

# Orangeville Business Retention & Expansion Program

## Manufacturing Sector

Survey Results & Action Plan  
October 2016



# Acknowledgements

## Our Orangeville Manufacturers

Our industry-specific BR+E Project would not have been possible without the co-operation and involvement from our local manufacturing businesses. Between November 2015 and February 2016, thirty-six manufacturers took the time and effort required to participate in the surveying process, open lines of communication, and help us to achieve a confidence rate of 95%. With a participation rate of 74%, Orangeville's manufacturing business leaders are very engaged in their community and we are grateful for their involvement.

## The Leadership Team

The Town of Orangeville Economic Development Committee provided invaluable leadership, time, and effort to the BR+E Project. The members are:

**Pete Renshaw, EDC Chair**  
**Councillor Nick Garisto, Vice Chair**  
**Joe Andrews**  
**Buddy Pitt**  
**Marsha Grant**  
**Ted Squires**

**Diana Morris**  
**David Baker**  
**Dawn Kelly**  
**James McLean**  
**Troy Brett**

## The Volunteer Visitation Team

The visitation team dedicated many hours of professional, committed effort to ensure that confidential business interviews were completed efficiently and thoroughly. The visitation team was comprised of:

**Pete Renshaw, EDC Chair**  
**Buddy Pitt**, Owner, Orangeville Home Hardware, EDC member  
**Theresa Sauren**, Dufferin Board of Trade  
**Nancy Tuckett**, Director of Economic Development, Planning and Innovation  
**Ruth Phillips**, Economic Development Manager  
**Ellen Sinclair**, SBEC Co-ordinator

## Provincial Staff Advisors/Technical Support Team

The guidance and insight provided by our partnering organization, the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) was invaluable. These participants included:

**Stephen Morris**, Team Lead – Economic Development Programs Unit  
**Gerry Horst**, Agriculture and Rural Economic Development Advisor  
**Robert Humphry**, Economic Development Specialist

## The Resource Network

A number of organizations supported implementation of the project providing follow-up with businesses, participating in a BR+E Retreat and assisting with action planning and implementation, promoting the program throughout the process, and compiling and inputting data for review. Invaluable contributions were made by:

**Carol Simpson**, Workforce Planning Board, Wellington, Waterloo, Dufferin  
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**George Dick**, Orangeville Hydro  
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**Betty Ann Lusk**, Orangeville Economic Development Office  
**Sheila Duncan**, Communications Manager, Town of Orangeville

### Thank you to the following businesses for their special contributions of gifts for participants:

County of Dufferin  
Landman Gardens  
Orangeville Home Hardware  
Shoppers Drug Mart  
The Chocolate Shop  
Tim Hortons  
Watermaker  
WestJet  
Wicked Shortbread



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## Introduction

Led by a project task force comprised of the Town of Orangeville's Economic Development Committee members, in October 2015 Orangeville Council approved the Town of Orangeville's first Business Retention and Expansion (BR+E) Program. A manufacturing focused BR+E initiative was a recommendation of the Town's Economic Development Strategy and it was launched in an effort to find opportunities to improve the profitability of local businesses, acknowledge the importance of manufacturing in the community, and to develop relevant business resources and programs that could further the economic development of the Town.

As a co-operative effort between businesses in the manufacturing sector, municipal government representatives, the Ontario Ministry of Agriculture, Food and Rural Affairs, and various community partners, the Orangeville BR+E initiative brought the voices of the local business community together to help guide economic decision-making. The provincially-developed BR+E program began with business visitations and the completion of 36 comprehensive surveys to identify business needs, opportunities, and issues. The information collected was then used to address urgent problems, connect businesses with relevant support programs and services, and to identify gaps where business programs and resources could be improved or created to support economic development strategies within the community.

The ultimate objective of the BR +E initiative was to build capacity within the community by helping local businesses to mitigate potential problems and creating a more positive business climate. The program provided the Economic Development office with a better understanding of the issues and trends that exist within the business community, opened lines of communication to gain a better understanding of the needs of private enterprises, and created opportunities to address concerns and, where possible, removed barriers by responding to business issues. The program also offered an opportunity to provide businesses with information on the programs and services available to help them become more competitive.

A BR+E plan is one economic development strategy that provides a great opportunity for local businesses to have a voice in the development of the community and to help influence future economic development decision-making. The information gleaned from Orangeville's first BR+E initiative has provided an opportunity to develop clear and measurable goals across four main theme areas that will be implemented as the Town continues to work to increase the competitiveness of local businesses and build a stronger local economy.

## **BR+E Background**

The Business Retention and Expansion initiative (BR+E) is an economic development tool that was developed by the Province of Ontario to provide communities with a better understanding of the needs of local businesses and to help set priorities for projects to address those needs. First introduced by the Ontario Ministry of Agriculture, Food and Rural Affairs in 1998, the BR+E program has evolved over time to become a business-friendly and action-oriented economic development tool.

The program was developed by the Ontario Ministry of Agriculture, Food and Rural Affairs and enables municipal leaders, partners and staff to develop proactive short and long term goals that will increase competitiveness, enable business development, investment and job creation, and foster an environment for future growth.

The completion of a business retention and expansion program with the manufacturing sector was a recommendation within the Town's Economic Development Strategy in order to red flag issues of concern and to identify short and long term opportunities for business growth and expansion, labour market requirements, export markets, and current levels of research and development.

The BR+E program involves four stages: initial preparation, the collection and analysis of data, development of goals and action plans, and the implementation of the actions along with monitoring and tracking of results.

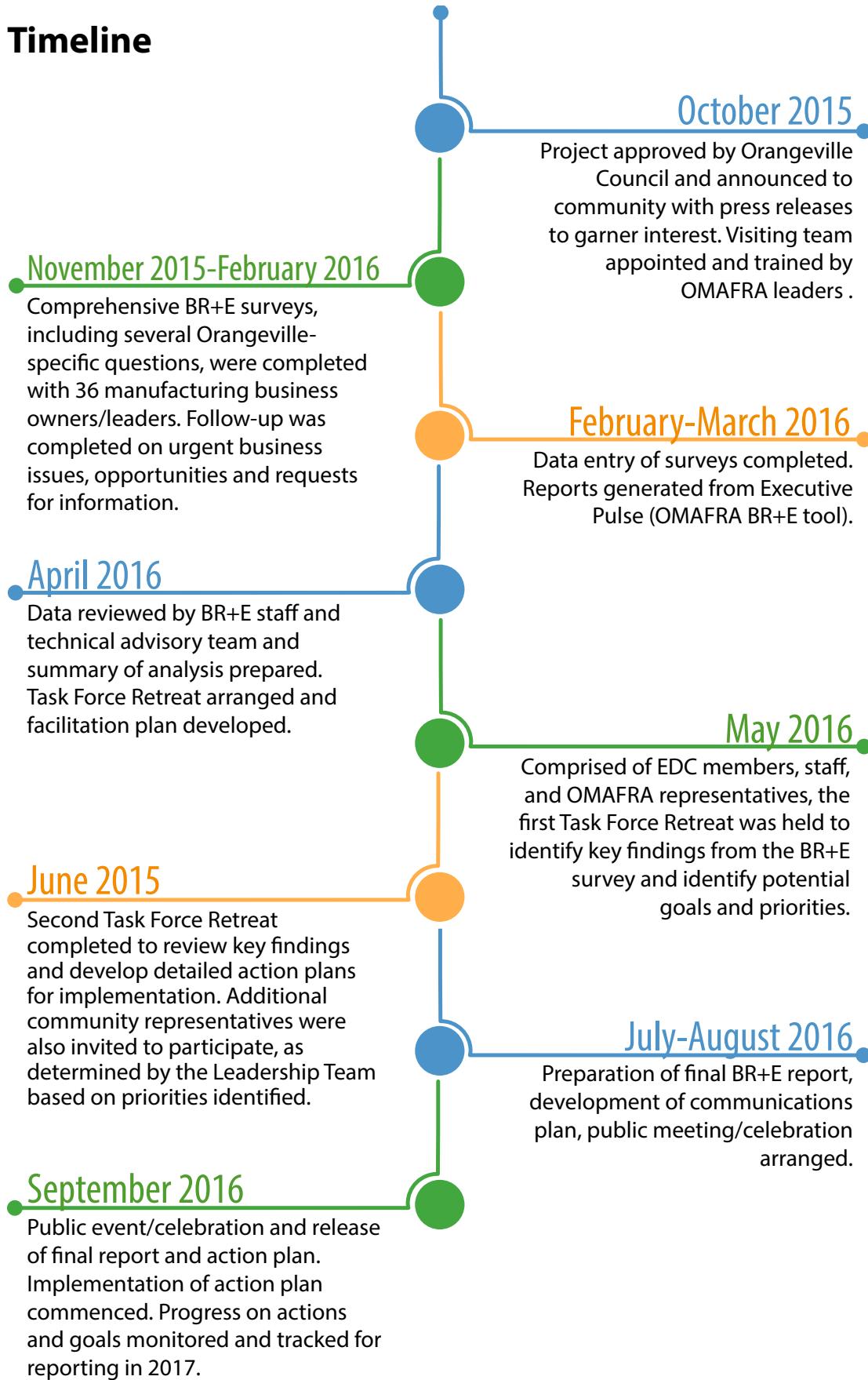
### **The Process in Orangeville**

The program was led by the Town's Economic Development Committee (EDC) and began with outreach to 49 eligible manufacturing businesses located within Orangeville. Business visitations for the completion of comprehensive surveys of the local manufacturing sector were conducted between November 2015 and February 2016 by interview teams comprised of EDC members and Town staff. The goal of this outreach was to improve communication with the Town's manufacturing businesses and to identify the common business needs, opportunities and issues faced by this important sector.

