

# NORTH SIMCOE

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## REGIONAL ECONOMIC DEVELOPMENT STRATEGY

*commissioned by*

*North Simcoe Community Futures*

*Development Corporation*

*and*

*Southern Georgian Bay*

*Chamber of Commerce*

*in partnership with*

*Beausoleil First Nation and*

*Midland, Penetanguishene,*

*Springwater, Tay and Tiny*

## **EXECUTIVE SUMMARY** **June 2005**



Consultant:  
**Advisory Services//GPA**

**Ce rapport est disponible en français**

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# **EXECUTIVE SUMMARY**

The **North Simcoe Community Futures Development Corporation** and the **Southern Georgian Bay Chamber of Commerce** in partnership with the **Beausoleil First Nation** and **Midland, Penetanguishene, Springwater, Tiny and Tay** decided in the summer of 2004 that it was timely for the communities of North Simcoe to undertake the joint preparation of the first regional economic development strategy that would have a multi-sector focus and would address investment retention as well as investment attraction.

The objective set by the Client for this study was the preparation of a Strategic Plan to further North Simcoe's economic development. The Client envisioned that the study would be carried out in several stages. These would include, but not be limited to, the following:

- Identifying and analysing North Simcoe's main economic development strengths, weaknesses, opportunities and challenges.
- Assisting North Simcoe in its determination of the type of business development it should be pursuing in the future, for example, manufacturing, tourism and recreation, retail and seasonal and retirement residential development and health care.
- Gathering a sense of how North Simcoe residents and business, institutional and government leaders wanted their communities to develop in the years ahead.
- Providing the North Simcoe region with a 'plan of action' to guide economic development planning for the coming decades.

To assist them in this task, the partners retained Advisory Services//GPA, a firm specializing in economic development since 1993. In response to the Client's needs, the consultant prepared an economic development strategic plan in three steps:

- The Situation Audit identifies North Simcoe's strengths, weaknesses, opportunities and constraints as well as the priorities among the issues facing the region.
- The Game Plan articulates the vision of the region in the future and sets the economic development goal in the context of a plausible growth scenario.
- The Action Plan formulates the issue-driven strategic programs required to achieve the goal and realize the vision.

Members of the project Working Committee, working closely with the consultant, contributed strongly to the study at every step of the way and, in particular, interviewed a large number of region's business leaders and influencers.

This report, summarizing North Simcoe's first regional economic development strategic plan provides an overview of:

- The North Simcoe assignment, including some context
- Situation audit/analysis
- Vision statement
- Game plan + action plan

## **THE NORTH SIMCOE ASSIGNMENT**

- *Economic Development Strategy*
  - INVESTMENT & JOBS: RETENTION + ATTRACTION
- *Interview residents and community leaders*
  - HOW THEY WANT COMMUNITIES TO DEVELOP
- *Identify & analyze key issues*
  - STRENGTHS + WEAKNESSES + OPPORTUNITIES + CHALLENGES
- *Recommend*
  - MULTI-DECADE STRATEGY + MULTI-SECTOR ACTION PLAN

## **OUR APPROACH**

- The Working Committee for this project was actively engaged with the consultant in the development of this strategy
- Members include:
  - Debra Muenz
  - Jamie Smyth
  - Mary DiTomaso
  - Joslyn Biggins

## **STEP 1: SITUATION AUDIT/ANALYSIS**

- *Office-Based Research*
  - 20 MARKET & ECONOMIC ANALYSES
- *Field-Based Research*
  - INTERVIEWS WITH 98 LEADERS
- *Issue Analysis*
  - OPPORTUNITIES + STRENGTHS + CHALLENGES + WEAKNESSES

## **STEP 2: GAME PLAN + ACTION PLAN**

- *Economic Development Vision*
- *Long-Term Economic Development Goal*
- *Actionable Priority Issues*
- *Issue-Driven Strategic Action Programs*

# STEP 1: SITUATION AUDIT/ANALYSIS

## POPULATION:

	Population and Growth		
	2001	2001-1996	2001/1996
Springwater	16104	+1311	+8.9%
Penetanguishene	8316	+416	+5.3%
Tiny	9035	+391	+4.5%
Christian Island 30	515	+7	+1.4%
Tay	9162	+118	+1.3%
Midland	<u>16214</u>	<u>-133</u>	<u>-0.8%</u>
<b>North Simcoe</b>	<b>59346</b>	<b>+2 110</b>	<b>+3.6%</b>
<b>Province of Ontario</b>			<b>+6.1%</b>

## LABOUR FORCE TRAVEL-TO-WORK PATTERNS OVERVIEW

	<b>Within <u>SGB</u></b>	<b>Outside <u>SGB</u></b>	<b><u>Total</u></b>
Tay	77%	23%	100%
Tiny	77%	23%	100%
<b>Southern Georgian Bay</b>	<b>83%</b>	<b>17%</b>	<b>100%</b>
Christian Island 30	84%	16%	100%
Midland	86%	14%	100%
Penetanguishene	90%	10%	100%
<b>Springwater</b>	<b>27%</b>	<b>73%</b>	<b>100%</b>

- Eighty-three percent of Southern Georgian Bay residents work in Southern Georgian Bay but only twenty-seven percent of Springwater residents work in Springwater.

## **TRAVEL-TO-WORK DESTINATIONS OUTSIDE OF NORTH SIMCOE**

### **Number of Individuals**

<b>From:</b>	<b>To:</b>	<b>Barrie</b>	<b>Rest of Simcoe (ex-SGB)</b>	<b>SGB</b>	<b>GTA</b>	<b>All Other</b>	<b>Out of Springwater</b>
<b>Springwater</b>		<b>3335</b>	<b>920</b>	<b>205</b>	<b>735</b>	<b>50</b>	<b>5245</b>

- About 5,245 Springwater residents travel to work outside the township with 3,335 traveling to Barrie, 920 to other parts of Simcoe County (excluding SGB), 785 to the Rest of Ontario (nearly all to the GTA), but only 205 to Southern Georgian Bay.

### **Number of Individuals**

<b>From:</b>	<b>To:</b>	<b>Barrie</b>	<b>Rest of Simcoe (ex-Springwater)</b>	<b>Springwater</b>	<b>GTA</b>	<b>All Other</b>	<b>Total Out of SGB</b>
Midland		220	330	60	125	175	910
Tiny		255	190	140	160	125	870
Tay		305	280	45	125	80	835
Penetanguishene		95	120	15	75	40	345
Christian Island 30		-	20	0	-	-	20
<b>Southern Georgian Bay</b>		<b>875</b>	<b>940</b>	<b>260</b>	<b>485</b>	<b>420</b>	<b>2980</b>

- About 2,980 residents of Southern Georgian Bay travel to work outside of Southern Georgian Bay with 875 travelling to Barrie, 940 to the other parts of Simcoe County (ex-Springwater), 905 to the Rest of the Province (mainly the GTA), but only 260 to Springwater.
- Christian Island has the fewest residents (20) traveling to work outside of Southern Georgian Bay and Midland has the most (910).

