



NORTH SIMCOE ECONOMIC ACTION INITIATIVE

STRATEGY DOCUMENT – PART 2

ORGANIZATION - ACTIONS - BUDGET

November 2011

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Link to EAI Vision and Strategy - Part 1

This document is Part 2 of the Economic Action Initiative (EAI) Strategy. Part 1 of the Strategy sets out the vision and strategy for the EAI for the North Simcoe area. Part 1 also provides a background to economic development initiatives in the area, the current initiative and the values that underlie its approach, the recommended vision and objectives, and the proposed strategy and focus for 2012.

Part 2 of the EAI Strategy focuses on the organisation of the EAI, the three teams and their roles, actual tasks and deliverables as part of the EAI.



1.0 Organization

The Economic Action Initiative (EAI) is comprised of three teams whose purpose is to successfully deliver the strategy identified in Part 1. The initiative will be directed by the Coordinating Team and supported by a Business Team and an Entrepreneurial Team. These teams will use experienced business resources to identify, pursue and bring new businesses to North Simcoe.

The following sets out the overall organisation of the EAI, its structure and composition, and the overall tasks of each of its teams.

1.1 EAI Teams

The EAI will be comprised three groups:

The Coordinating Team (CT) will set the Economic Development approach and strategy for the work of the EAI. The CT will report directly to the four municipal Councils by way of quarterly reports. Budget requests will be submitted annually within the first quarter of each year for the following year.

The Business Attraction Team (BAT) will identify, plan and pursue opportunities with the objective of moving established businesses to our area. The BAT will be composed exclusively of experienced business persons with assistance from knowledgeable municipal staff. The municipal staff will provide assistance in dealing with government approvals for the newly attracted businesses.

The Entrepreneurial Team (ET) will establish an “incubator” and then identify and support the growth of entrepreneurial businesses in our area. The ET will be composed of experienced business persons and key support agencies.





1.2 Structure and Composition

The structure and composition of the three “teams” is set out in the following sections.

Coordinating Team (CT)

The CT will be jointly appointed by the four Councils. The CT will be composed of the Mayors from the four Municipalities (4), the chairs of the BT (1) and ET (1), and three key business stakeholders. Selected municipal staff and key community economic development staff (including the County of Simcoe) will act as resources to the CT. The CT will elect a chair from its members.

Business Attraction Team (BAT)

The BAT will be composed of up to 10 members selected by the CT. Team members will be experienced business representatives chosen because of their drive, attitude and contacts in the broader business community. A chair will be selected from its members.

The BAT will organize its members and resources to carry out the economic development objectives provided by the CT.

Entrepreneurial Team (ET)

The ET will be composed of up to 10 members of the business community selected by the CT. Team members will be entrepreneurial business representatives and member of key economic stakeholder groups such as the NSCFDC. The ET will organize its members and resources to carry out the economic development objectives provided by the CT. A chair will be selected from its members

2.0 Tasks & Deliverables

As noted in Part 1, the EAI strategy for 2012 will focus on launching the Business Attraction Team. The Entrepreneurial Team will be held in abeyance until some of the first year tasks are accomplished. This section describes the tools that will be developed in year one to support the BAT and further the development goals.

2.1 Economic Development Website

A dedicated Economic Development Website would be created to provide a one-window approach to finding critical information to support the business attraction



activities of the EAI. The dedicated website would provide all the relevant information to make site selection decisions and to support the selection of our communities for new development.

The external and dedicated website would be designed externally but maintained internally.

2.2 Site Opportunities Identification

The municipalities will cooperate in developing a single common “Site Opportunities” listing and inventory of all available commercial and industrial lands and buildings in the area and that are ready for new development.

It is anticipated that this site opportunities listing could be web based and on posted on the proposed dedicated economic development website. The listing would require the cooperation and participation of the local real estate brokers and agents in ensuring that listings, in particular vacant commercial and industrial building space, are included in the opportunities listing. Information respecting zoning, asking price, services, road access, workforce statistics, property taxes and utility rates would be provided for all identified sites in a web based and hard copy format.

2.3 Area Attraction Publication

The Economic Action Initiative (EAI), and particularly the BAT, will require a highly professional Area Attraction publication that provides all the relevant information required for site selection and business professionals to consider location in the area. The publication will support the business attractive activities and must provide a clear and unique marketing message that promotes the areas strengths, quality of life and the quality of our workforce. The development of the publication must include developing a marketing and branding strategy that ensures those with an interest in the area understand the benefits of moving to and setting up in our area.

A graphic designer would be hired to prepare a format and design for the Area Attraction publication, with the content being generally provided by the existing municipal staff. The publication could be maintained and update annually by existing staff.

2.4 Annual Economic Prosperity Summit

The four municipal Councils organized and participated in an Economic Prosperity Summit on June 6, 2011 to hear presentations by Dr. Kevin Stolarick of the Martin Prosperity Institute and Cheryl Govier of the Ontario Ministry of Agriculture and Rural



Affairs. As a result of the success of the Summit, it was determined that an annual Economic Prosperity Summit should be organised to foster discussion between and among the municipal and industry leaders in the area.

2.5 Business Attraction and BAT Support

As described above, one of the primary activities of the EAI is business attraction. A Business Attraction Team, comprised of experienced business professionals, would actively seek and attract new businesses and industries to the area.

Support for the BAT would be required to ensure that businesses and industries that are considering the area for site selection can be appropriately hosted and educated about the benefits of the area.

2.6 Economic Development Strategic Plan

The municipalities will cooperate in developing a single Economic Development Strategy and Action Plan for the area. (Note: The Strategy contained in Part 1 is a summary action plan, gleaned from previous economic strategy statements. The Strategy will have to be further refined, expanded and defined through a formal strategic planning process).

The Economic Development Strategy and Action Plan would provide guidance and support for efficient staff resource use and improve Council's knowledge development on economic development issues, identify strategic directions and objectives that support the areas current economic base strengths and incorporate the identified priorities for economic growth opportunities, recommend directions and tactics that support increased inter-municipal collaboration among the area municipalities around economic development, and identifying action plans for reaching the EAI goals and an approach for monitoring and reviewing progress on strategy implementation.

The Strategy could be developed either internally or through external consultants.

3.0 Budget Actions & Allocations

The Economic Action Initiative (EAI) cannot, and should not be expected to, achieve its vision and objectives on its own. Other stakeholders - businesses, residents and other levels of government need to contribute ideas, capital and a commitment to collaboration.



However, if economic development is a priority for the municipalities and economic prosperity is an important value to the communities, then resources must be allocated to this core service of fiscally and economically sound municipalities. Provided below and in Appendix #1 are the draft budget options for the tasks and deliverables for the EAI as set out in the previous sections.

3.1 Budget

The four North Simcoe municipalities must decide if economic development services are a critical value to their core service functions and what level of financial commitment those values represented. Section 2.0 of this report sets out the tasks and deliverable of a shared economic development service that the EAI has identified as critical to both short and long term success in attracting new employers and new jobs to the North Simcoe Area.

3.2 Allocations

A renewed commitment to the economic development of the North Simcoe Area requires a level of financial support to the EAI to ensure the completing of the required tasks. Several options are available reflecting the level of political commitment and financial capacity to support the program activities from the four partner municipalities.

The first option would be based on Midland and Penetanguishene equally sharing most of the costs, with Tiny and Tay Townships choosing to opt into certain of the EAI activities and financially supporting those program activities.

The second option would reflect full commitment from the four municipal partners and all costs would be shared equally between the four partners.

The third option would reflect full commitment from the Towns of Midland and Penetanguishene and a equally sharing of half of the costs of all EAI initiatives.