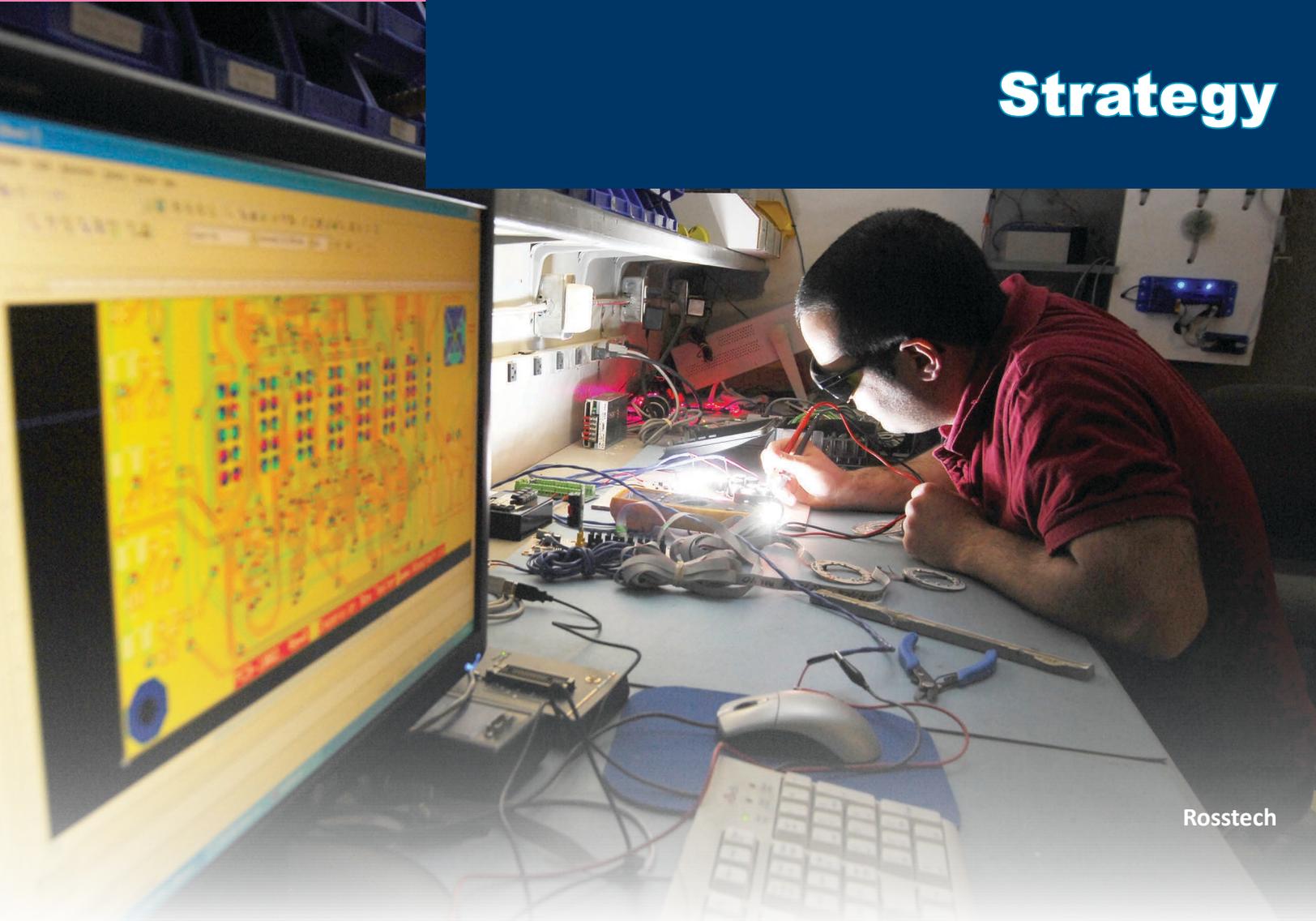
- Oro-Medonte saw the addition of 555 jobs between 2011 and 2016, almost half of which occurred in the Machinery Manufacturing and Professional, Scientific, and Technical Services industry sub-sectors.

