



TOWN OF BRADFORD WEST GWILLIMBURY ECONOMIC DEVELOPMENT STRATEGY

SETTING THE STAGE: 2008-2009

Bradford West Gwillimbury will be a complete and healthy community where there are opportunities for everyone to contribute and to benefit.

The Corporation of the Town of Bradford West Gwillimbury strives for service excellence to create and facilitate opportunities to support the ambitions of residents and businesses.

The Town's mission will be achieved through the following objectives...

- Enhancing recreational and cultural programs and services
- **Promoting economic development opportunities**
- Strengthening financial and operational performance
- Easing traffic congestion
- Improving the attractiveness of our Town

September 17, 2008

Table of Contents

SECTION	PAGE #
I. INTRODUCTION	2
• Rationale for an Economic Development Strategy	2
• Preparing the Economic Development Strategy	2
• Objectives and Desired Outcomes	3
II. DESCRIPTION OF CURRENT SITUATION	4
• Economic Profile	4
• Location	5
• Working in Bradford West Gwillimbury	6
III. DESCRIPTION OF THE CURRENT ECONOMIC DEVELOPMENT ACTIVITIES	7
• Roles and Responsibilities for Economic Development	7
• Key Programs and Services	9
IV. ASSESSMENT OF THE CURRENT SITUATION	10
• Strengths and Weaknesses	10
• Opportunities and Threats	12
• Key Strategic Issues	14
V. ECONOMIC DEVELOPMENT PRIORITIES	16
1. Business Retention and Expansion	16
2. Commercial and Downtown Revitalization	17
3. Partnerships	19
4. Promotion and Communication	20
5. Small Business Support	22
VI. MOVING FORWARD	24
• Adoption of the Economic Development Strategy	24
• Monitoring and Reporting	24

ATTACHMENT – Strategic Priorities and Activities Summary (June 17, 2008)

I. Introduction

The decision to prepare an economic development strategy was based on the Town's commitment to economic development as a key priority. The work was completed during 2008 and supports achieving agreed upon objectives and desired outcomes.

Rationale for an Economic Development Strategy

Economic development has been an important area of focus for the Town of Bradford West Gwillimbury for at least the past ten years. In 2005, Council established an Economic Development Advisory Committee (EDAC) comprised of business leaders and members of Council. The committee was created to provide Council with advice and recommendations related to economic development.

On April 17th, 2007, the Town of Bradford West Gwillimbury approved a Strategic Plan to guide the work of Council and management during the term of Council. Economic development was identified as one of five primary objectives. The economic development objective was supported by seven strategic actions. One of them to, *"Complete the preparation of an economic development strategy"* was identified as a priority action to be undertaken in 2008.

In September 2007, the Town established an Office of Economic Development (OED) and hired its first Economic Development Officer (EDO). The position reports directly to the Chief Administrative Officer (CAO) and acts as a liaison with the work of EDAC. Given this situation, it appeared to be an appropriate time to prepare and economic development strategy to guide the work of the Town during the next two to three years.

Preparing the Economic Development Strategy

The preparation of the economic development strategy was under the direction of the CAO with project management by the EDO. Members of EDAC were involved in a strategy session where they completed an assessment of the current situation, identified key issues to be addressed and developed priority actions for 2008.

The economic development strategy benefitted from a number of background studies and other sources of information including the following:

- Town of Bradford West Gwillimbury, EDAC Semi-Annual Presentation to Council (January 8th, 2008)
- Town of Bradford West Gwillimbury, Economic Business Development Marketing Plan 2006-2011, Yfactor Inc. (June 14, 2006)

- Town of Bradford West Gwillimbury, Competitive Analysis and Community SWOT Analysis, UrbanMetrics (December 2005)

In addition, interviews were conducted with business leaders in the community and meetings were held with representatives of various provincial ministries, federal departments and other funding organizations.

The economic development priorities, supporting activities, responsibilities and timeframes were developed by EDAC with input from the OED and approved by Council on June 17, 2008.