Between November 2015 and February 2016, 36 interviews were completed, achieving a confidence rate of 95% and indicating that the survey results highly reflect the opinions of the manufacturing community. With a participation rate of 74%, the Town's manufacturing business leaders were well engaged and enthusiastic participants.

Following the interview process, staff compiled and tabulated the data gathered from all of the interviews utilizing tools supplied by the Province. Data was analyzed to identify major issues, themes, and priorities for follow-up, and solutions were created by the Economic Development office and community partners in an effort to support the Town's manufacturing businesses and help address issues faced by them.

## Timeline



# Survey Results

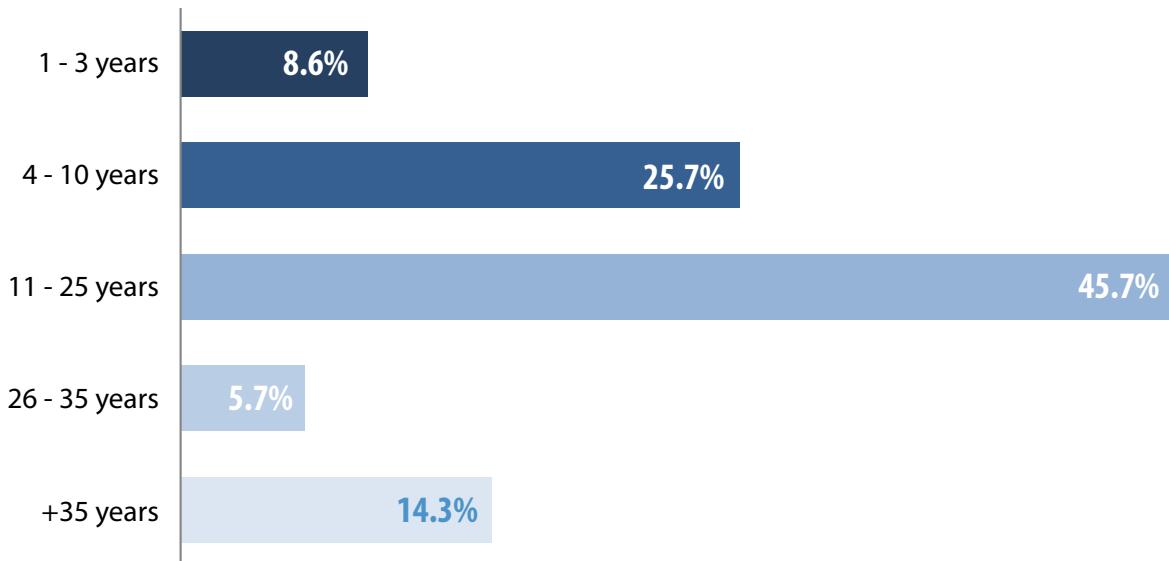
Comprised of eight major sections (Business Information, Business Climate, Manufacturing Sector, Future Plans, Business Development, Workforce, Community Development, and Orangeville Specific), when completed, the survey provides confidential, detailed business information that can be reviewed in aggregate format to make strategic decisions.

## Business Information

Within the Business Information section of the BR+E survey, responses to questions helped to create a profile of the manufacturing-based businesses operating locally as well as the jobs created by them.

As demonstrated in **Figure 1**, the Town has a healthy span of businesses from young to maturing levels. The majority of participating businesses have been in operation in Orangeville for up to 25 years (80%), with 20% operational in excess of 25 years.

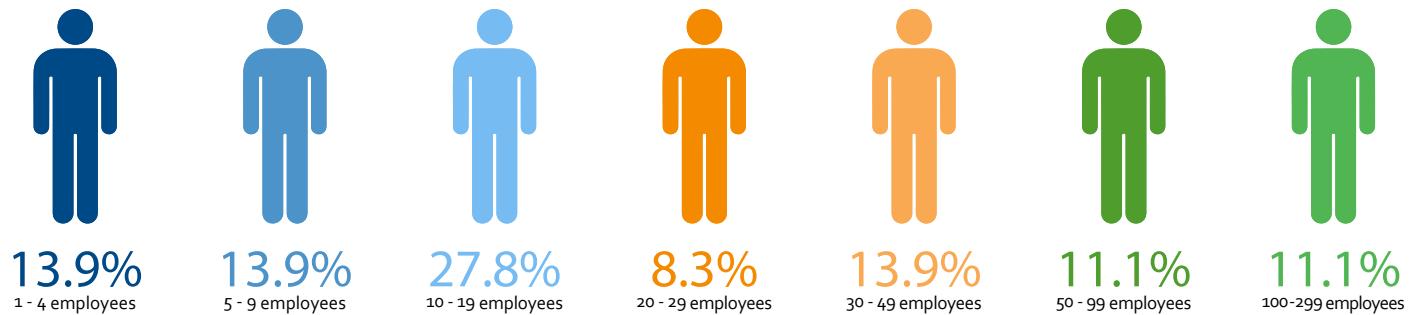
**Figure 1: Years in operation in Orangeville**



Most business owners are involved in the day-to-day operation of the business, with 72% of businesses being locally owned and operated with one location, 11% locally owned and operated with more than one location, and 17% being branches or divisions of a regional, national or international company.

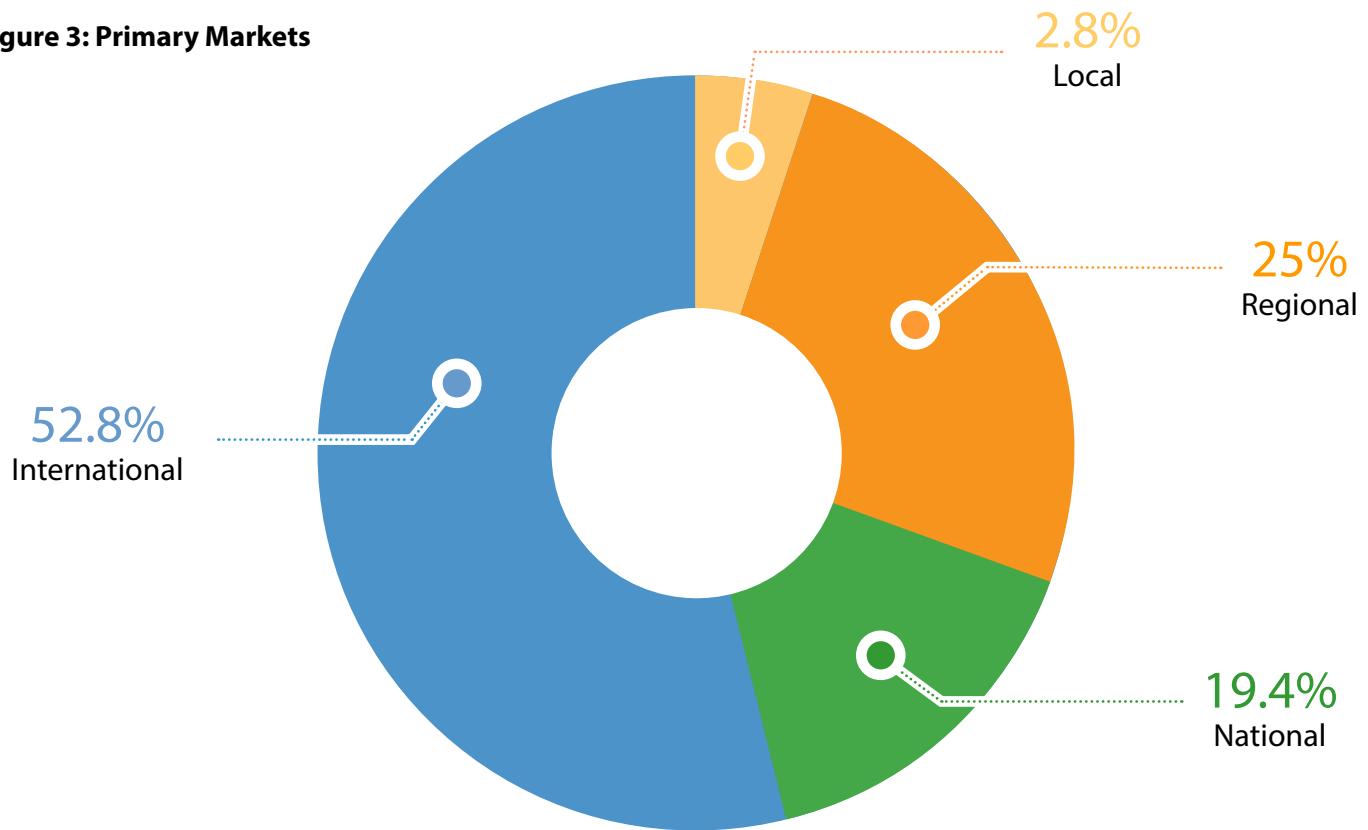
In terms of employment, 56% of the businesses interviewed employ up to 19 employees, while 44% employ more than 20 staff (**Figure 2**). Large manufacturing employers are a minority in Orangeville, with 11% of companies indicating a workforce of more than 100 employees.