## LABOUR FORCE & WORK FORCE

	Southern Georgian Bay	Springwater
<b>Resident Labour Force</b>	<b>17575</b>	<b>7210</b>
<i>less</i> <b>Travel-to-work outside</b>	<b><u>-2980</u></b>	<b><u>-5245</u></b>
<b>Travel-to-work inside</b>	<b>14595</b>	<b>1965</b>
<i>plus</i> <b>Come to work from outside</b>	<b><u>+1175</u></b>	<b><u>+1750</u></b>
<b>Work Force (local jobs)</b>	<b>15770</b>	<b>3715</b>
<b>Net Outflow</b>	<b>-1805</b>	<b>-3495</b>

## LOCAL JOBS IN LEADING ECONOMIC SECTORS

Southern Georgian Bay's economy is dominated by Manufacturing (29.7%), Health Care (15.6%), Retail Trade (12.8%), and Tourism (9.0%) representing about two thirds of all jobs.

	JOBS OR LOCAL EMPLOYMENT SOUTHERN GEORGIAN BAY	SGB JOBS	SGB JOBS PERCENT	SGB JOBS CUM PERCENT
1	<b>Manufacturing</b>	<b>4675</b>	<b>29.7</b>	<b>29.7</b>
2	<b>Health care &amp; social assistance</b>	<b>2460</b>	<b>15.6</b>	<b>45.3</b>
3	<b>Retail trade</b>	<b>2020</b>	<b>12.8</b>	<b>58.1</b>
4	<b>Accommodation &amp; food services</b> (tourism-related)	<b>1045</b>	<b>6.6</b>	<b>64.7</b>
5	<b>Arts, entertainment &amp; recreation</b> (tourism-related)	<b>385</b>	<b>2.4</b>	<b>67.2</b>
6	Other services	790	5.0	72.2
7	Educational services	740	4.7	76.9
8	Public administration	580	3.7	80.6
9	Construction	500	3.2	83.7
10	Professional, scientific & tech services	445	2.8	86.5
11	Finance and insurance	365	2.3	88.9
12	Agriculture, forestry, fishing & hunting	345	2.2	91.1
13	Transportation & warehousing	345	2.2	93.2
14	Administrative and support services	290	1.8	95.1
15	Real estate and rental and leasing	280	1.8	96.9
16	Information & cultural industries	205	1.3	98.2
17	Wholesale trade	170	1.1	99.2
18	Utilities	80	0.5	99.8
19	Mining and oil and gas extraction	40	0.3	100
20	Management of enterprises	0	0.0	100
	<b>Total Jobs – All Sectors</b>	<b>15760</b>	<b>100</b>	

Springwater's economy receives solid contributions from many sectors of its economy led by Educational Services (14.9%), Tourism (11.5%) and Agriculture (11.1%). Eight sectors contribute a shade more than two thirds of all jobs.

	<b>JOBS OR LOCAL EMPLOYMENT Springwater</b>	<b>SP JOBS</b>	<b>SP JOBS PERCENT</b>	<b>SP JOBS CUM PERCENT</b>
<b>1</b>	<b>Educational Services (Midhurst)</b>	<b>550</b>	<b>14.9%</b>	<b>14.9%</b>
<b>2</b>	<b>Agriculture &amp; Other Primary</b>	<b>410</b>	<b>11.1%</b>	<b>26.0%</b>
<b>3</b>	<b>Arts, Entertainment &amp; Recreation*</b>	<b>240</b>	<b>6.5%</b>	<b>32.5%</b>
<b>4</b>	<b>Accommodation &amp; Food Services*</b>	<b>185</b>	<b>5.0%</b>	<b>37.5%</b>
<b>5</b>	<b>Manufacturing</b>	<b>310</b>	<b>8.4%</b>	<b>45.9%</b>
<b>6</b>	<b>Retail Trade</b>	<b>310</b>	<b>8.4%</b>	<b>54.3%</b>
<b>7</b>	<b>Government Services (Midhurst)</b>	<b>275</b>	<b>7.4%</b>	<b>61.7%</b>
<b>8</b>	<b>Construction</b>	<b>200</b>	<b>5.4%</b>	<b>67.2%</b>
9	Wholesale Trade	180	4.9%	72.0%
10	Health Care**	<u>175</u>	<u>4.7%</u>	76.7%
	Sub-Total	2835	76.7%	
11.	All Other Industry Sectors	860	23.3%	100
	<b>Total Jobs – All Sectors</b>	<b>3695</b>	<b>100</b>	

## **BENCHMARKING THE ECONOMY**

Southern Georgian Bay's economic development intensity (jobs per 1000 of population) or EDI exceeds the Provincial benchmark in two sectors:

<b>ECONOMIC DEVELOPMENT INTENSITY SOUTHERN GEORGIAN BAY</b>	<b>SGB JOBS</b>	<b>SGB JOBS/ 1000 POPULATION</b>	<b>ONTARIO JOBS/ 1000 POPULATION</b>	<b>% SGB ABOVE (BELOW) ONTARIO BENCHMARK</b>
<b>Manufacturing</b>	<b>4675</b>	<b>108.1</b>	<b>79.7</b>	<b>35.6</b>
<b>Health care &amp; social assistance</b>	<b>2460</b>	<b>56.9</b>	<b>43.1</b>	<b>32.0</b>
Arts, entertainment & recreation*	385	8.9	9.0	-1.4
Retail trade	2020	46.7	54.5	-14.3
Other services	790	18.3	21.3	-14.4
Agriculture, forestry, fishing & hunting	345	8.0	9.6	-17.2
Construction	500	11.6	14.3	-19.0
Accommodation and food services*	1045	24.2	30.2	-20.1
<b>Total Jobs – All Sectors</b>	<b>15760</b>	<b>364.5</b>	<b>460.4</b>	<b>-20.8</b>
Real estate and rental and leasing	280	6.5	8.8	-26.1
Mining and oil and gas extraction	40	0.9	1.6	-42.0
Educational services	740	17.1	29.9	-42.7
Public administration	580	13.4	25.8	-48.0
Utilities	80	1.9	3.7	-49.7
Transportation & warehousing	345	8.0	18.7	-57.2
Administrative and support services	290	6.7	16.2	-58.5
Information & cultural industries	205	4.7	13.4	-64.6
Finance and insurance	365	8.4	24.5	-65.6
Professional, scientific & tech services	445	10.3	33.5	-69.3
Wholesale trade	170	3.9	22.0	-82.1
Management of enterprises	0	0.0	0.7	-100.0

Springwater's EDI exceeds the Provincial Benchmark in three sectors:

<b>BENCHMARKING SPRINGWATER'S ECONOMY</b>	<b>% Above Ontario Benchmark</b>
Agriculture, forestry, fishing and hunting	+164.4%
Arts, entertainment and recreation	+65.0%
Educational services	+14.3%