- Based on Location Quotient scores, the Township has a strategic advantage in 23 NAICS industry sub-sectors, the most substantial of which is in the Machinery Manufacturing sub-sector.

Oro-Medonte's Top 5 Industry Sub-sectors by 2011-2016 Jobs Added	
<b>TOTAL JOBS ADDED</b>	<b>555</b>
Machinery Manufacturing	156
Professional, Scientific, and Technical Services	117
Support Activities for Transportation	75
Local, Municipal and Regional Public Administration	56
Machinery, Equipment, and Supplies Merchant Wholesalers	55

Oro-Medonte's Top 5 Industry Sub-sectors by Location Quotient	
Machinery Manufacturing	12.45
Accommodation Services	7.32
Electrical Equipment, Appliance, and Component Manufacturing	6.35
Support Activities for Transportation	5.35
Performing Arts, Spectator Sports, and Related Industries	5.33

*Location Quotient is a measure of a region's share of an industry relative to the provincial or national economy. A Location Quotient score greater than 1.25 is considered to be above the provincial average. Oro-Medonte would be considered to have a strategic advantage in these industries.*



Rosstech

On September 28<sup>th</sup>, 2016, Township staff presented Council with a report outlining the proposed process for updating the municipality's Economic Development strategy.

With the assistance of the regional Rural Economic Development Advisor from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), staff undertook a comprehensive strategic planning process to develop a strategy. The objective was to create a plan that includes SMART (specific; measurable; achievable; realistic; and timely) goals and objectives that reflect the current business environment in Oro-Medonte and the surrounding area, the strategic priorities for the corporation and its stakeholders, and the resources available to carry out the projects.

A series of consultations, workshops, and planning sessions were held from late-October of 2016 through early-February of 2017. These sessions included:

- An External Stakeholder Consultation Session on October 26<sup>th</sup> that included representatives from regional economic development organizations and industries such as agriculture, tourism, manufacturing, and real estate;
- OMAFRA's Community Economic Development (CED) 101 Workshop on November 16<sup>th</sup> to provide an overview of economic development practices and activities, and to help establish roles, responsibilities, priorities, and direction for the plan; and
- Three (3) strategic planning sessions held during special meetings of Council on November 30<sup>th</sup>, January 9<sup>th</sup>, and February 6<sup>th</sup> that refined the direction of the plan, established its scope, identified specific goals and objectives, and developed performance measures.

# Development Process



Chelsea Chocolates

The findings from a number of other projects that were completed in advance of updating the Township's Economic Development Strategy were considered when developing the new plan. These projects included:

- A regional Business Retention and Expansion Study (BR+E) that was completed in 2016 that identifies areas of priority for local businesses both regionally and at the local municipal level.
- A regional Tourism Asset Mapping study (TAMS) that was completed in the fall of 2016.
- A First Impressions Community Exchange (FICE) program that recommended key improvements to the business environment in Craighurst and the surrounding area. Lessons learned through this program are applicable to other communities and business development activities throughout the Township.
- Community and Staff Satisfaction Surveys conducted by the Georgian College Research Analyst Program that were completed in the fall of 2016.

These projects each provided important insights to the current local business climate. Those insights directly impact economic development activities in Oro-Medonte and helped inform and shape the direction of the updated Economic Development Strategy.

Data provided from OMAFRA's Analyst program also served to guide and reinforce the direction of the strategy as it was developed.

Finally, a draft version of the updated strategy was made available for public feedback from May 27<sup>th</sup>, 2017 through June 30<sup>th</sup>, 2017. The comments and suggestions provided through the feedback process were considered when finalizing the strategy.

Each of the projects and the OMAFRA Analyst data sets noted above are available for review at [www.oro-medonte.ca/business](http://www.oro-medonte.ca/business).