Objectives and Desired Outcomes

The economic development strategy was undertaken to achieve the following objectives:

- Build on and enhance the Town's existing successes with respect to economic development initiatives
- Meet the commitment established in the Strategic Plan to have an economic development strategy in place in 2008
- Provide clarity to a broad range of stakeholders on the Town's key priorities with respect to economic development
- Determine work plans and budgets required to achieve the identified priorities

A successful economic development strategy will result in a number of positive outcomes including but not limited to the following:

- Better balance of residential/industrial commercial tax base
- More local jobs
- Opportunity for people to live and work in Bradford West Gwillimbury
- Retail dollars spent locally and not leaving the community
- Bradford West Gwillimbury on the map – getting calls as a place to locate a business

II. Description of Current Situation

The Town of Bradford West Gwillimbury has undertaken a competitive analysis and marketing studies that provide information on its demographics, industry sectors and positioning relative to neighbouring municipalities. Key economic features of the Town are contained in a promotional brochure and summarized following.

Economic Profile

The Town of Bradford West Gwillimbury is situated in an economic region with several sector clusters. The food, manufacturing, and plastics industries that currently exist, complement one another and flourish as they remain in proximity to their suppliers and purchasers.

- **Food:** This sector comprises establishments primarily engaged in producing food for human or animal consumption. The principal activities within this industry relate to food processing, warehousing, distribution, retailing and food service. The Holland Marsh, the heart of Ontario vegetable lands, is located within Bradford West Gwillimbury. Packaging plants are able to process and ship food products as the fresh items are located close to the plants.
- **Manufacturing:** The manufacturing sector as defined by the South Simcoe Economic Alliance is a broader sector containing three sub sectors that share similar locational characteristics and provide a host of additional forward and backward linkages to supply and retail sectors. These sub sectors include machinery manufacturing, chemical manufacturing and fabricated metal products.
- **Plastics:** This sector comprises establishments primarily engaged in making goods by processing plastics materials. The plastics industry caters to a wide range of mid and end users including the automotive sector, food packaging and household goods. Manufacturing and plastics companies are able to serve the automotive industry, including the nearby Honda assembly plant, from an accessible location on Highway 400.

The *2006 Census* showed an 8% growth in population from the previous five years with a total population of 24,040 for the census year. The Town is currently predicting a population of 47,800 by the year 2026.

Location

South Simcoe is in close proximity to a variety of road and rail transportation corridors. Highway 400 and connections to Highway 401 provide access to the major Canadian and US markets. East-west routes such as Highways 88 & 89 and Highway 9 are considered equally important as they provide important links to other parts of the province.

The Town of Bradford West Gwillimbury also has an active rail line located in the easterly portion of the Town, adjacent to some existing and available industrial lands.

Bradford West Gwillimbury is on the fringes of Canada’s biggest city, with direct access to all forms of transportation and close to the Greater Toronto Area marketplace of more than four million people.



Bradford West Gwillimbury offers a cost effective location while still providing easy access to key business markets and lifestyle attractions. Many residents of the Town find they have the "best of both worlds" - a country lifestyle while able to enjoy all the amenities to be expected from close proximity to the large metropolitan centre of Toronto.

Working in Bradford West Gwillimbury

Bradford West Gwillimbury is guided by goals that seek a balanced and logical approach to all development. A high priority is placed on the protection and enhancement of the community's agricultural activities and natural environment, particularly the Holland Marsh, which is a defining force in the community.

By pursuing a clearly stated and focused economic plan, the community successfully supports existing businesses and encourages new commercial and industrial enterprises. Opportunities have been found in the many and varied skills of our residents. Opportunities have also been realized by diversifying our economic and agricultural base, and by promoting a comprehensive tourism strategy.

The Town is vigorously pursuing the creation of new, fully serviced business parks in the immediate vicinity of Highway 400, which will offer opportunities for a broad variety of commercial and industrial operators to locate new or expanded facilities in town. If approved, this will create 1,200 development acres to attract new industry and provide employment opportunities.

Bradford West Gwillimbury is governed by a financially and socially responsible municipal administration. It is a responsive administration that appreciates the diverse needs of its residents. By encouraging public awareness and participation in the decision making process, the joint efforts of municipal government and residents have ensured that the community's vision for the future is realized.

III. Description of the Current Economic Development Activities

A number of organizations and agencies are involved directly in providing services and supporting the Town's economic development activities. Together they offer a broad range of programs and services.

Roles and Responsibilities for Economic Development

The following organizations support the Town's economic development activities.

- **Town of Bradford West Gwillimbury Economic Development Advisory Committee (EDAC).** In 2005, Town Council established the Economic Development Advisory Committee (EDAC) comprised of business and community leaders, and members of Council. It exists to provide Council and the Office of Economic Development (OED) with advice and recommendations on matters of interest and opportunities for new economic growth to enhance the quality of life and future prosperity in our community.