## ISSUE ANALYSIS RESULTS

### MANUFACTURING: VIEW FROM MANUFACTURERS

#### STRENGTHS

- *Strong sector with well paid local jobs*
- *Productive/reliable workers living in region*
- *Entrepreneurs/professional managers living in region*
- *Unique quality of life + supportive communities*
- *Good support companies, e.g. transportation providers*
- *Reasonable-to-good proximity to major markets*

### MANUFACTURING: VIEW FROM MANUFACTURERS

#### OPPORTUNITIES

- *Establish municipally-owned industrial parks*
- *Market the region*
- *Attract new manufacturing investment*
- *Retain & support existing manufacturers*

### MANUFACTURING: VIEW FROM MANUFACTURERS

#### CHALLENGES

- *Prevent residential encroachment*
- *Upgrade HW 12 to four lanes*
- *Encourage more young people to get into the trades*
- *Address electric power issues at certain locations*

## **MANUFACTURING: VIEW FROM NON-MANUFACTURERS**

### **STRENGTHS**

- *Low cost of living + affordable housing*
- *Good family recreation + pristine natural environment*
- *Strong education system*
- *People committed to community / willing to get involved*
- *Good skilled labour pool + great industry support infrastructure*
- *Many recent factory expansions*

## **MANUFACTURING: VIEW FROM NON-MANUFACTURERS**

### **WEAKNESSES**

- *Industrial land owned by private sector*
- *Cost of industrial land too high*
- *Can't always meet 'JIT' delivery need*
  - BECAUSE OF DISTANCE AND TRAVEL TIME FROM THE GTA & THE 401

## **MANUFACTURING: VIEW FROM NON-MANUFACTURERS**

### **OPPORTUNITIES**

- *Retain & attract manufacturing jobs because they*
  - CONTRIBUTE CORE OF HOUSEHOLD INCOME IN REGION
  - SUSTAIN REGION YEAR-ROUND,
    - AS TOURISM LARGELY IN SUMMER
- *Make available serviced industrial lands for immediate use*
- *Attract new industry*

## **MANUFACTURING: VIEW FROM NON-MANUFACTURERS**

### **CHALLENGES**

- *Upgrade HW 12 to 4 lanes Midland to 400*
  - *Need serviced industrial land at a good price*
  - *Encourage Grade 9 teens into the trades stream*
- 

## **TOURISM, RECREATION & RESIDENTIAL DEVELOPMENT\***

\*SEASONAL & RETIREMENT

### **STRENGTHS**

- *Area is “Boating Capital of Ontario” & great for*
  - *Boating + fishing*
  - *Golfing + camping + green spaces, parks & trails*
- *Area has unique attractions*
  - *Cultural + historical + theatre program + events (Dragon Boat races)*
- *Area has great snowmobiling + good skiing (mainly cross-country)*
- *Area is a growing retirement destination*
- *North Simcoe Sports & Recreation Centre, a real plus with year-round potential*

## **TOURISM, RECREATION & RESIDENTIAL DEVELOPMENT\***

\*SEASONAL & RETIREMENT

### **OPPORTUNITIES**

- *It happens all the time, people visit, like it & move here*
  - *Then relocate their businesses here*
- *Therefore intensify tourism activity season & grow it beyond 6 months*
- *Schedule 4 major events per year minimum to draw people to the region*
  - *Build on downtown events/festivals*
  - *Take full advantage of the North Simcoe Sports & Recreation Centre*
- *Refresh existing products + develop new products + strengthen partnerships*
- *Lobby for tourism signage on 400 at HW12*
- *Initiate more aggressive four-season marketing campaign*

## **TOURISM, RECREATION & RESIDENTIAL DEVELOPMENT\***

\*SEASONAL & RETIREMENT

### **CHALLENGES**

- *HW 12 is quickest access route to the region for 75% of boat owners*
  - *Four lanes are needed now*
- *Make Georgian Bay more accessible to anglers from boat ramps*
- *Draw on successful Ottawa experience*
  - *Make recreation areas geese-free, starting with Little Lake Park*
- *Promote public walkways on community waterfronts*
- *Work harder & make region beaches more accessible to public*
- *Ensure new developments don't encroach on snowmobile trails*

## **RETAIL, MALLS & DOWNTOWNS**

### **OPPORTUNITIES**

- *Survey residents & begin to revitalize downtowns starting with*
  - *Main Street in Penetanguishene*
  - *North end of King Street in Midland*

### **CHALLENGES**

- *Maintain healthy malls*
    - *Work with mall management/owners*
- 

## **INSTITUTIONAL DEVELOPMENT**

### **OPPORTUNITIES & CHALLENGES**

- *Ensure Oak Ridge redevelopment (MHC) occurs at its present location*
  - *Lobby Province & make a strong case*
  
- *Help Georgian College exploit IRDI's untapped potential*
  - *Lobby both senior levels of government & make a strong case*

# **STEP 2: GAME PLAN + ACTION PLAN**

## **VISION**

*The communities of Midland, Penetanguishene, Tay and Tiny that make up the region of Southern Georgian Bay will work together through the North Simcoe CFDC and the Southern Georgian Bay Chamber of Commerce in partnership with other community-minded organizations to maximize economic development benefits to the region.*

*These benefits will be derived from maintaining and growing the region's unique industrial, institutional, retail, tourism and recreation base as well as its seasonal and retirement residential base in a financially, environmentally and socially sustainable manner.*

*In addition, the communities of Midland, Penetanguishene, Tay and Tiny will increasingly collaborate with the Beausoleil First Nation and the Township of Springwater and other neighbouring communities on economic development matters of common interest.*

## **GOAL**

- *Create about 190 net new jobs per year over 25 years building on strengths*
  - *Represents a modest but sustained annual job growth of 1.1%*
- *About 70% of new permanent jobs are in four sectors:*
  - *Manufacturing (40%)*
  - *Tourism (12%)*
  - *Health care (10%)*
  - *Retail trade (9%)*

## GOAL

- *Some new jobs will come from the growth of existing business & organizations*
- *Many new jobs will be created as a result of a strong and sustained effort to attract new business and government investment, new tourists and new residents.*
- *Yet other jobs will be created to support a growing business and government base and an increasing population.*

NEW JOB CREATION SCENARIO SOUTHERN GEORGIAN BAY	2001 Jobs	2001-2026 New Job Goal	2026 Jobs	Annual New Jobs	% New Jobs
Manufacturing	4675	1873	6548	75	40
Tourism	1430	573	2003	23	12
Health care & social assistance	2460	494	2954	20	10
Retail trade	2020	405	2425	16	9
Construction	500	200	700	8	4
Professional, scientific & tech services	445	178	623	7	4
Other services	790	159	949	6	3
Educational services	740	149	889	6	3
Transportation & warehousing	345	138	483	6	3
Public administration	580	116	696	5	2
Administrative and support services	290	116	406	5	2
Finance and insurance	365	73	438	3	2
Agriculture, forestry, fishing & hunting	345	69	414	3	2
Wholesale trade	170	68	238	3	1
Real estate and rental and leasing	280	56	336	2	1
Information & cultural industries	205	41	246	2	1
Utilities	80	16	96	1	0
Quarries	40	8	48	0	0
<b>Total Jobs</b>	<b>15760</b>	<b>4732</b>	<b>20492</b>	<b>189</b>	<b>100</b>