# Our Vision for

The Township of Oro-Medonte  
approach to economic  
growing and attracting  
development, and



# Economic Development

will use a balanced growth development, focused on business, tourism residential growth.



Construction at Oro Design



## Champion improved access to key

### **Objective 1: Explore other mechanisms and best practices of how to facilitate natural gas expansion.**

#### ***Action Areas:***

- Conduct a thorough environmental scan and evaluation of best practices in infrastructure development, including financing, partnerships, the role of government, and the role of the private sector.
- Identify the most relevant best practices and connect with the organizations that implemented them to learn about processes and outcomes.
- Select the best practice with the highest chance of success and report to Council.
- Identify and engage potential partners to form a working group to explore expansion of natural gas services.
- Map existing natural gas coverage and identify areas of priority for expansion of services.
- Develop a business case to identify demand for natural gas services.
- Remain current on funding opportunities related to natural gas infrastructure expansion.
- Apply for funding opportunities for infrastructure development where possible.
- Provide support for other natural gas development applications that benefit the Township.
- Commit resources to investment in service expansion.

### **Objective 2: Explore other mechanisms and best practices of how to facilitate high-speed internet expansion.**

#### ***Action Areas:***

- Conduct a thorough environmental scan and evaluation of best practices in infrastructure development, including financing, partnerships, the role of government, and the role of the private sector.
- Identify the most relevant best practices and connect with the organizations that implemented them to learn about processes and outcomes.
- Select the best practice with the highest chance of success and report to Council.
- Identify and engage potential partners such as the South Western Integrated Fibre Technology (SWIFT) initiative to explore expansion of high-speed internet services.
- Map existing high-speed internet coverage and identify areas of priority for expansion of services.

# Goal #1

## infrastructure such as internet and natural gas.

- Develop a business case to identify demand for high-speed internet services.
- Remain current on funding opportunities related to high-speed internet infrastructure expansion.
- Apply for funding opportunities for infrastructure development where possible.
- Provide support for other high-speed internet development applications that benefit the Township.
- Commit resources to investment in service expansion.

### **Objective 3: Advocate to other levels of government for enhanced provision of natural gas.**

#### **Action Areas:**

- Conduct a thorough environmental scan and evaluation of best practices in municipal advocacy tactics.
- Identify the most relevant best practices and connect with the organizations that implemented them to learn about processes and outcomes.
- Select the best practice with the highest chance of success and report to Council.
- Identify and engage potential partners to collaboratively advocate for the expansion of natural gas services.
- Determine how to best leverage the County of Simcoe to play an advocacy role.
- Leverage the business case and best practice research to advocate for the need for investment.

### **Objective 4: Advocate to other levels of government for enhanced provision of high-speed internet.**

#### **Action Areas:**

- Conduct a thorough environmental scan and evaluation of best practices in municipal advocacy tactics.
- Identify the most relevant best practices and connect with the organizations that implemented them to learn about processes and outcomes.
- Select the best practice with the highest chance of success and report to Council.
- Identify and engage potential partners such as the South Western Integrated Fibre Technology (SWIFT) initiative to collaboratively advocate for the expansion of high-speed internet services.
- Determine how to best leverage the County of Simcoe to play an advocacy role.
- Leverage the business case and best practice research to advocate for the need for investment.



Belt Conveyor Guarding

## Address existing barriers to residential,

**Objective 1: Engage with other levels of government to advocate for policies and support that will enable and encourage private investment.**

**Action Areas:**

- Consult with key internal stakeholders and leverage existing research to understand the full scope of potential barriers to investing in Oro-Medonte.
- Prepare a complete list of private investment barriers in the Township, including local, regional, provincial, and national issues of concern.
- Identify potential partners to align with in both the public and private sectors to develop solutions to identified barriers.
- Develop and implement an advocacy strategy.
- Contribute to the Official Plan and Zoning By-law Review process to provide input and identify opportunities.