**Figure 2: Number of Employees**



**Figure 3** demonstrates the primary markets of Orangeville-based manufacturers. More than 50% of Orangeville businesses are involved in exporting with international primary markets. These manufacturers create access to new customers, compete in multiple markets, and therefore, diversify their business risk. The remaining businesses indicated that their primary markets are national, regional or local.

**Figure 3: Primary Markets**

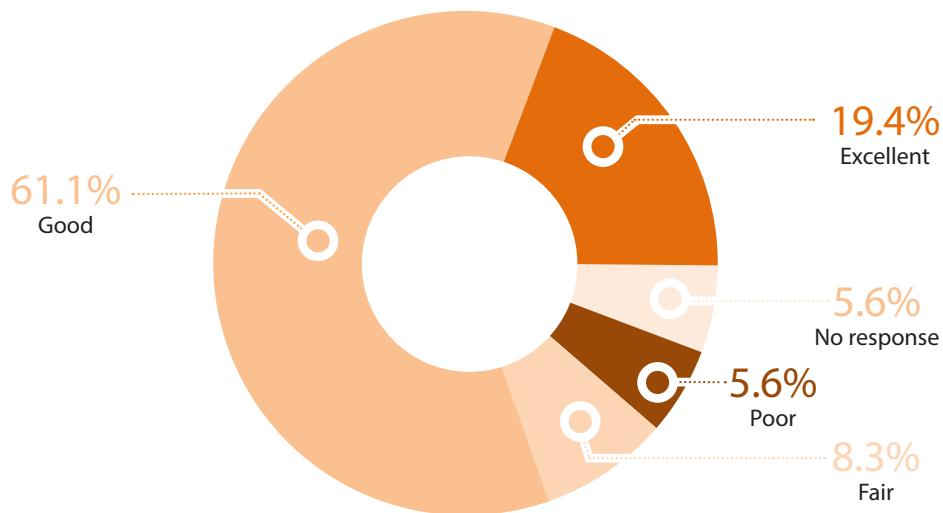


## Business Climate

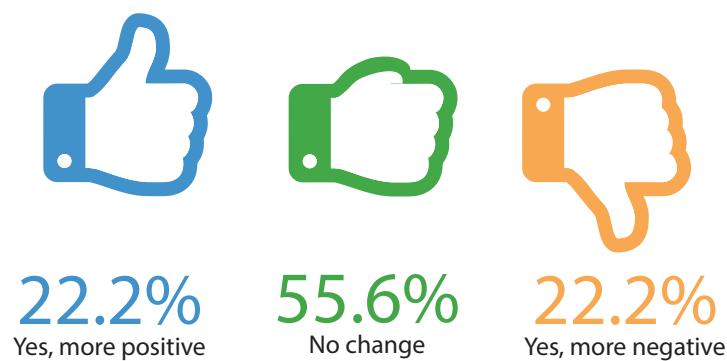
Business climate questions relate to the overall impression of the community as a place to conduct business as well as the level of satisfaction with various community-based services and local government offerings.

The overall business climate in Orangeville was viewed as positive, with 81% of business owners rating the Town as a “good to excellent” place to do business (**Figure 4**). Most respondents (78%) indicated that their impression of the community had remained unchanged or improved in the last three years, while 22% reported having a more negative impression from three years ago (**Figure 5**).

**Figure 4: Impression of community as a place to do business**



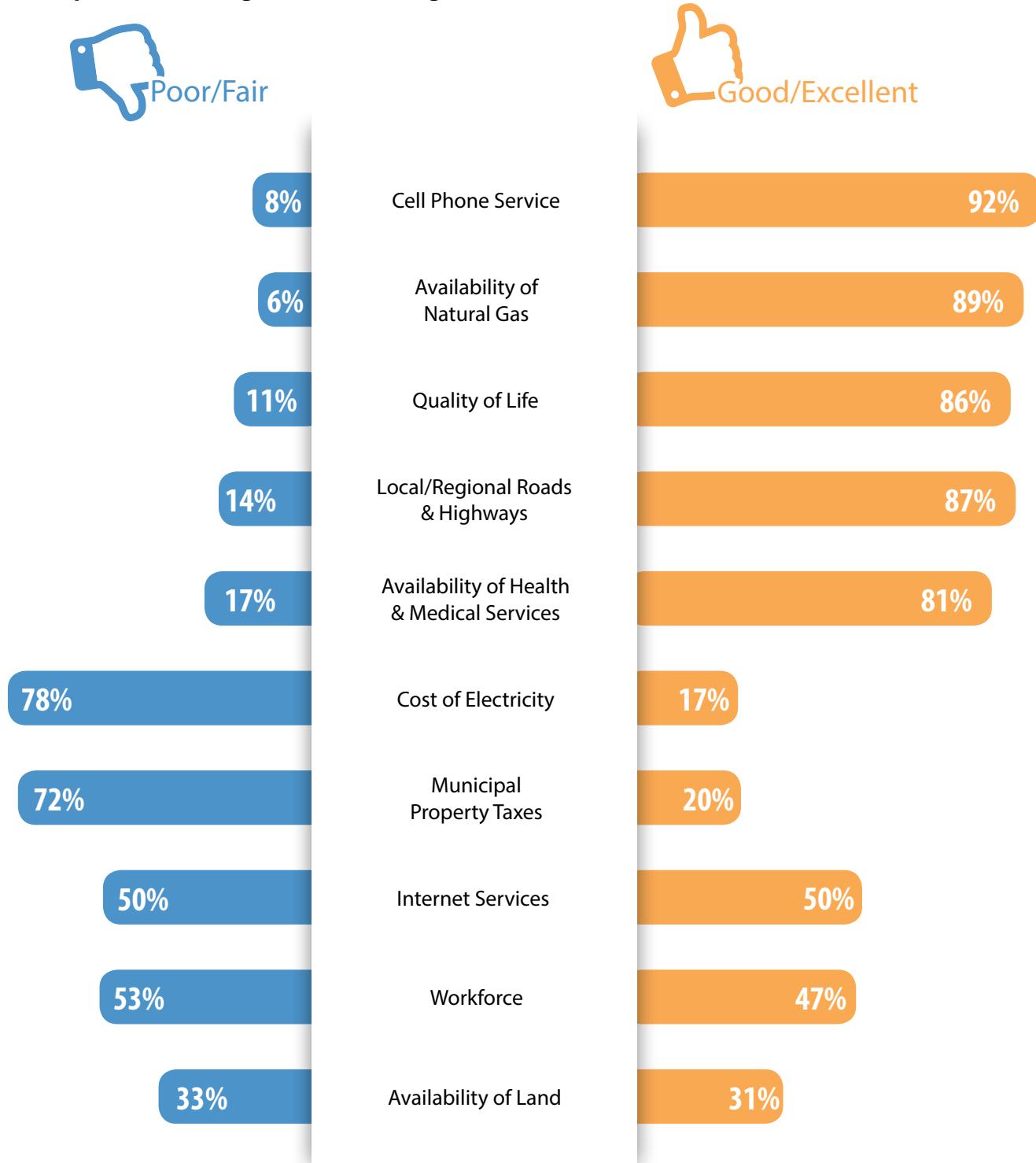
**Figure 5: Change in attitude**



Most commonly cited reasons for a more positive attitude included: an above average workforce, support from the municipality to assist with business development, the growth of the Town and resulting expansion opportunities for businesses, and the feeling of inclusion by the community. Comments from those indicating a more negative impression of the community included: high operational costs – including land, wages, hydro, and taxes, a perceived lack of support for business from the community, potential zoning changes that could create a threat, and reduced networking opportunities resulting from the demise of the Dufferin County Manufacturers' Association.