### PRELIMINARY TOURISM DATA (based on data currently available)

SUMMER SEASON VISITS	2003	2004	GOAL: YEAR 1	GOAL: YEAR 10
1. Martyrs' Shrine	89,000	99,000		
2. Sainte-Marie among the Hurons	64,367	75,635		
3. Wye Marsh Wildlife Centre (year round)	40,520	44,281		
4. Midland Tour Boat (Miss Midland)	36,622	36,997		
5. Penetanguishene Tour Boat (Georgian Queen)	14,685	13,554		
6. Huronia Museum (year round)	16,338	16,271		
7. Discovery Harbour	7,750	8,849		
<b>MAJOR ATTRACTIONS: TOTAL VISITS</b>	<b>269,282</b>	<b>294,587</b>	<b>+20,000</b>	<b>+200,000</b>

<b>WINTER-SHOULDER SEASON VISITS</b>	<b>NA</b>	<b>NA</b>	<b>+2,000*</b>	<b>+20,000*</b>
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## **ACTIONABLE PRIORITY ISSUES GROUPED BY SUBJECT**

### **INFRASTRUCTURE & ENVIRONMENTAL PROTECTION**

	Years		
	1	2	3
• Establish municipal industrial/business parks to meet a 25-year regional need	✓		
• Make the case to the Province for tourism-related signage on HW 400 at HW 12	✓		
• Make the case to the Province for four lanes on HW 12 between HW 400 and Midland		✓	
• Make the case to the Province for improvements to the electric supply system		✓	

### **BUSINESS RETENTION & EXPANSION**

• Enhance the existing 3C4U (Community Career Connections for Youth) program	✓		
• Make the case to the Province for Oak Ridge's (MHCP) redevelopment	✓		
• Make the case to higher level governments for a bright future for Georgian College/IRDI	✓		
• Protect industrial areas from inadvertent residential encroachment	✓		
• Initiate a second formal employer call program		✓	
• Revitalize downtowns for residents and visitors		✓	

### **INVESTMENT ATTRACTION**

• Evaluate the merits of a food services opportunity	✓		
• Pro-actively recruit and attract government institutions		✓	
• Pro-actively attract industrial & other high-tech investment			✓

### **TOURISM & RECREATION DEVELOPMENT**

• Make Georgian Bay more accessible to residents & visiting anglers from boat ramps	✓		
• Make community waterfronts more accessible to visitors and residents	✓		
• Protect snowmobile trails from inadvertent residential encroachment	✓		
• Protect recreation areas from adverse bird impacts	✓		
• Refresh/develop summer tourism products and partnerships		✓	
• Intensify summer tourism marketing			✓
• Refresh/develop winter-shoulder season tourism products and partnerships		✓	
• Intensify winter-shoulder season tourism marketing			✓

## **ACTIONABLE PRIORITY ISSUES**

### **WITHIN ONE YEAR**

1. Establish municipal industrial parks to meet 25-year regional need
2. Protect industrial areas from inadvertent residential encroachment
3. Enhance the existing 3C4U (Community Career Connections for Youth) program
4. Evaluate the merits of a food services opportunity
5. Make the case to the Province for the Oak Ridge's (MHCP) redevelopment
6. Make the case to higher levels of government for a bright future for Georgian College/IRDI
7. Make the case to the Province for tourism-related signage on HW 400 at HW 12
8. Make Georgian Bay more accessible to residents and visiting anglers from boat ramps
9. Protect snowmobile trails from inadvertent residential encroachment
10. Make community waterfronts more accessible to visitors and residents
11. Protect recreation areas from adverse bird impacts

### **WITHIN TWO YEARS**

12. Initiate a second formal employer call program
13. Revitalize downtowns for residents and visitors
14. Make the case to the Province for four lanes on HW 12 between HW 400 and Midland
15. Make the case to the Province for improvements to the electric power supply system
16. Pro-actively recruit and attract government institutions
17. Refresh/develop summer tourism products and partnerships
18. Refresh/develop winter-shoulder season tourism products and partnerships

### **WITHIN THREE YEARS**

19. Pro-actively attract industrial and other high-tech investment
20. Intensify summer tourism marketing
21. Intensify winter-shoulder season tourism marketing

## **ACTION PLANS:**

Based on experience, the successful implementation of these issue-driven economic development programs requires a group of energetic, seasoned, well-regarded and skilled volunteers.

Many of the initiatives proposed will require additional funding but some will not.

### **PROGRAMS TO BE INITIATED WITHIN ONE YEAR**

***Issue 1: Establish new municipal industrial parks to meet a 25-year regional need***

- Objective: Sell serviced industrial land to new investors in the region at prices competitive with other comparable Ontario communities
- Rationale: The inventory of municipally-owned industrial (serviced) land in the region has dwindled down to five acres or less
- Strategy: Research and identify the least-cost, earliest-in-service options for the acquisition and development of serviced and/or unserviced land suitable for Class I, Class II and Class III uses
- Program: Develop and implement a business plan for doing this
- Volunteers: Representatives from:
- ◆ Midland, Penetanguishene, Tay & Tiny
  - ◆ Electric utilities serving the region
  - ◆ SGB Chamber of Commerce
  - ◆ Specialist land developer(s) (*as required*)
  - ◆ Specialist real estate firm(s) (*as required*)
  - ◆ North Simcoe CFDC

***Issue 2: Protect industrial areas from inadvertent residential encroachment***

- Objective: Ensure that residential developments do not come unnecessarily close to established industrial plant areas unless safeguards are in place
- Rationale: Pre-empt new resident complaints in new developments regarding existing industrial plant operations and minimize community discord
- Strategy: i) Industrial plant operators to be encouraged to update Environmental Classifications (either Class I or Class II or Class III) of their plants  
ii) Municipalities to keep developers informed of these classifications and their implications
- Volunteers: Representatives from:
- ◆ Midland, Penetanguishene, Springwater, Tay & Tiny
  - ◆ SGB Chamber of Commerce
  - ◆ All area industrial plant operators

***Issue 3: Enhance the existing 3C4U (Community Career Connections for Youth) program***

- Objective: Increase the number of employer and parent participants in the program and increase the number and diversity of activities undertaken
- Rationale: In order to replace skilled workers through retirement, the region needs to produce additional trades' graduates beyond the norm over the next twenty-five years in line with new job creation
- Strategy: Prepare and implement a marketing program aimed at increasing employer and parent participation in the 3C4U program
- Volunteers: Representatives from:
- ◆ The region's employers
  - ◆ Georgian College
  - ◆ Members of Parent Councils
  - ◆ The region's educators (elementary and high schools)
  - ◆ The Learning Centre
  - ◆ North Simcoe CFDC
  - ◆ SGB Chamber of Commerce