Specifically, EDAC's mandate is to:

- Advise Council and the OED in developing and implementing an overall economic development vision and strategy for the community, including both short-term and long-term goals and actions
 - Assist Council and the OED in communicating the economic development vision for the community and the strategy for achieving the vision
 - Advise Council and the OED in coordinating initiatives with other organizations fulfilling economic development mandates (including but not limited to the County of Simcoe; neighbouring municipalities; provincial and federal agencies; and business, industrial and agricultural associations)
 - Advise Council and support the OED in marketing and business promotion activities
 - Remain informed and provide strategic planning advice on business and industrial developments as they arise in the community
 - Ensure that Council is provided with frequent and timely communication of the Committee's initiatives
- **Town of Bradford West Gwillimbury Office of Economic Development (OED).** In 2007, the Town hired its first Economic Development Officer. The position reports directly to the Chief Administrative Officer (CAO) and is

responsible for working with existing and prospective businesses in the Town. A key responsibility of the EDO is liaising with Town departments and other governments, organizations and agencies to ensure that Bradford West Gwillimbury is an attractive place to locate, continue and expand businesses. The EDO provides support to the Town's Economic Development Advisory Committee and the newly established Board of Trade.

- **Nottawasaga Futures.** Nottawasaga Futures is a non-profit community economic development organization governed by a 12 member volunteer board representing all five municipalities in South Simcoe (Adjala-Tosorontio, Bradford West Gwillimbury, Essa, Innisfil and New Tecumseh). The organization strives to build and maintain communities by offering support, resources, forging partnerships, mentorship and providing professional business development services. It has a Small Business Office in Bradford as well as in Alliston and Stroud.
- **South Simcoe Economic Alliance (SSEA).** Formed in 2002, the SSEA is a partnership of the five municipalities in South Simcoe and Nottawasaga Futures. The partnership works together to promote positive economic development initiatives for the purpose of creating a thriving, balanced and strong community. It is dedicated to fully supporting strategic growth and offering a one-stop shop for site selection in the five municipalities. Elected and appointed officials oversee the work of the organization.

In addition to these specific organizations, there are a number of other groups and organizations involved in economic development initiatives with the Town, including but not limited to the following:

- Economic Developers Council of Ontario (EDCO)
- Ontario Ministry of Small Business and Consumer Services
- Ontario Ministry of Economic Development and Trade (MEDT)
- Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- International Economic Development Corporation
- Business Retention and Expansion International (BREI)
- Ontario Rural Council (TORC)
- Foreign Affairs International Trade Canada
- Economic Developers Association of Canada (EDAC)

Successful economic development in Bradford West Gwillimbury involves ensuring that all of these organizations are working together cooperatively and taking advantage of incentives and programs offered by the provincial and federal governments.

Key Programs and Services

The organizations involved in economic development in Bradford West Gwillimbury provide a number of programs and services. Some of the major initiatives are described following and often involve more than one of the organizations described in the previous section.

- **Business Attraction**, including site selection services, monitoring trends, promotion, responding to requests for information and working closely with all those involved in economic development in Bradford West Gwillimbury
- **Business Retention**, including working with local employers to understand their needs and working with them to address concerns, access new markets and provide skilled workers
- **One Stop Shopping**, including small business support services, professional business consulting, on-site business registration, and other helpful information
- **Promotion**, including branding of Bradford West Gwillimbury, production of brochures and other marketing tools, and maintaining an up-to-date website
- **Seminars and Workshops**, including sessions on business planning, marketing, financial information and other services for small businesses (e.g. GST/PST)

In addition to these general activities, there are individual projects and initiatives that are undertaken for specific sectors such as tourism, the downtown and other priority areas important to the Town.

IV. Assessment of the Current Situation

The Town's Economic Development Advisory Committee undertook an assessment of the current situation as input into the development of priorities for 2008. The assessment included the identification of strengths and weaknesses, and opportunities and threats facing the Town from an economic development perspective. The discussion built upon previous work and concluded with the identification of key strategic issues to be addressed in the Town's economic development strategy.