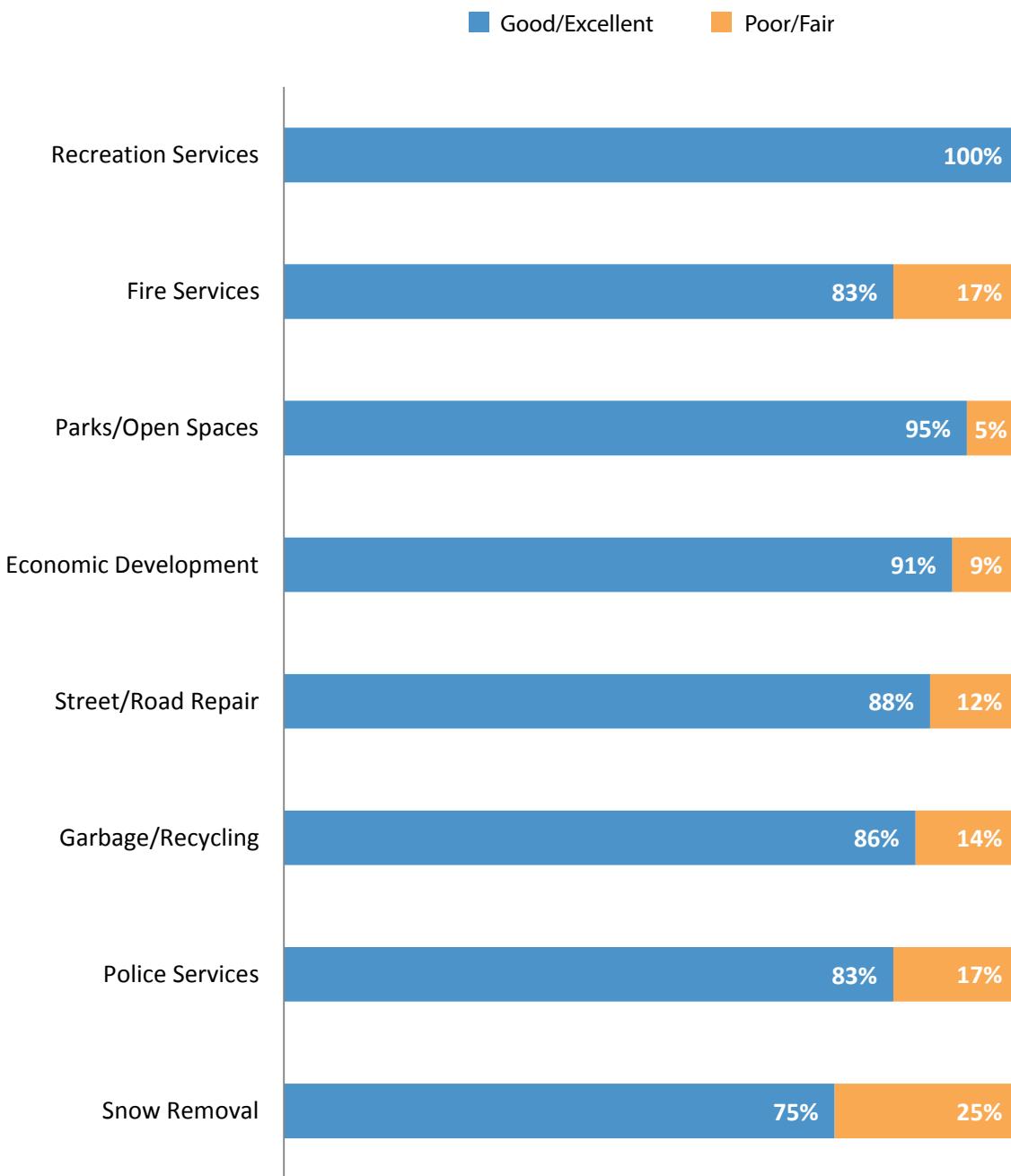
As demonstrated in **Figure 6**, businesses were also surveyed on a number of factors of doing business in Orangeville. The top five factors for doing business in the community and ranked as “good to excellent” were: cell phone service, availability of natural gas, quality of life, local and regional roads and highways, and the availability of health and medical services. Most commonly identified negative factors of doing business in the community included: the cost of electricity, which ranked the highest, followed by municipal property taxes, workforce availability, quality of Internet services (speed and access) and availability of land.

**Figure 6: Top factors of doing business in Orangeville**



Businesses were surveyed on their level of satisfaction with a broad range of municipal services. As **Figure 7** demonstrates, municipal services generating a strong response and high satisfaction rates included: recreation services, parks and open spaces, economic development services, and street/road repair. Snow removal, police and fire services, and garbage/recycling services generated somewhat higher levels of dissatisfaction. Overall however, there is still a 75% - 86% satisfaction level of “good to excellent”.

**Figure 7: Level of satisfaction with Municipal Services**



\*Some programs, including library, public transit, cultural & recreational facilities not included due to low response rate.

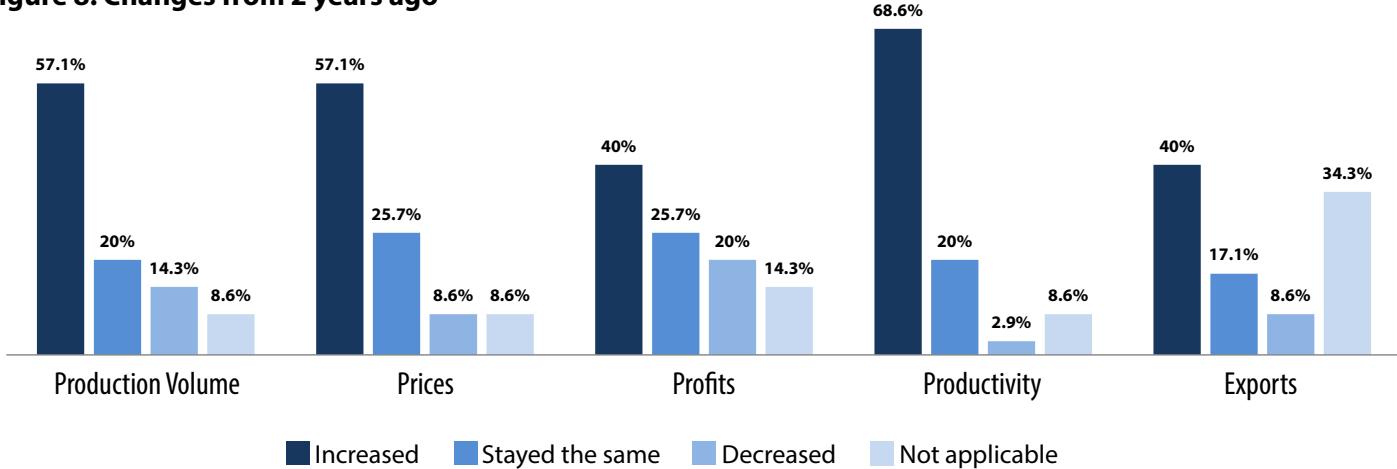
## Manufacturing Sector Specific

The BR+E program provided the municipality with an opportunity to survey businesses on issues directly related to the manufacturing sector.

The majority of Orangeville businesses are locally owned with one or more location (83%). For companies indicating the existence of sister plants, 60% of those plants were described as larger and located outside of Canada, yet 90% of these respondents indicated that they do not compete with sister plants for business.

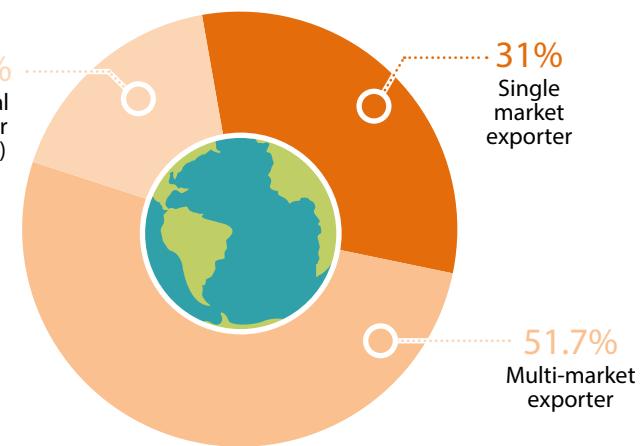
Most survey respondents indicated that production volume, prices, profits, productivity, and exports had increased from two years ago (**Figure 8**). The majority of respondents (52%) indicated that their primary product was in the emerging or growing stage of its life cycle, 37% indicated that their primary product was maturing, and 6% indicated that their primary product was in a declining phase. Almost 69% of businesses stated an increase in productivity.