**Issue 4: Evaluate the merits of a food services opportunity**

Objective: Investigate the feasibility of having a locally-based food services company supply area institutions with prepared meals

Rationale: Create local industrial jobs

Strategy: Determine the demand and then work with a suitable industrial company and prepare a cost/benefit study for area institutions

Volunteers: Representatives from:

- ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce
- ◆ Local area institutions ◆ Suitable potential industrial supplier(s)
- ◆ North Simcoe CFDC ◆ A local accounting firm ◆ local Farmers

**Issue 5: Make the case to the Province for Oak Ridge's (MHCP) redevelopment in Southern Georgian Bay**

Objective: Keep the Oak Ridge unit of the Mental Health Centre at its present location in Penetanguishene

Rationale: With changes taking place in this field and many institutions being closed down across the Province, there is always the possibility that another location will be considered for an Oak Ridge replacement

Strategy: Make the business/social benefit case for the redeveloped Oak Ridge unit at its present location in Southern Georgian Bay

Volunteers: Representatives from:

- ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce
- ◆ Local medical specialists ◆ Office of local MPP ◆ 'Friends' of Oak Ridge

**Issue 6: Make the case to higher level governments for a bright future for IRDI (Georgian College) in Southern Georgian Bay**

Objective: Lobby government to ensure that IRDI (now part of Georgian College) flourishes at its present location

Rationale: The local perception is that IRDI has much potential which is yet untapped

Strategy: Ensure that both Queen's Park and Ottawa come together to help Georgian College unlock IRDI's research and development potential at its current location in the region

Volunteers: Representatives from:

- ◆ Georgian College ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce ◆ Office of local MPP ◆ Office of local MP ◆ North Simcoe CFDC
- ◆ Industry representatives who work with IRDI

**Issue 7: Make the case to the Province for tourism-related signage on the 400 at HW 12**

Objective: Lobby the Province to install 'destination' signage on the 400 at HW 12

Rationale: Capture the attention of travellers on the 400 who could become visitors to the region

Strategy: Make the business case for the new signage

Volunteers: Representatives from:

- ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce
- ◆ Local tourism & recreation operators' ◆ Office of local MPP
- ◆ G'Nadjiwon Ki Aboriginal Tourism Association (ATA)

**Issue 8: *Make Georgian Bay more accessible to residents and visiting anglers from boat ramps***

- Objective: Make improvements to community boat ramp parking arrangements for residents and anglers and their vehicles/boat-trailers
- Rationale: A parking facility and a boat launch area that works well is good for both residents and visitors to the region
- Strategy: Investigate other strategies that have worked well, such as in Penetanguishene, and develop a workable plan and make improvements starting with Midland
- Volunteers: Representatives from:
- ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce
  - ◆ Local fishing guide/charter operators ◆ Local marina operators
  - ◆ Waterfront-based industry

**Issue 9: *Protect snowmobiling trails from inadvertent residential encroachment***

- Objective: Ensure that residential developments do not come too close to important snowmobiling trails
- Rationale: Pre-empt new resident complaints in new developments regarding snowmobile noise and minimize community discord
- Strategy: Reconfirm buffer zones around important snowmobiling trails and keep developers and snowmobilers well informed about these buffer zones and their implications
- Volunteers: Representatives from:
- ◆ Midland, Penetanguishene, Springwater, Tay & Tiny
  - ◆ Georgian Bay Snowriders ◆ SGB Chamber of Commerce
  - ◆ Local Inns/B&B operators who offer snowmobiling packages

**Issue 10: *Make community waterfronts more accessible to visitors and residents***

- Objective: Ensure that the public has reasonable access to the waterfront in residential communities
- Rationale: Members of the public should be able to take walks along the waterfront without unreasonable constraints from residential, industrial and institutional developments
- Strategy: i) Build walkways on public land along community waterfronts  
ii) Encourage residential developers to do the same on private land
- Volunteers: Representatives from:
- ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce
  - ◆ Midland Rotary Club ◆ Waterfront developers, industry & utilities

**Issue 11: *Protect recreation areas from adverse bird impacts***

- Objective: Protect the water environment at Little Lake
- Rationale: Keep the lake water clean for visitors and residents and set the example for the region
- Strategy: Draw on the successful Ottawa area experience and discourage Canada geese from using the area
- Volunteers: Representatives from:
- ◆ Midland ◆ SGB Chamber of Commerce ◆ Ministry of the Environment
  - ◆ Severn Sound Environmental Association

## **PROGRAMS TO BE INITIATED WITHIN TWO YEARS**

***Issue 12: Initiate a second formal employer call program***

- Objective: Ensure that local employer issues are identified and addressed  
 Rationale: A satisfied employer is an employer who will remain and expand locally  
 Strategy: Call on at least forty-eight employers per year and address their issues (Contact employers on a two year cycle thereafter)  
 Volunteers: Representatives from:  
 ♦ Midland, Penetanguishene, Springwater, Tay & Tiny  
 ♦ North Simcoe CFDC ♦ SGB Chamber of Commerce

***Issue 13: Revitalize downtowns for residents and visitors***

- Objective: Beautify the downtowns in the region and increase the number and quality of their retail, entertainment and recreation outlets starting with Penetanguishene  
 Rationale: A revitalized downtown becomes a more truly functional asset for residents and a desirable destination for visitors  
 Strategy: Survey residents and find out what they would like to see in their downtown and then, building on this information, plan and implement a revitalization program  
 Volunteers: Representatives from:  
 ♦ Penetanguishene, Midland, Springwater, Tay & Tiny ♦ Downtown retailers  
 ♦ North Simcoe CFDC ♦ SGB Chamber of Commerce

***Issue 14: Make the case to the Province for four lanes on HW 12 between the 400 and Midland***

- Objective: Lobby the Province in support of widening HW 12 to four lanes between the 400 and Midland  
 Rationale: Shorten drive times between the GTA and Southern Georgian Bay for local manufacturers ('just-in-time') and week-end visitors  
 Strategy: Make the business case for widening HW 12  
 Volunteers: Representatives from:  
 ♦ Midland, Penetanguishene, Tay & Tiny ♦ SGB Chamber of Commerce  
 ♦ Tourism and recreation operators ♦ Marina operators ♦ Office of local MPP ♦ Industrial plant operators ♦ Warehousing and transportation firms  
 ♦ G'Nadjiwon Ki Aboriginal Tourism Association