Strengths and Weaknesses

Strengths and weaknesses are those factors that are within the direct control of the municipality. The strengths reflect positive conditions and initiatives, and weaknesses are those areas where Bradford West Gwillimbury could be doing a better job. A number of strengths and weaknesses have been identified.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Location <ul style="list-style-type: none"> - Geographic heart of Ontario - Proximity to Hwy 400, 27 and Yonge Street - Close to Toronto, Barrie and major markets • Council and Town commitment to economic development <ul style="list-style-type: none"> - Creation of EDAC, focus on economic development as a key theme in the strategic plan and hiring an EDO in the fall of 2007 - Good Mayor, Council, Town Manager, Economic Development Officer and administration • High quality future employment lands <ul style="list-style-type: none"> - Lands along Hwy 400 that can be serviced • Growing economic base <ul style="list-style-type: none"> - e.g. plastics and automotive sectors, tourism, new retail in the downtown - Good mix of sectors • Strong agricultural community <ul style="list-style-type: none"> - e.g. Holland Marsh and diverse 	<ul style="list-style-type: none"> • Transportation and accessibility issues <ul style="list-style-type: none"> - Traffic congestion - Lack of transit for employees - Poor GO service • Deteriorating downtown <ul style="list-style-type: none"> - Vacant storefronts, absentee landlords—doesn't look good - Poor sidewalks - Garbage - Traffic congestion - Lack of adequate, well signed parking - Physical limitations – narrow roads and old buildings - Nice buildings next to ugly ones • Very limited amount of available serviced land <ul style="list-style-type: none"> - Limited amount of "shovel ready" lands - Insufficient hard services for developing tax paying businesses of high quality - Water problems – don't control our source of water • Town is not business friendly <ul style="list-style-type: none"> - Bureaucratic development approvals

Strengths	Weaknesses
<p>agricultural community that includes crop farming, fruit and vegetables and greenhouses and nurseries</p> <ul style="list-style-type: none"> • Labour force availability • Environment and natural features <ul style="list-style-type: none"> - Clean air and water, open space - Lake Simcoe - Oak Ridges Moraine • Strong sense of community <ul style="list-style-type: none"> - History of volunteerism and getting involved in community projects • Growing community 	<p>process/too much red tape</p> <ul style="list-style-type: none"> - ICI taxes are too high relative to residential <ul style="list-style-type: none"> • Existing economic development initiatives are unfocused <ul style="list-style-type: none"> - No agreed upon priorities - Temptation to get EDO involved in activities that are beyond the scope of economic development (e.g. Earth Day) - Pulling the EDO in too many different directions - Town and EDAC appear reactive instead of proactive • Lack of planning for employment growth <ul style="list-style-type: none"> - Focus has been on residential development - Developers are controlling the agenda not the Town • Weak retail sector <ul style="list-style-type: none"> - Local money is not being spent in the community - People shopping elsewhere • No brand awareness <ul style="list-style-type: none"> - Town lacks profile within the broader region - Potential negative impression of those outside of BWG of what the Town is like - Lack of an agreed upon identity • Lack of communication <ul style="list-style-type: none"> - Businesses and residents not well aware of Town's initiatives - Not good at communicating what we're doing so people either don't know or are negative - At times different groups working on the same things and don't know about it • Lack of local employment opportunities <ul style="list-style-type: none"> - Young people having to leave the community to find work and much of

Strengths	Weaknesses
	the Town’s labour force commutes to other destinations for employment <ul style="list-style-type: none"> - Seen as a commuter town • Lack of services and facilities that make the community attractive for employers <ul style="list-style-type: none"> - e.g. lack of a recreation centre, medical facilities, sports programs, community centre, etc.

Overall, the weaknesses are seen as the result of the inactivity over the past 15 years. There have been a number of positive changes and a number of the weaknesses are being addressed (e.g. transportation, the downtown, etc.).

Opportunities and Threats

Opportunities and threats are different than strengths and weaknesses. They reflect trends and external factors that are beyond the control of the Town. However, threats could have a positive or negative impact on economic development in the community and must be considered as input into the economic development strategy. The following opportunities and threats have been identified with respect to economic development in Bradford West Gwillimbury.