**Figure 8: Changes from 2 years ago**



When questioned about existing facilities, 42% of businesses advised that they are running at capacity, 36% indicated that their facilities were under-utilized and 23% indicated that their plants were in need of modernization. Seven of the 11 respondents who advised that their plants are under-utilized were not interested in co-operating with another business to bring their facilities to full capacity. Eighty-six percent of businesses advised that they have plans to modernize their facilities/equipment, and 74% (26 business owners) advised that they have made a major investment within the last one to two years.

In addition to addressing questions directly related to their manufacturing facilities, business owners were also surveyed on activities related to exporting and research and development. The majority of businesses engaged in exporting (53% in total) are multi-market exporters (52%). Another 31% are single market exporters, and 17% of respondents viewed themselves as potential exporters (**Figure 9**).



**Figure 9: Extent of exporting**

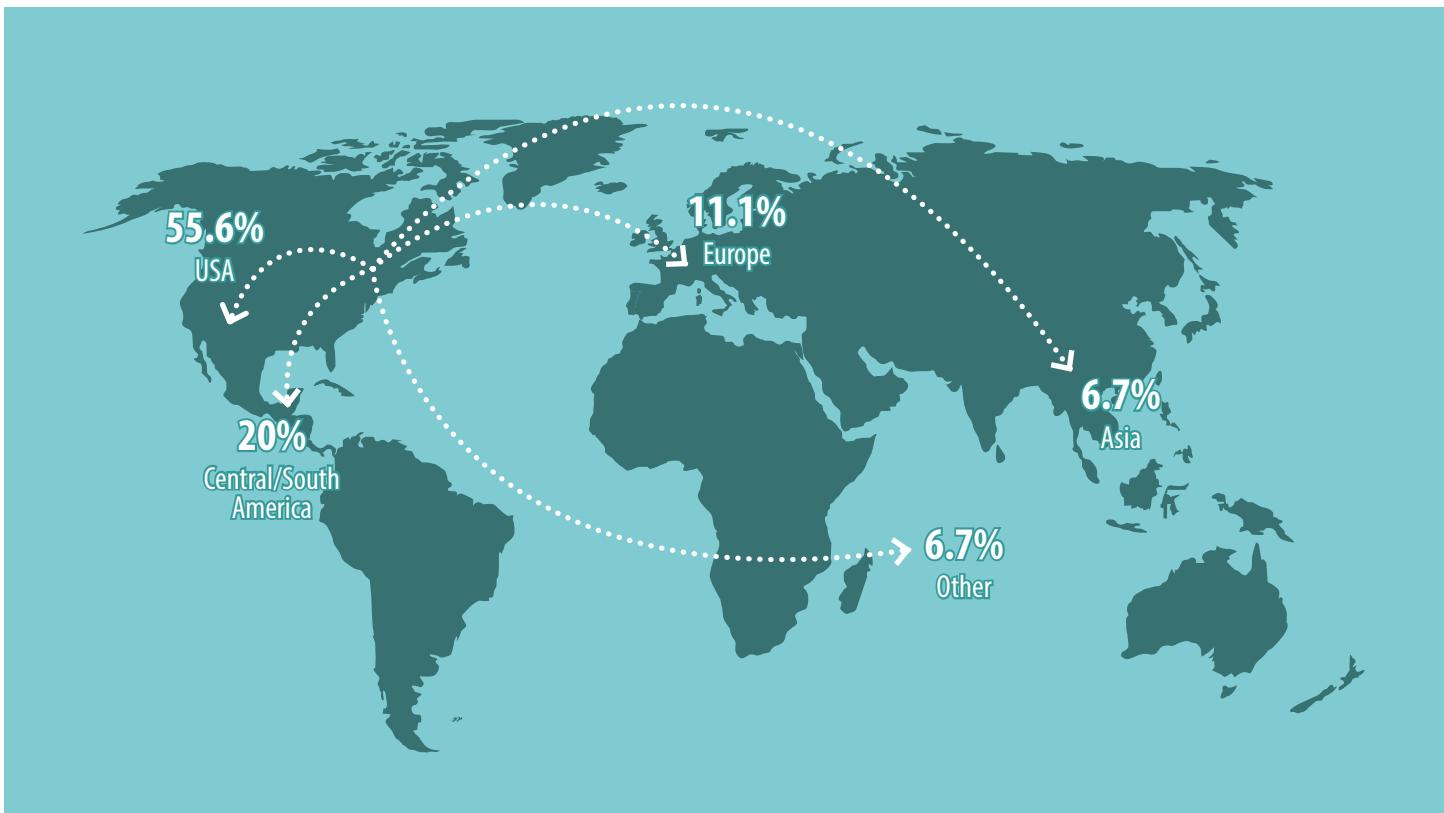
Over 30% of manufacturers indicated that over half of their sales are related to export (Figure 9b).

**Figure 9b: What percentage of your business is related to exports?**



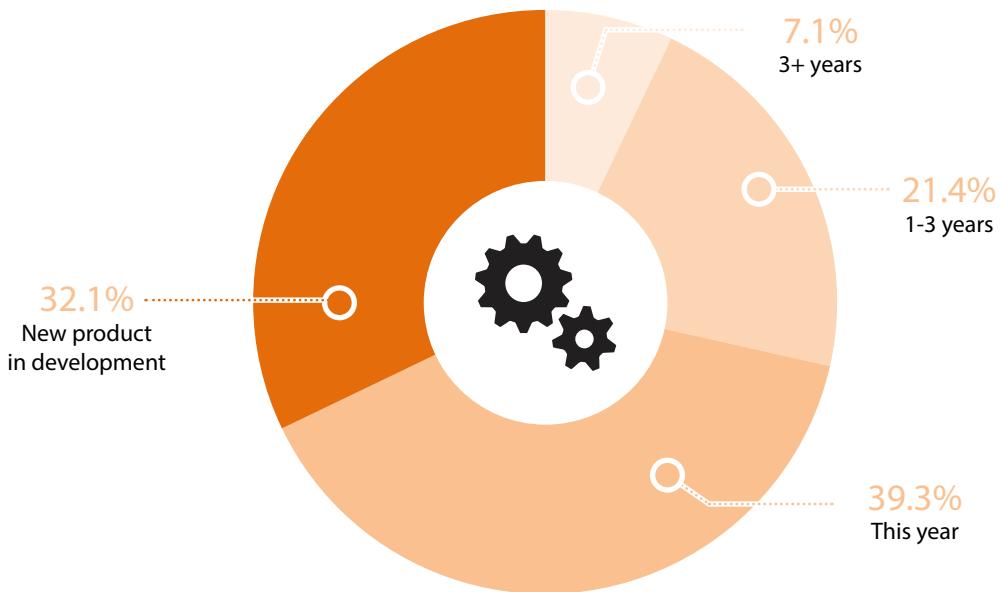
Issues identified as creating barriers to expansion to global markets included: current capacity and size, labour costs associated with expansion, and costs of freight and shipping. As **Figure 10** demonstrates, the majority of Orangeville based exporters are sending product to the United States (56%) and to a lesser extent, to Central and South American countries (20%), Europe (11%), and Asia (7%). Forty-one percent of businesses indicated that they were looking for new export markets.

**Figure 10: Destinations for exported product**

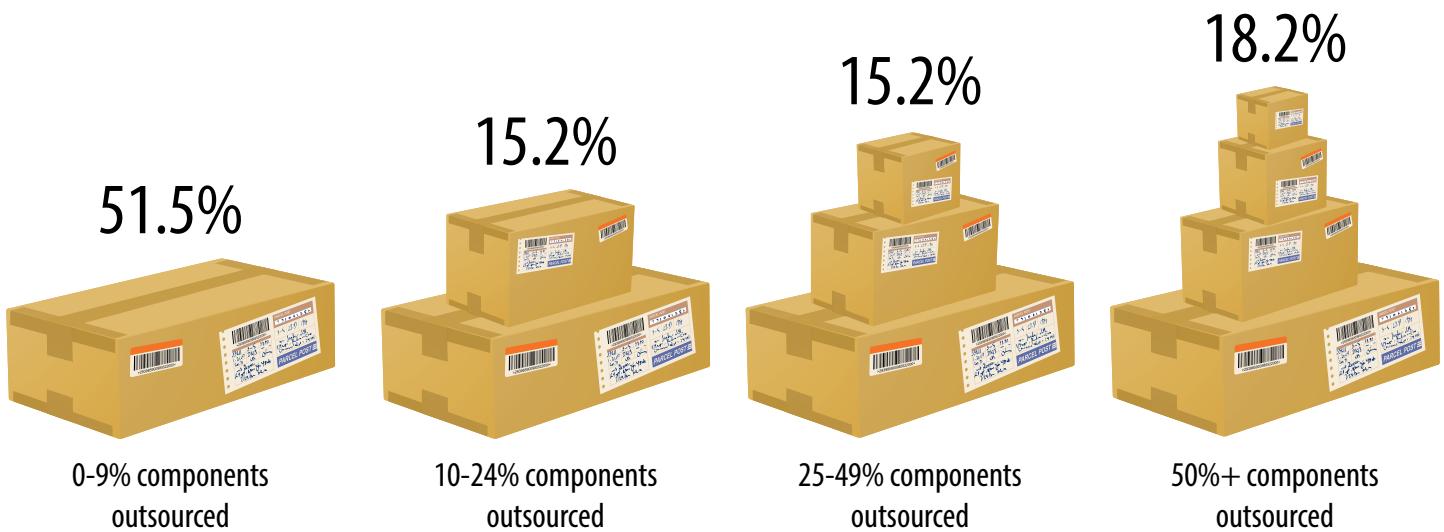


In terms of research and development, 71% of the Orangeville manufacturers interviewed advised that they had a new product in development or had introduced a new product within the last year, with 93% having introduced a new product within the last three years (**Figure 11**). The majority of these businesses outsource less than 10% of their product components from other manufacturers (**Figure 12**).