***Issue 15: Make the case to the Province for improvements to the electric power supply system***

- Objective: Lobby the Province in support of increasing the capability of the electric power system serving the area  
 Rationale: Address all area industry needs  
 Strategy: Make the business case for a stronger area power supply system  
 Volunteers: Representatives from:  
 ♦ Midland, Penetanguishene, Tay & Tiny ♦ Electric utilities serving region  
 ♦ SGB Chamber of Commerce ♦ Office of local MPP  
 ♦ Industrial plant operators affected

**Issue 16: *Pro-actively recruit and attract government institutions***

- Objective: Attract more government institutions to the region and create new jobs
- Rationale: Higher level governments regularly evaluate the way they deliver their services and, as a result, often decentralize or relocate or consolidate existing operations
- Strategy: Ensure that Southern Georgian Bay is kept up-to-date on potential opportunities and make the business case for government institutions coming to the area, especially ones that build on the present institutional base and/or the availability of strategically located crown-owned land
- Volunteers: Representatives from:  
 ♦ Midland, Penetanguishene, Tay & Tiny ♦ SGB Chamber of Commerce  
 ♦ Office of MPP ♦ Office of MP ♦ North Simcoe CFDC

**Issue 17: *Refresh/develop summer tourism products and partnerships***

- Objective: Attract new and repeat visitors and create new jobs
- Rationale: An enhanced/expanded product portfolio is needed to appeal to new and repeat visitors
- Strategy: Enhance/refresh existing products, develop complementary products, revitalize existing partnerships and/or develop new specialized partnerships
- Volunteers: Representatives from:  
 ♦ Beausoleil FN, Midland, Penetanguishene, Springwater, Tay & Tiny  
 ♦ SGB Chamber of Commerce ♦ NS SRC ♦ La Clé de la Baie  
 ♦ Office of MPP ♦ Office of MP ♦ Georgian Bay Tourism Consortium  
 ♦ North Simcoe CFDC ♦ B&Bs ♦ Tourism operators ♦ Wye Marsh WLC  
 ♦ G’Nadjiwon Ki Aboriginal Tourism Association ♦ Ontario Parks, GB Islands  
 National Parks ♦ Martyrs’ Shrine ♦ HHP ♦ Museums

**Issue 18: *Refresh/develop winter-shoulder season tourism products and partnerships***

- Objective: Attract new and repeat visitors and create new jobs
- Rationale: An enhanced/expanded product portfolio is needed to appeal to new and repeat visitors
- Strategy: Enhance/refresh existing indoor and outdoor products, develop complementary indoor and outdoor products, revitalize existing partnerships and/or develop new specialized partnerships
- Volunteers: Representatives from:  
 ♦ Beausoleil FN, Midland, Penetanguishene, Springwater, Tay & Tiny  
 ♦ SGB Chamber of Commerce ♦ Midland Ski Club ♦ Mountainview Ski Hill  
 ♦ North Simcoe CFDC ♦ Georgian Bay Tourism Consortium ♦ B&Bs  
 ♦ Wye Marsh WLC ♦ Tourism operators ♦ Office of MPP ♦ Office of MP  
 ♦ G’Nadjiwon Ki Aboriginal Tourism Association  
 ♦ La Clé de la Baie ♦ NS SRC

## **PROGRAMS TO BE INITIATED WITHIN THREE YEARS**

**Issue 19: *Pro-actively attract industrial and other high-tech investment***

Objective: Attract new investors and create more permanent jobs (see Goal)

Rationale: Once serviced industrial land is available at competitive prices, Southern Georgian Bay will be in a strong position to showcase its unique assets and pro-actively move to attract new investment and create new permanent jobs

Strategy: Develop and implement a new marketing plan leveraging the region's considerable strengths

Volunteers: Representatives from:

- ◆ Midland, Penetanguishene, Tay & Tiny ◆ SGB Chamber of Commerce
- ◆ Office of local MPP ◆ Office of local MP ◆ La Clé de la Baie
- ◆ North Simcoe CFDC

**Issue 20: *Intensify summer season tourism marketing***

Objective: Increase summer visits to attractions by 20,000 per year (or by an additional 200,000 per year at the end of ten years) and create new permanent jobs

Rationale: There is an untapped potential for summer season visitors

Strategy: Prepare and implement a new marketing plan, building on new and refreshed products with revitalized and/or new specialized partnerships

Volunteers: Representatives from:

- ◆ Beausoleil FN, Midland, Penetanguishene, Springwater, Tay & Tiny
- ◆ SGB Chamber of Commerce ◆ NS SRC ◆ La Clé de la Baie
- ◆ Office of MPP ◆ Office of MP ◆ Georgian Bay Tourism Consortium
- ◆ North Simcoe CFDC ◆ B&Bs ◆ Tourism operators ◆ Wye Marsh WLC
- ◆ G'Nadjiwon Ki Aboriginal Tourism Association

**Issue 21: *Intensify winter-shoulder season tourism marketing***

Objective: Increase number of winter/shoulder season visits to attractions tentatively by 2000 per year (two-thirds in winter) or by an additional 20,000 per year at the end of ten years and create permanent jobs

Rationale: There is an untapped potential for winter and shoulder season visitors

Strategy: i) Establish a historical visits database and firm up growth targets  
ii) Prepare and implement a new marketing plan, building on new and refreshed products with revitalized and/or new specialized partnerships

Volunteers: Representatives from:

- ◆ Beausoleil FN, Midland, Penetanguishene, Springwater, Tay & Tiny
- ◆ SGB Chamber of Commerce ◆ Midland Ski Club ◆ Mountainview Ski Hill
- ◆ North Simcoe CFDC ◆ Georgian Bay Tourism Consortium ◆ B&Bs
- ◆ Wye Marsh WLC ◆ Tourism operators ◆ Office of MPP ◆ Office of MP
- ◆ La Clé de la Baie ◆ G'Nadjiwon Ki Aboriginal Tourism Association

# **APPENDICES**

- ✓ **Benchmarking SGB's Leading Manufacturing Communities**
- ✓ **When Manufacturers Established Operations in SGB**
- ✓ **When Important Non-Manufacturing Employers came to SGB**
- ✓ **Industrial Land Prices**
- ✓ **Municipally-Owned Industrial Parks**
- ✓ **Main Serviced Industrial Land Inventory**

## **Benchmarking SGB's Leading Manufacturing Communities**

Over ninety-five percent of Midland manufacturing jobs are in eleven sub-sectors (out of a total of twenty-one) that exceed the Provincial benchmark by significant margins. This indicates strength in manufacturing as well as a fair level of job diversity.