Opportunities	Threats
<ul style="list-style-type: none"> • Location and proximity to the GTA <ul style="list-style-type: none"> - Location means that Bradford West Gwillimbury can be an attractive alternative to the more built up and more expensive communities to the south (e.g. Aurora, Newmarket and Caledon) - Mid-sized companies can find land in BWG that is considerably cheaper than elsewhere in the GTA - Close to major markets - Rising fuel costs make BWG attractive compared to Barrie which is further north 	<ul style="list-style-type: none"> • Plans and policies of other levels of government <ul style="list-style-type: none"> - Amount and type of growth not always within the control of the municipality - 400/404 bypass has been removed from the Provincial priority list • Rate and type of growth <ul style="list-style-type: none"> - Concern that growth is occurring more quickly than desirable (especially residential) and that it is being determined by the development community and not the Town - Growth pressure exacerbated by the provincial greenbelt - New residents may need to continue

Opportunities	Threats
<ul style="list-style-type: none"> • Growing economic sectors could be supported in Bradford West Gwillimbury <ul style="list-style-type: none"> - BWG well positioned to attract tourism businesses - Interest in organic agriculture and buying locally could see BWG supplying broader markets - Growth in small and mid-sized businesses and they could find BWG attractive • Plans and policies of other levels of government <ul style="list-style-type: none"> - e.g. IGAP study identifies Bradford West Gwillimbury as an area in which to concentrate growth - Provincial focus on building “complete communities” and BWG could work towards this goal • Growing recognition of the importance of the environment <ul style="list-style-type: none"> - Bradford West Gwillimbury is well positioned to support green businesses especially through future business attraction • People increasingly want to live and work in the same community <ul style="list-style-type: none"> - Growth in BWG could allow people to reduce commuting out of the Town to work elsewhere • Partnerships recognized as a valuable way of working on important initiatives <ul style="list-style-type: none"> - Strong organizations able to work with the Town including the County of Simcoe, neighbouring municipalities, the South Simcoe Economic Alliance, the Board of Trade, Nottawasaga Futures, etc. 	<p>to commute to jobs outside the community which will negatively impact on volunteerism and increase traffic congestion</p> <ul style="list-style-type: none"> - Growth may result in a loss of community identity • Potential economic downturn <ul style="list-style-type: none"> - Economic base of BWG largely dependent on the automotive sector and not diverse enough to weather a recession - Business fears about recession so not investing • Competition from surrounding areas • Environmental plans and policies <ul style="list-style-type: none"> - Could negatively impact agricultural businesses in the Holland Marsh

The growing recognition of the importance of the environment is a huge opportunity for Bradford West Gwillimbury. EDAC's "Being Green is Good Business" is an initiative that supports this trend.

There is support for the Town focusing on attracting employment as individuals and families are likely to move to Bradford West Gwillimbury as opposed to commuting from elsewhere. Growth has been well managed and not excessive. Growth is needed to support the business community. The Official Plan has population targets that are reasonable and the Town needs to ensure that the County of Simcoe and others respect the Official Plan and its related policies.

Key Strategic Issues

The assessment of the current situation also includes the identification of key strategic issues. Bradford West Gwillimbury deals with a number of economic development issues ranging from operational concerns through to high level issues involving advocating for change by other levels of government. Strategic issues are those areas of greatest importance to the future economic development success of the Town and ones where the municipality has a high capacity to influence the changes required.

Key strategic issues to be addressed by the Town's economic development strategy are listed following:

- **Making the Town business friendly**
 - Reducing red tape
 - Providing documents to help businesses in Bradford West Gwillimbury
 - Retaining existing businesses that may be attracted to move elsewhere

- **Defining what is meant by economic development and agreeing on roles and responsibilities**
 - Getting involved in substantive economic development areas
 - Defining a clear role for EDAC and developing performance measures
 - What is meant by EDAC as an advisory group and is its mandate too broad (e.g. should not include the Santa Claus parade)?

- **Revitalizing the downtown**
 - Making it attractive

- **Addressing transportation concerns**
 - Reducing traffic congestion
 - Finding an east-west connector
- **Improving communications and flow of information within the Town**
 - Identifying quick wins
 - Providing regular project updates
 - Increasing marketing and promotion of the Town (including its heritage)
- **Securing a long term supply of serviced employment lands**
- **Attracting businesses so that people can live and work in Bradford West Gwillimbury**
- **Pursuing excellence and quality in everything the Town does**
 - Developing consistent standards
 - Communicating proactively on Town initiatives
 - Outlining what the Town wants in terms of development and not just accepting what is offered
 - Becoming more strategic and more corporate in our thinking
- **Ensuring that development is undertaken in a fair and equitable manner**
 - Not at the expense of non-stakeholders or bad planning

The assessment of the current situation was used to develop the economic priorities for the Town for the coming years.

V. Economic Development Priorities

The Town, in consultation with its Economic Development Advisory Committee (EDAC) has developed five priorities for implementation during the next two years.