**Figure 11: Introduction of a new product**

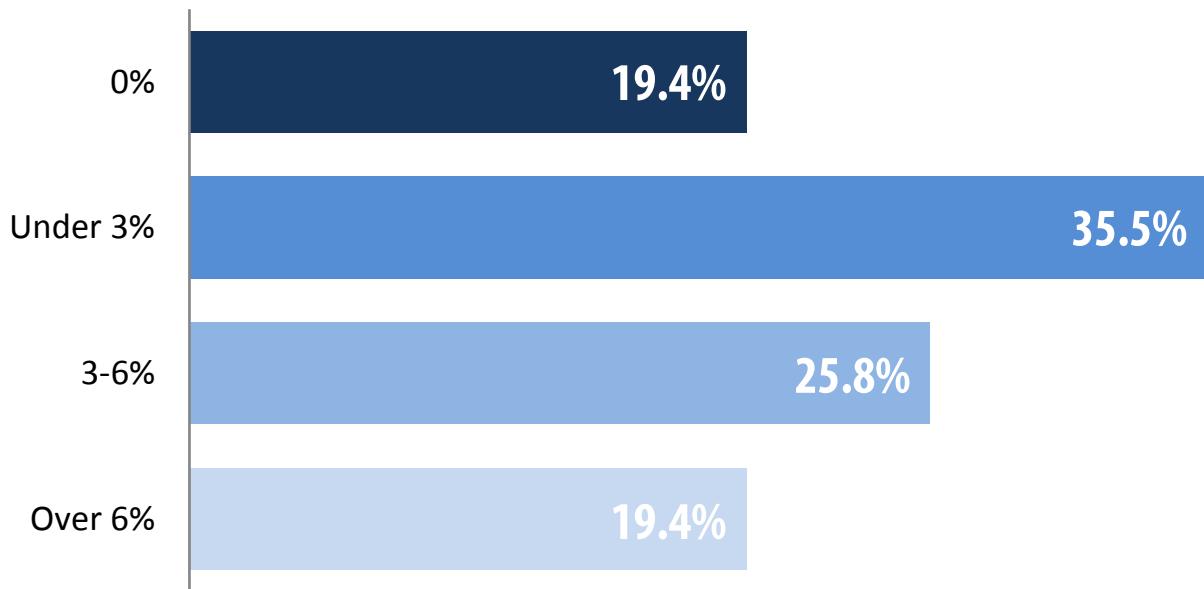


**Figure 12: Percentage of components outsourced from another Manufacturer**



A total of 77% of respondents indicated that they complete research & development activities at their Orangeville-based locations, and **Figure 13** demonstrates the investment that Orangeville-based companies are making in research and development, as a percentage of sales. The majority of businesses (74%) advised that this investment level would remain the same for the next three years, while 24% expect investment in research and development to increase and 3% believe their R&D investment will decrease. Almost one-fifth of businesses reported no research and development efforts. However, business owners appeared well advised of the programs available to support their research and development activities.

**Figure 13: Amount spent on R&D as a percentage of sales**

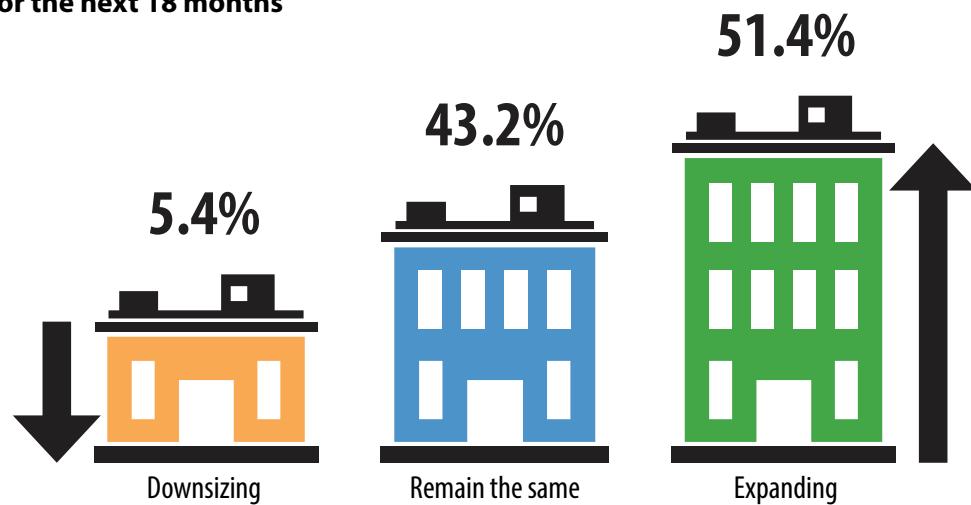


## Future Plans

Business owners were asked to advise on their future operational plans, including expansion or downsizing expectations, federal or provincial services that could support their endeavours, and any issues related to their plans.

Orangeville-based manufacturers were generally very positive about their future prospects, with 51% of businesses planning to expand at their current locations within the next 18 months (**Figure 14**). Expansions are expected to result in a total increase of an estimated 147 jobs and a need for increased employee training, an increase in floor space of approximately 66,000 square feet, process improvements, additional product lines, and additional services for customers (**Figure 15**). The availability of skilled labour to support expansion plans was a commonly identified concern. Suggestions from manufacturers on community support that could assist with their expansion plans included the provision of training programs, continued waiver of development charges for industrial purposes, and potential grants for expansion efforts.

**Figure 14: Plans for the next 18 months**



**Figure 15: Anticipated Results of Expansion**

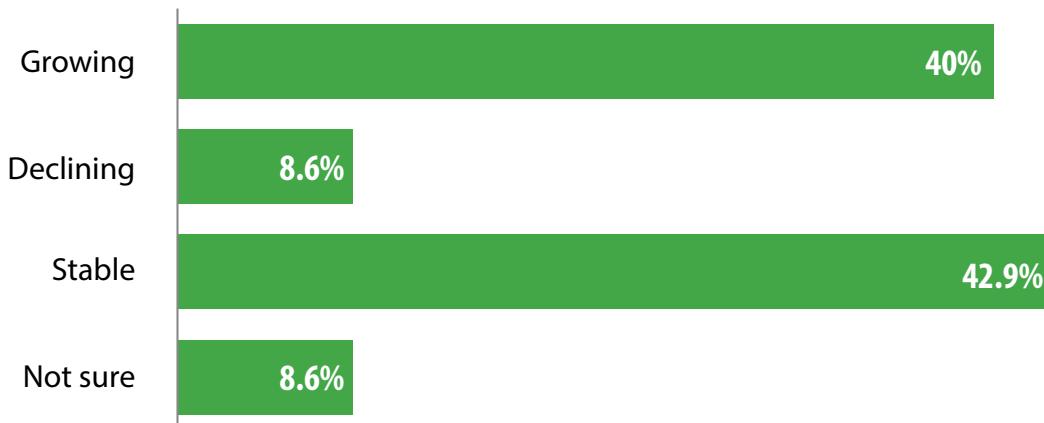
Responses	Total	Total (%)
An increase in workforce (total increase of 147 jobs)	18	23.4%
An increase in need for employee training	15	19.5%
An increase in floor space (total increase of 66,000 sq ft.)	9	11.7%
Additional product line(s)	12	15.6%
Additional services for customers	8	10.4%
Process improvements	13	16.9%
Other (specify)	2	2.6%

## Business Development

The business development section of the survey provided feedback on the outlook for the manufacturing industry in general, individual business projections, use of technology and related barriers, and interest in utilizing a collaborative approach to business issues.

As **Figure 16** demonstrates, an almost even mix of businesses identified their industry as growing (40%) or stable (42%), with only a small percentage (8.6%) indicating a decline. Seventy-one percent of businesses projected increased sales within the next year (**Figures 17**) and 26% of businesses expected no change in sales within the next year. Reasons for anticipated industry and business growth included increased consumer demand, diversified markets, enhanced productivity through investment in business/equipment, and the lower Canadian dollar.