<b>Midland Manufacturing (3-digit NAICS* sub-sectors)</b>	<b>Jobs</b>	<b>% Above Ont BM*</b>	<b>% of Mfg Jobs</b>
313 Textile Mills	130	1198.55	4.06
333 Machinery Manufacturing	925	878.41	28.91
327 Non-Metallic Mineral Product Manufacturing	160	417.20	5.00
323 Printing and Related Support Activities	270	384.27	8.44
326 Plastics and Rubber Products Manufacturing	420	383.89	13.13
332 Fabricated Metal Product Manufacturing	285	330.52	8.91
339 Miscellaneous Manufacturing	110	136.15	3.44
336 Transportation Equipment Manufacturing	510	110.64	15.94
316 Leather and Allied Product Manufacturing	10	110.38	0.31
311 Food Manufacturing	170	54.25	5.31
331 Primary Metal Manufacturing	100	51.06	3.13
<b>Share of Total Manufacturing</b>	<b>3090</b>		<b>98.10%</b>

\*BM=Ontario Benchmark; NAICS = North American Classification System adopted by Canada, Mexico & the U.S. post-NAFTA

Over ninety-five percent of Midland manufacturing jobs are in twenty-two segments (out of a total of eighty-seven) that exceed the Provincial benchmark by significant margins for the most part. Once again, the record is impressive.

<b>Midland Manufacturing (4-digit NAICS segments)</b>	<b>Jobs</b>	<b>% Above Ont BM*</b>	<b>% of Mfg Jobs</b>
3333 Commercial and Service Industry Machinery Mfg*	595	7519.85	18.59
3132 Fabric Mills	115	2266.30	3.59
3313 Alumina and Aluminum Production and Processing	90	1671.59	2.81
3272 Glass and Glass Product Manufacturing	145	1571.40	4.53
3329 Other Fabricated Metal Product Manufacturing	230	1268.17	7.19
3112 Grain and Oilseed Milling	60	754.72	1.88
3335 Metalworking Machinery Manufacturing	255	742.28	7.97
3261 Plastic Product Manufacturing	420	485.85	13.13
3169 Other Leather and Allied Product Manufacturing	10	441.32	0.31
3133 Textile and Fabric Finishing and Fabric Coating	15	393.26	0.47
3231 Printing and Related Support Activities	270	384.27	8.44
3118 Bakeries and Tortilla Manufacturing	110	305.18	3.44
3366 Ship and Boat Building	10	286.66	0.31
3363 Motor Vehicle Parts Manufacturing	475	262.86	14.84
3399 Other Miscellaneous Manufacturing	110	204.16	3.44
3332 Industrial Machinery Manufacturing	30	200.31	0.94
3334 HVAC & Commercial Refrigeration Equipment Mfg*	25	190.79	0.78
3141 Textile Furnishings Mills	10	102.22	0.31
3326 Spring and Wire Product Manufacturing	10	38.66	0.31
3273 Cement and Concrete Product Manufacturing	15	28.57	0.47
3324 Boiler, Tank and Shipping Container Manufacturing	10	4.64	0.31
3325 Hardware Manufacturing	10	0.75	0.31
<b>Share of Total Manufacturing</b>	<b>3020</b>		<b>95.87%</b>

\*BM=Ontario Benchmark; Mfg=Manufacturing

Nearly eighty percent of Penetanguishene's manufacturing jobs are in four sub-sectors (out of a total of twenty-one) that exceed the Provincial benchmark by significant margins. This indicates strength in manufacturing but with somewhat modest job diversity.

<b>Penetanguishene Manufacturing (3-digit NAICS sub-sectors)</b>	<b>Jobs</b>	<b>% Above Ont BM*</b>	<b>% of Mfg Jobs</b>
~332 Fabricated Metal Product Manufacturing	960	1390.44	75.00
~313 Textile Mills	15	192.13	1.17
~327 Non-Metallic Mineral Product Manufacturing	30	89.08	2.34
~314 Textile Product Mills	10	72.69	0.78
<b>Share of Total Manufacturing</b>	<b>1,015</b>		<b>79.30%</b>

\*BM=Ontario Benchmark

Nearly ninety-five percent of Penetanguishene's manufacturing jobs are in fourteen (out of a total of eighty-seven) segments that exceed the Provincial benchmark, the majority by significant margins. The record is impressive.

<b>Penetanguishene Manufacturing (4-digit NAICS segments)</b>	<b>Jobs</b>	<b>% Above Ont BM*</b>	<b>% of Mfg Jobs</b>
~~3325 Hardware Manufacturing	735	14337.56	57.42
~~3324 Boiler, Tank and Shipping Container Manufacturing	185	3674.44	14.45
~~3366 Ship and Boat Building	15	1030.82	1.17
~~3313 Alumina and Aluminum Production and Processing	20	667.59	1.56
~~3272 Glass and Glass Product Manufacturing	25	461.86	1.95
~~3132 Fabric Mills	10	301.19	0.78
~~3252 Resin, Synthetic Rubber and Fibers & Filament Mfg*	15	207.87	1.17
~~3149 Other Textile Product Mills	10	207.64	0.78
~~3335 Metalworking Machinery Manufacturing	40	157.60	3.13
~~3328 Coating, Engraving, Heat Treating and Allied Activities	15	116.53	1.17
~~3114 Fruit & Vegetable Preserving & Specialty Food Mfg*	10	80.06	0.78
~~3363 Motor Vehicle Parts Manufacturing	85	26.60	6.64
~~3329 Other Fabricated Metal Product Manufacturing	10	15.98	0.78
~~3261 Plastic Product Manufacturing	40	8.79	3.13
<b>Share of Total Manufacturing</b>	<b>1,215</b>		<b>94.92%</b>

\*BM=Ontario Benchmark; Mfg=Manufacturing

### When Manufacturers Established Operations in SGB: An Analysis

The 16 leading employers listed below are estimated to create 92% of Southern Georgian Bay jobs in manufacturing. The latest arrivals (1982, 1984 and 1988) are estimated to create about 6% of manufacturing jobs, those who established their operations in prior decades are estimated to create about 86% of jobs.

<b>Some Leading SGB Industrial Employers</b>	<b>Nature of Business</b>	<b>Jobs (Cum %)</b>	<b>Year Established</b>
Huronian Precision Plastics	Small plastic parts	115	1988
Bruin Engineered Parts	Automotive parts	121	1984
LDI Industries(2000)	Plastic trim parts	60	1982
		<b>296 (91.8)</b>	
NEBS Business Products	Business forms, cheques & apparel	350	1976
Techform Products	Automotive parts	670	1971
CCL Container	Aluminum cans & bottles	350	1970
		<b>1370 (85.5)</b>	
Day Specialties Corporation	Glass appliances & trim plastics	184	1966
Atlas Block	Concrete blocks & retaining walls	60	1964
Weber Manufacturing	Moulds for plastics industry	210	1961
		<b>454 (56.2)</b>	
Baytech Plastics	Custom industrial moulding	300	1953
General Mills	Refrigerated dough	240	1952
Kindred Industries	Stainless steel sinks	215	1952
ELCAN Optical	Precision optical products	660	1952
TRW Safety Systems	Auto components	450	1950
		<b>1865 (46.5)</b>	
Saint-Gobain Technical Fabrics	Fibreglass, Kevlar & carbon reinforcements	<b>250 (6.6)</b>	1948
ADM Milling	Household & bakery flour	<b>59 (1.3)</b>	1923

The 8 most recently established manufacturers are estimated to create 1.5% of local manufacturing jobs.