1. **Business Retention and Expansion.** A key component of any good economic development strategy is to ensure that the municipality understands the needs of its existing businesses and is able to support current and future plans.
2. **Commercial and Downtown Revitalization.** The downtown core is identified in the Town's Strategic Plan as a strategic priority for attention. A vibrant, healthy downtown is seen as an important component of the Town's character and attractiveness to residents, businesses and visitors.
3. **Partnerships.** Successful economic development requires strong partnerships between the public and private sectors and with other governments, community organizations and not-for-profit agencies.
4. **Promotion and Communication.** Until such time as Bradford West Gwillimbury has land available to market, its focus should be on improving information on current economic development initiatives planned and underway, and ensuring that existing and prospective businesses understand that economic development is one of the Town's key areas of interest.
5. **Small Business Support.** Small and start-up businesses are important to the future economic health of Bradford West Gwillimbury. Experience has shown that they represent the best opportunities for expansion and growth.

They are described following with the specific activities required to support each one. A summary is provided in the attachment.

Strategic Priority	1. Business Retention and Expansion
---------------------------	--

Activities	Responsibility		Timing to Start (by quarter)									
	Primary	Supporting	2008				2009					
			1	2	3	4	1	2	3	4		
1.1 Conduct training of the volunteers for the interviews with businesses in the downtown	EDAC	OED		✓								
1.2 Finalize the survey questionnaire to be used by the volunteers	OED				✓							
1.3 Select the sample size of businesses in the downtown to be interviewed	OED				✓							
1.4 Undertake the visitation program	EDAC	OED			✓	✓						
1.5 Analyze results of the surveys and identify key issues to be addressed	EDAC	OED						✓	✓			
1.6 Undertake a visitation program with major employers to determine their needs and interests	OED	EDAC			← Ongoing →							
1.7 Meet with representatives of Nottawasaga Futures to review the results of their survey and identify the key issues facing the agricultural community	EDAC	Nottawasaga Futures OED							✓			
1.8 Make recommendations to Council based on results of analysis of visitation programs	EDAC	OED							✓			✓

Strategic Priority	2. Commercial and Downtown Revitalization
---------------------------	--

Activities	Responsibility		Timing to Start (by quarter)									
	Primary	Supporting	2008				2009					
			1	2	3	4	1	2	3	4		
2.1 Determine the future role of the Ad Hoc Downtown Revitalization Committee	EDAC	OED			✓							
2.2 Contact other municipalities who have focused on downtown revitalization to learn from their experiences and obtain best practices (e.g. Barrie, Newmarket, Aurora)	OED	EDAC			✓							
2.3 Develop a Request for Proposal to hire a consultant to undertake a downtown revitalization plan for the Town	OED								✓	✓		
2.4 Explore opportunities with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to participate in the funding for pilot projects focused on downtown development	OED								✓	✓		
2.5 Oversee work of consultants including status reports and updates and participate when appropriate or requested by consultants/staff	EDAC	OED						← Ongoing →				
2.6 Review recommendations from the downtown study with respect to the following areas and make recommendations to Council: <ul style="list-style-type: none"> • Boundaries for downtown • Urban design guidelines • Redevelopment option • Vision and renderings for downtown • Community improvement plan – including the strategy for revitalization and 	OED	EDAC								✓	✓	

Town of Bradford West Gwillimbury
 Economic Development Strategy – Setting the Stage: 2008-2009

Activities	Responsibility		Timing to Start (by quarter)									
	Primary	Supporting	2008				2009					
			1	2	3	4	1	2	3	4		
initiatives to reach goals/vision/objectives												
2.7 Work with other Town departments to address parking and traffic issues in the downtown core	OED	EDAC				✓	✓	✓				

Strategic Priority	3. Partnerships
---------------------------	------------------------

Activities	Responsibility		Timing to Start (by quarter)									
	Primary	Supporting	2008				2009					
			1	2	3	4	1	2	3	4		
3.1 Review current arrangements with the South Simcoe Economic Alliance to ensure that Town funding is targeted to address the areas most important to its businesses in terms of economic development.	OED	EDAC				✓	✓				✓	
3.2 Prepare a business plan for the Town's Office of Economic Development based on the economic development strategy that identifies programs and services to be undertaken in cooperation with other partners.	OED	EDAC				✓	✓					
3.3 Establish a relationship with the newly created Board of Trade including mutually agreed upon activities to be pursued jointly in conjunction with Nottawasaga Futures Business Resources Centre	OED	EDAC			← Ongoing →							
3.4 Work with Huronia Tourism and South Simcoe Business Links to explore opportunities to improve the promotion and development of tourism in Bradford West Gwillimbury	OED	EDAC				✓	✓				✓	
3.5 Meet with representatives of provincial ministries, federal departments and their related agencies to understand programs and funding available to support economic development in the municipality.	OED	EDAC	← Ongoing →									