**Objective 2: Explore new mechanisms to facilitate the development of privately-owned industrial and commercial zoned lands.**

**Action Areas:**

- Contribute to the Official Plan and Zoning By-law Review process to provide input and identify opportunities.
- Produce a complete map of industrial and commercial zoned plots of land.
- Develop a communication strategy to connect with owners of industrial and commercial zoned lands and determine their intentions for their properties.

# Goal #2



## commercial, and industrial development.

- Undertake an assessment and prioritization exercise to identify properties that are feasible for development.
- Conduct a thorough environmental scan and evaluation of best practices to free up and/or facilitate the reallocation of frozen development lands.
- Support the development of a master servicing plan for Oro Centre.
- Explore mechanisms to better facilitate on-farm diversification and value-added activities for the agricultural sector.

### **Objective 3: Enhance the Township's readiness to attract and retain new investment.**

#### **Action Areas:**

- Update and maintain the Community Profile with relevant information for new and existing businesses.
- Evaluate and update the economic development pages on the Township website.
- Map where development can occur in the Township and determine the status of those lands.
- Identify specific target markets and sectors.
- Work with regional partners to develop and implement an investment attraction strategy.
- Review municipal By-laws and zoning to facilitate home-based businesses.
- Market home-based business opportunities.
- Support the development of a master servicing plan for the Craighurst-Horseshoe Valley corridor.
- Explore mechanisms to better facilitate on-farm diversification and value-added activities for the agricultural sector.
- Act as a concierge to support inquiring businesses through the investment process.

# Strategic Goal #3



Horseshoe Resort

## Develop and promote Oro-Medonte as a premier four-season tourism destination.

---

**Objective 1: Support and positively influence the development of new and existing four-season tourism products in the Township.**

**Action Areas:**

- Maintain and expand partnerships related to tourism marketing and product development at the local and regional levels.
- Explore providing packaging support for local and regional tourism operators to increase overnight tourism visits.
- Work with regional tourism partners and industry stakeholders to develop an action plan for tourism development.

**Objective 2: Maintain and enhance tourism/recreational infrastructure in the Township.**

**Action Areas:**

- Identify existing recreational assets and their status.
- Identify user groups and clubs that have a vested interest in the Township's recreational assets.
- Consult with the community and tourists about recreational needs.
- Develop a plan to support and/or expand tourism/recreational assets.
- Enhance local wayfinding signage and community branding.

# Strategic Goal #4



Carthew Bay Pub & Scoops on the Bay

## Provide a supportive environment for entrepreneurs to start, maintain, and grow a business.

**Objective 1: Provide Township-based businesses with support and connections to regional resources to start, maintain, and grow their business.**

**Action Areas:**

Evaluate and update the economic development pages on the Township website.

- Develop a communication strategy to share information and opportunities with the business community.
- Maintain and enhance the Township's partnership with local and regional business development organizations.
- Participate with partners to develop and deliver resources to the business community.

**Objective 2: Become a resource hub to guide new and existing businesses through Township planning and building processes.**

**Action Areas:**

- Continue to enhance relationship between planning, building and economic development by formalizing interaction/communication process between departments.
- Cross-train staff on building, planning, and economic development processes.
- Research best practices on developing a 'concierge service' to guide businesses through internal processes.
- Collaborate with Development Services Department to develop the concierge service that will assist businesses and streamline processes.
- Communicate the concierge service to the business community.
- Develop and implement an on-going feedback mechanism for businesses to assess municipal processes.



# Contact Us



Shaw's Maple Syrup

[www.oro-medonte.ca/business](http://www.oro-medonte.ca/business)

 (705) 487-2171

 [business@oro-medonte.ca](mailto:business@oro-medonte.ca)

 /OroMedonte

 @TwpOroMedonte

**Township Administration Centre  
148 Line 7 South  
Oro-Medonte, Ontario L0L 2E0**



# 2018-2022 Economic Development Strategy



[www.oro-medonte.ca/business](http://www.oro-medonte.ca/business)