<b>Some Recent Industrial Arrivals to SGB</b>	<b>Nature of Business</b>	<b>Jobs (Cum %)</b>	<b>Year Established</b>
Durham Specialty Bags	Paper bag products food industry	6	2002
Huronian Tag & Label	Printing roll labels; silk screening	5	2000
		<b>11 (0.2)</b>	
Bayside Screen Printers	Signs	5	1999
Georgian Bay Metal	Waste containers, floating docks & boats	4	1999
Addley Precision Machine	Machine shop	8	1998
Baron Glass Sealing & Assembly	Silicone sealing of appliance components	28	1998
Bodera Tool & Die	Tool & die machine shop	4	1996
MRT Automation	Custom Equipment	9	1995
		<b>58 (1.3)</b>	

### **When Important Non-Manufacturing Employers came to SGB: An Analysis**

Forty-eighty percent of employment in a select institutional group is created by an organization established in 1904, thirty-two percent by organizations established in the 1950s, 1960s and 1970s and twenty percent by an organization established in 2001.

<b>Some Leading SGB Non-Industrial Employers</b>	<b>Nature of Business</b>	<b>Jobs (Cum %)</b>	<b>Year Established</b>
Central North Correctional Centre	Province-wide correctional services	<b>343</b> (100)	2001
Hillcrest Village	Local health services	115	1977
Villa Care Centre	Local health services	150	1970
		<b>265</b> (80.0)	
Community Living Huronia	Local special needs services	<b>173</b> (64.6)	1960
Georgian Manor	Local health services	<b>120</b> (54.5)	1957
Mental Health Centre Penetanguishene	Province-wide health services	<b>815</b> (47.5)	1904

## Industrial Land Prices

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- The price of the last piece of industrial land (2.5 acres municipally-owned) sold in Penetanguishene was \$15,000 per acre according to the purchaser, a local manufacturer. Based on anecdotal information, the price per acre offered by a private seller to the same manufacturer may have been between \$60,000 and \$80,000 in the Prospect Boulevard area in Midland.
- The only listing for industrial land in the January 7, 2005 publication of the Midland-Penetang District Real Estate Board (I.C.I. section) was for 14 acres of serviced land opposite the Wal-Mart complex with frontage on Highway 12 and Prospect Boulevard. The price sought was \$1,450,000 or \$104,000 per acre. It is understood that small industrial lots were sold a few years ago for \$45,000 per acre on Whitfield Crescent.
- The following is a table of industrial land list prices per acre (not actual selling prices) quoted in *BMA Municipal Study 2004* for community-owned land:

	<b>PRICE PER ACRE</b>
<b>COMMUNITY</b>	<b>LOWEST VALUE QUOTED</b>
Cornwall	\$10,000
Chatham-Kent	\$11,050
Port Colborne	\$21,000
Fort Erie	\$22,000
Norfolk	\$24,000
Cobourg	\$25,000
Stratford	\$28,000
Kawartha Lakes	\$30,000
<b>Orillia</b>	<b>\$30,000</b>
Kingston	\$35,000
Windsor	\$38,500
Peterborough	\$40,000
Sarnia	\$40,000
St. Thomas	\$40,000
Sudbury	\$40,000
<b>Barrie</b>	<b>\$55,000</b>
Timmins	\$55,000
Hamilton	\$60,000
West Lincoln	\$60,000
Brantford	\$65,000
Thunder Bay	\$65,000
Guelph	\$75,000
Brampton	\$99,000
Waterloo	\$110,000
Kitchener	\$125,000
Toronto	\$185,000

### **Municipally-Owned Industrial Parks**

- In the late 1970's, the Town of Midland purchased a 100-acre dairy farm on the south side of Highway 12 to develop an industrial park using upper-level government grants (\$500,000). Due to topographical and sewage handling constraints, fifty-two acres were developed into serviced industrial lots. By the early 1990's, the last few remaining lots were purchased and the industrial park was considered sold out. The land was sold on a per acre basis at prices ranging from \$15,000 to \$18,000 per lot. Thus, it has taken roughly 12 to 14 years for the municipality to sell fifty-two acres of industrial land (roughly a rate of 4 acres per year).
- The land in Penetanguishene's present industrial park (approximately 89 acres) was acquired by the municipality in the 1960's when the owner defaulted on taxes owed. The Town cleared the land and developed the industrial park under a federal make-work program. CCL was the first company to locate in the park followed by Techform. The industrial land absorption rate has been about 84 acres in 35 years. The Town currently has five acres for sale at a price of \$15,000 an acre.
- The important conclusion to draw from the above is the fact that at least 136 acres of municipally-owned land (excluding privately owned land) zoned industrial were sold in Midland and Penetanguishene in about thirty-five years.

## **Main Serviced Industrial Land Inventory**

In Midland, the available industrial lands are as follows (source: Town of Midland as of September 2004):

### **Privately Owned Industrial Lands (173.68 acres)**

1. Highway 12:  
Acreage: 50.46 (4.7; 37.76; 8)
2. William Street  
Acreage: 1.5 (0.75; 0.75)
3. Pillsbury Drive  
Acreage: 2.59 (0.403; 0.517; 1.67)
4. Whitfield Crescent  
Acreage: 13.22 (0.77; 2.16; 1.05; 1.04; 1.04; 1.03; 1.04; 1.27; 1.01; 1.01; 1.05; 0.75)
5. King Street  
Acreage: 60
6. Prospect Boulevard  
Acreage: 45.91 (10; 11.59; 5.32; 14; 5)

In Penetanguishene, the available industrial lands (19.57 acres) are estimated as follows (source: Industrial Land Use Study, Issue Paper # 1, February, 2004):

### **Local Government Owned Industrial Lands (14.41 acres)**

1. Fuller Avenue  
Acreage: 12.14 (6.82; 1.85; 3.47)
2. Laurier Road  
Acreage: 0.68 (0.68)
3. Robert Street East  
Acreage: 1.59 (0.53; 0.53; 0.53)

### **Privately Owned Industrial Lands (5.16 acres)**

4. Fuller Avenue  
Acreage: 1.00 (1.00)
5. Laurier Road  
Acreage: 1.88 (0.88; 1.00)
6. MacDonald Road  
Acreage: 2.28 (2.28)

Penetanguishene is expected to designate two new serviced industrial parks (Source: Draft Official Plan Amendment, Town of Penetanguishene, January 3, 2005) with 117 acres (107 uncommitted) of privately-owned land as follows:

#### **Block 1 for Class I & II Industries**

- Bounded by Robert Street East between Thompsons Road and Fuller Avenue
- 30 acres net (10 acres already owned by a local manufacturer)
- Private ownership

#### **Block 2 for Class I, II & III Industries**

- Bounded by Tay Point Road and Fuller Avenue
- 77 acres gross
- Class I and II industries (light to medium industries) will be the main focus of these lands
- Private ownership