Strategic Priority	4. Promotion and Communication
---------------------------	---------------------------------------

Activities	Responsibility		Timing to Start (by quarter)									
	Primary	Supporting	2008				2009					
			1	2	3	4	1	2	3	4		
4.1 Update the Town's web site to include economic development information for use by current and potential businesses	OED	EDAC									✓	
4.2 Prepare an employment lands and building inventory for the municipality	OED	EDAC							✓	✓		
4.3 Develop map profile for Bradford West Gwillimbury	OED	EDAC				✓	✓	✓	✓			
4.4 Prepare DVD and/or brochure materials profiling the Town and the Office of Economic Development, and key activities underway	OED	EDAC			✓	✓		✓				✓
4.5 Develop, promote and cohost with partners, seminars, workshops and networking events designed to address topics of interest to local businesses.	OED	EDAC	← Ongoing →									
4.6 Work with Nottawasaga Futures to develop biannual newsletters communicating the work of the Office of Economic Development for distribution to businesses and others in the Town	OED	EDAC				✓		✓				✓
4.7 Work with the Town's corporate communications staff to ensure that key economic successes are included in Town materials	OED	EDAC	← Ongoing →									

Activities	Responsibility		Timing to Start (by quarter)										
	Primary	Supporting	2008				2009						
			1	2	3	4	1	2	3	4			
4.8 Prepare and present presentations semi-annually to Council summarizing activities of EDAC and documenting recommendations made, results and their impact	EDAC	OED								✓			✓

Strategic Priority	5. Small Business Support
---------------------------	----------------------------------

Activities	Responsibility		Timing to Start (by quarter)										
	Primary	Supporting	2008				2009						
			1	2	3	4	1	2	3	4			
5.1 Undertake research and survey existing small and start-up business in Bradford West Gwillimbury to understand areas of greatest need in terms of start-ups, expansions and growth.	OED	EDAC Nottawasaga Futures Board of Trade									✓	✓	
5.2 Work with Nottawasaga Futures and the Board of Trade to hold regular workshops and seminars that address the needs and interests of small businesses in Bradford West Gwillimbury	OED	EDAC			← Ongoing →								
5.3 Explore the feasibility and desirability of becoming designated as a provincial Small Business Enterprise Centre and make recommendation to Council regarding SME programs and services	OED	EDAC Nottawasaga Futures			← Ongoing →								
5.4 Work with Town Departments to ensure that development and approvals processes are business friendly and make recommendations to Council on possible changes	OED	EDAC									✓	✓	
5.5 Promote local shopping and dining opportunities	OED	EDAC				← Ongoing →							

VI. Moving Forward

The economic development priorities contained in this economic development strategy will be implemented during the next two years. These priorities will be reviewed and reported on regularly.

Adoption of the Economic Development Strategy

The economic development priorities were approved by EDAC and subsequently by Town Council in June 2008. EDAC and Town Council will review the complete economic development strategy document in October, 2008.

Monitoring and Reporting

EDAC and Town Council will review the economic development priorities semi-annually. Specifically, there will be an update on the activities undertaken in support of the strategic priorities.

The economic development priorities will be reviewed annually with respect to activities that have been completed and new activities to be added to support the five strategic priorities. In particular, it will be important to report on the achievement of the performance measures for each strategic priority.

Strategic Priorities	Performance Measures
1. Business Retention and Expansion	<ul style="list-style-type: none"> • Number of jobs and assessment value impacted by retention and expansion activities • Number of corporate calls and breakdown by type of call
2. Commercial and Downtown Revitalization	<ul style="list-style-type: none"> • Number of building permits in the downtown • Vacancy rates in the downtown • Number of new business start-ups in the downtown
3. Partnerships	<ul style="list-style-type: none"> • Leveraged dollars – amount of money contributed by other funders (public and private) for each dollar invested by the Town in economic development activities • Number of initiatives undertaken in partnership with others (e.g. seminars, meetings, conferences, etc.)

Strategic Priorities	Performance Measures
4. Promotion and Communication	<ul style="list-style-type: none">• Number of hits to the Town’s economic development website• Number of trade and investment enquiries• Number of conferences, trade shows and outreach events attended
5. Small Business Support	<ul style="list-style-type: none">• Number of business start-ups/entrepreneurs assisted• Number of projects facilitated

At this time additional strategic priorities if appropriate, will be added for 2009 and 2010.

ATTACHMENT

Town of Bradford West Gwillimbury Economic Development Strategy

Strategic Priorities and Activities Summary (June 17, 2008)

Strategic Priority	Activities
1. Business Retention and Expansion	1.1 Conduct training of the volunteers for the interviews with businesses in the downtown 1.2 Finalize the survey questionnaire to be used by the volunteers 1.3 Select the sample size of businesses in the downtown to be interviewed 1.4 Undertake the visitation program 1.5 Analyze results of the surveys and identify key issues to be addressed 1.6 Undertake a visitation program with major employers to determine their needs and interests 1.7 Meet with representatives of Nottawasaga Futures to review the results of their survey and identify the key issues facing the agricultural community 1.8 Make recommendations to Council based on results of analysis of visitation programs
2. Commercial and Downtown Revitalization	2.1 Determine the future role of the Ad Hoc Downtown Revitalization Committee 2.2 Contact other municipalities who have focused on downtown revitalization to learn from their experiences and obtain best practices (e.g. Barrie, Newmarket, Aurora) 2.3 Develop a Request for Proposal to hire a consultant to undertake a downtown revitalization plan for the Town 2.4 Explore opportunities with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to participate in the funding for pilot projects focused on downtown development 2.5 Oversee work of consultants including status reports and updates and participate when appropriate or requested by consultants/staff 2.6 Review recommendations from the downtown study with respect to the following areas and make recommendations to Council: <ul style="list-style-type: none"> • Boundaries for downtown • Urban design guidelines • Redevelopment option • Vision and renderings for downtown • Community improvement plan – including the strategy for revitalization and initiatives to reach goals/vision/objectives 2.7 Work with other Town departments to address parking and traffic issues in the downtown core

Strategic Priority	Activities
3. Partnerships	<p>3.1 Review current arrangements with the South Simcoe Economic Alliance to ensure that Town funding is targeted to address the areas most important to its businesses in terms of economic development.</p> <p>3.2 Prepare a business plan for the Town's Office of Economic Development based on the economic development strategy that identifies programs and services to be undertaken in cooperation with other partners.</p> <p>3.3 Establish a relationship with the newly created Board of Trade including mutually agreed upon activities to be pursued jointly in conjunction with Nottawasaga Futures Business Resources Centre</p> <p>3.4 Work with Huronia Tourism and South Simcoe Business Links to explore opportunities to improve the promotion and development of tourism in Bradford West Gwillimbury</p> <p>3.5 Meet with representatives of provincial ministries, federal departments and their related agencies to understand programs and funding available to support economic development in the municipality.</p>
4. Promotion and Communication	<p>4.1 Update the Town's web site to include economic development information for use by current and potential businesses</p> <p>4.2 Prepare an employment lands and building inventory for the municipality</p> <p>4.3 Develop map profile for Bradford West Gwillimbury</p> <p>4.4 Prepare DVD and/or brochure materials profiling the Office of Economic Development and key activities underway</p> <p>4.5 Develop, promote and cohost with partners, seminars, workshops and networking events designed to address topics of interest to local businesses.</p> <p>4.6 Work with Nottawasaga Futures to develop biannual newsletters communicating the work of the Office of Economic Development for distribution to businesses and others in the Town</p> <p>4.7 Work with the Town's corporate communications staff to ensure that key economic successes are included in Town materials</p>
5. Small Business Support	<p>5.1 Undertake research and survey existing small and start-up business in Bradford West Gwillimbury to understand areas of greatest need in terms of start-ups, expansions and growth.</p> <p>5.2 Work with Nottawasaga Futures and the Board of Trade to hold regular workshops and seminars that address the needs and interests of small businesses in Bradford West Gwillimbury</p> <p>5.3 Explore the feasibility and desirability of becoming designated as a provincial Small Business Enterprise Centre and make recommendation to Council regarding SME programs and services</p> <p>5.4 Work with Town Departments to ensure that development and approvals processes are business friendly and make recommendations to Council on possible changes</p> <p>5.5 Promote local shopping and dining opportunities</p>