**Figure 16: Industry outlook**



**Figure 17: Projected Sales for next year**



The majority of businesses interviewed (83%) rated their use of technology as moderate to very high (**Figure 18**). Commonly identified barriers related to information technology use included Internet speed, access to the Internet, and ability to access hardware and software (**Figure 19**).

Figure 18: Use of technology

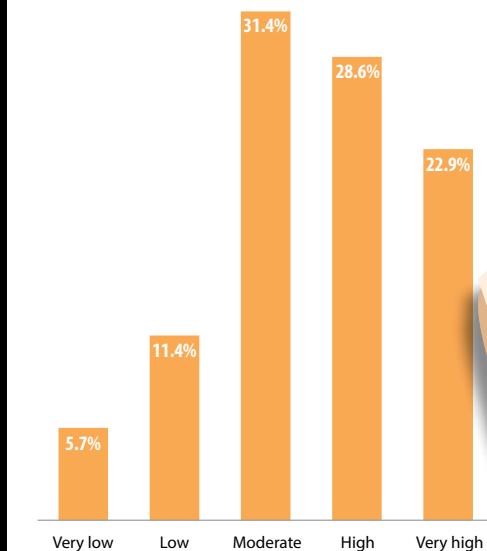


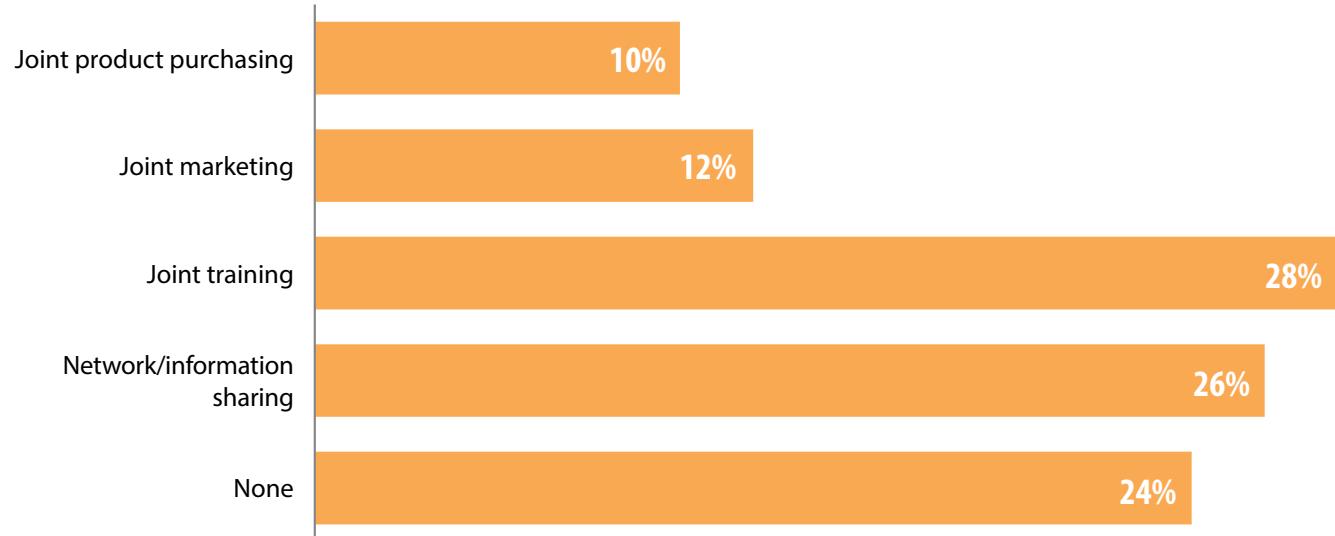
Figure 19: Barriers related to Information Technology Need



Responses	Total	Total (%)
No barriers currently being experienced	13	24.5%
Internet Speed	15	28.3%
Internet access	7	13.2%
Internet cost	3	5.7%
Hardware/software support	7	13.2%
Knowledge and training	6	11.3%
Other (specify)	2	3.8%

Although there was a moderate degree of interest in working collaboratively with other local businesses for the provision of joint training (28%) and for networking purposes (26%), most businesses did not express value or interest in joint marketing, purchasing or other collaborative approaches (**Figure 20**).

**Figure 20: Interest in working co-operatively with other local businesses**

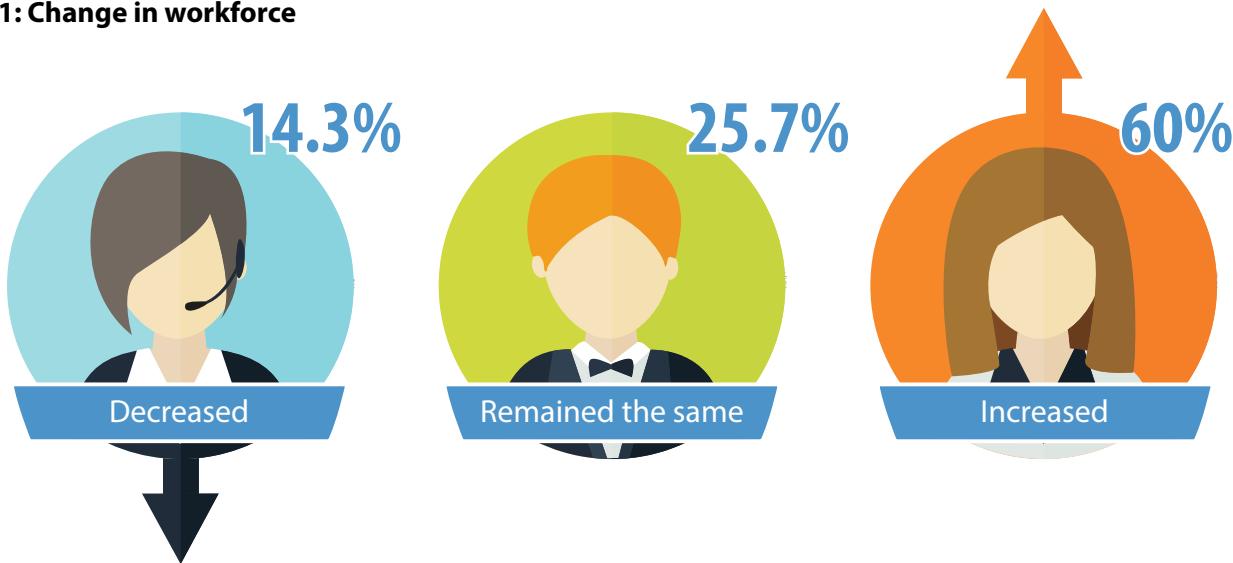


## Workforce

Workforce development questions provided an opportunity for business owners to advise of workforce patterns, identify issues related to labour force availability, attraction, retention and stability, and to identify barriers to their workforce requirements.

Twenty-one businesses (60%) advised that they had increased their workforces within the past three years, creating approximately 150 new jobs (**Figure 21**). The majority of respondents (82%) rated the availability of qualified workers as “poor to fair”, and 69% indicated that their ability to attract new employees was “poor to fair”. However, 76% of businesses rated their ability to retain employees as “good to excellent”. Sixty-seven percent of employers indicated that they found the stability of their workforce to be “good to excellent” (**Figure 22**).

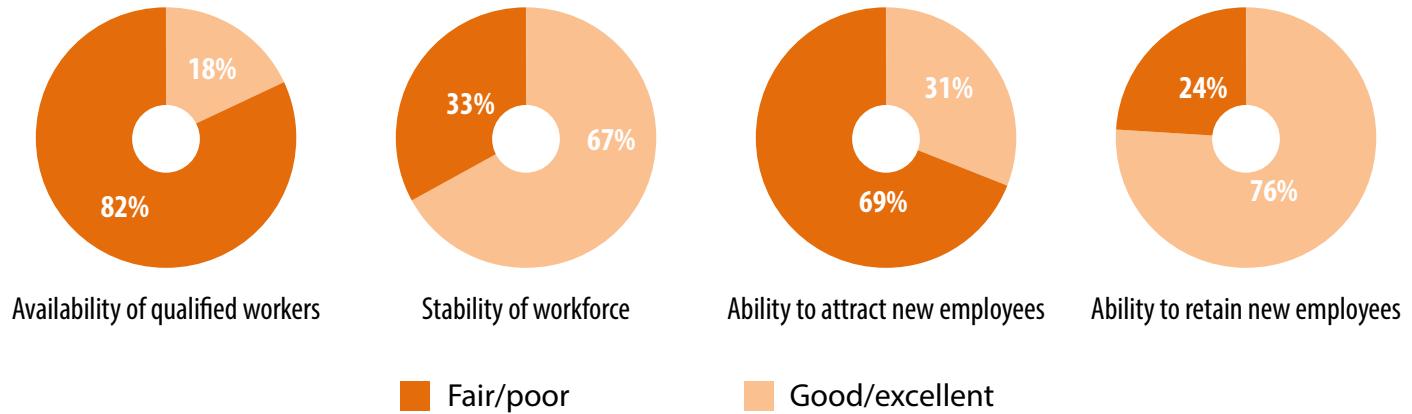
**Figure 21: Change in workforce**



The majority of businesses indicated that they had difficulty hiring (66%) and identified lack of appropriate skills or training, lack of relevant experience, and too few applicants as issues. Eighteen of 29 respondents identified their hiring challenges as industry specific. Occupations most difficult to recruit included:

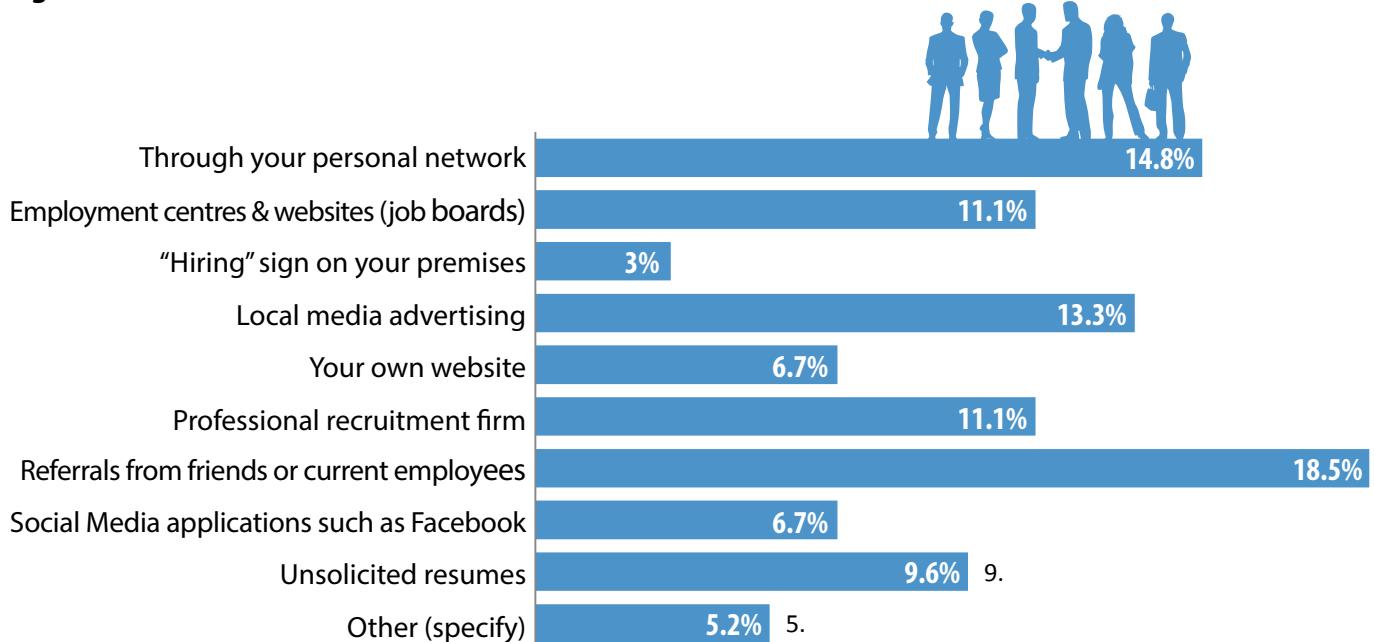
Engineers (Mechanical)*	Electricians/trades	Assembler
Cold Heading Operator	Manual machining & assembly	CNC operator
General labourers	Graphic designers	Tool & Die
Cabinet makers	Extrusion operator	Office staff
AutoCAD operators/designers	Manufacturing engineers	Maintenance personnel
Designer	Millwrights	Shipping/receiving
Mechanics	Screen print finishing operators	Welder/Fitters
Engineering-electrical/civil	AZ truck driver	Electronics technician
Mold maker - blow mold design		Plastic welding operators
Project Management (within engineering)		

**Figure 22: Rating of workforce in community for business needs**



As **Figure 23** demonstrates, businesses use a variety of recruitment strategies, with referrals from friends and current employees, along with personal networks, as the most commonly used approaches. Interestingly, while 49% of businesses did not participate in any co-op, internship or apprenticeship programs, they were not interested in learning more about such programs either (50%).

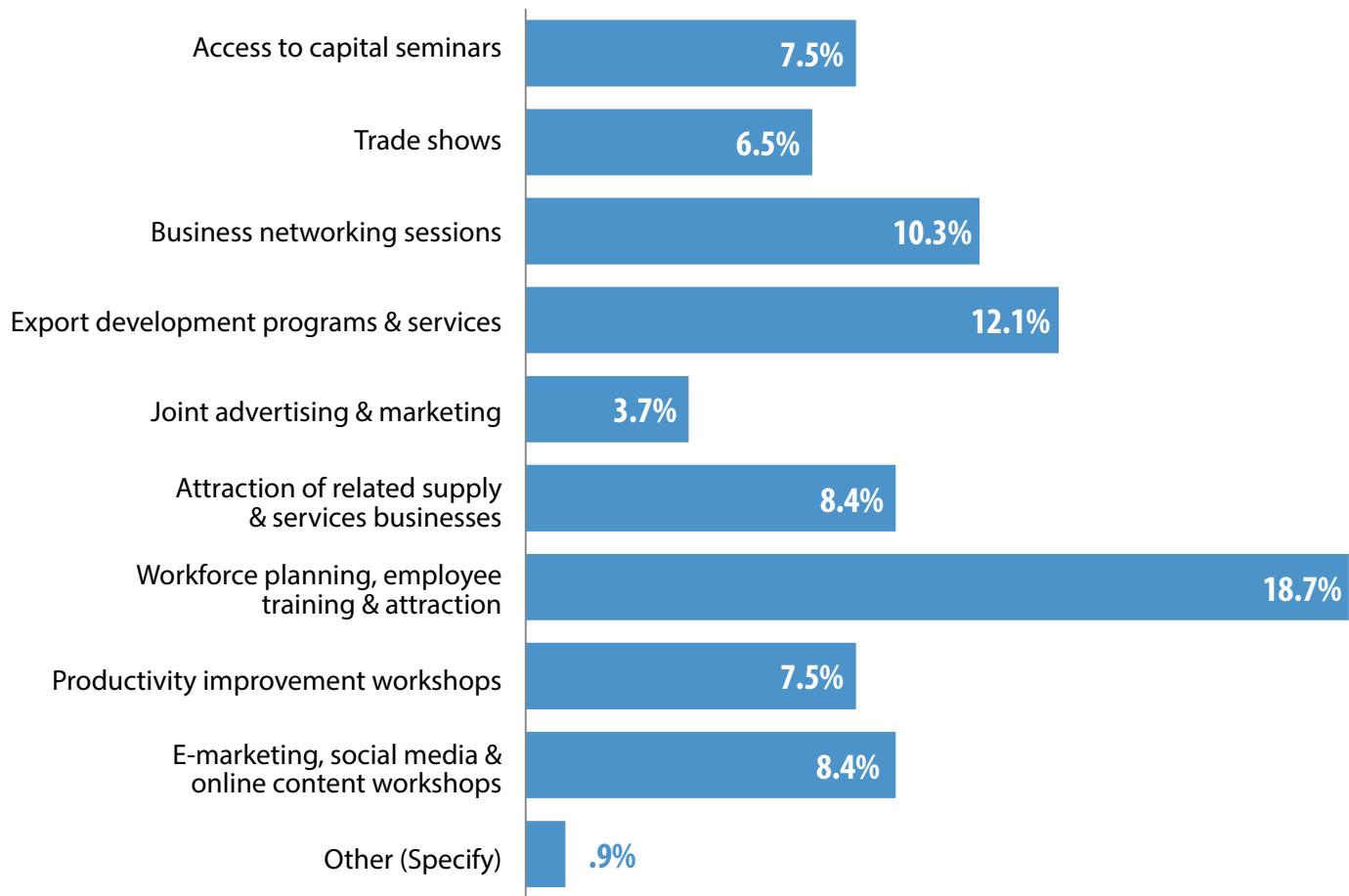
**Figure 23: Methods of recruitment**



## Community Development

Within the Community Development section of the survey, respondents were asked about the types of assistance or opportunities that would help support their businesses. As **Figure 24** shows, workforce planning and attraction, employee training, export development programs and services, and business networking sessions were among several areas identified for assistance.

**Figure 24: Assistance or opportunities beneficial to support businesses**



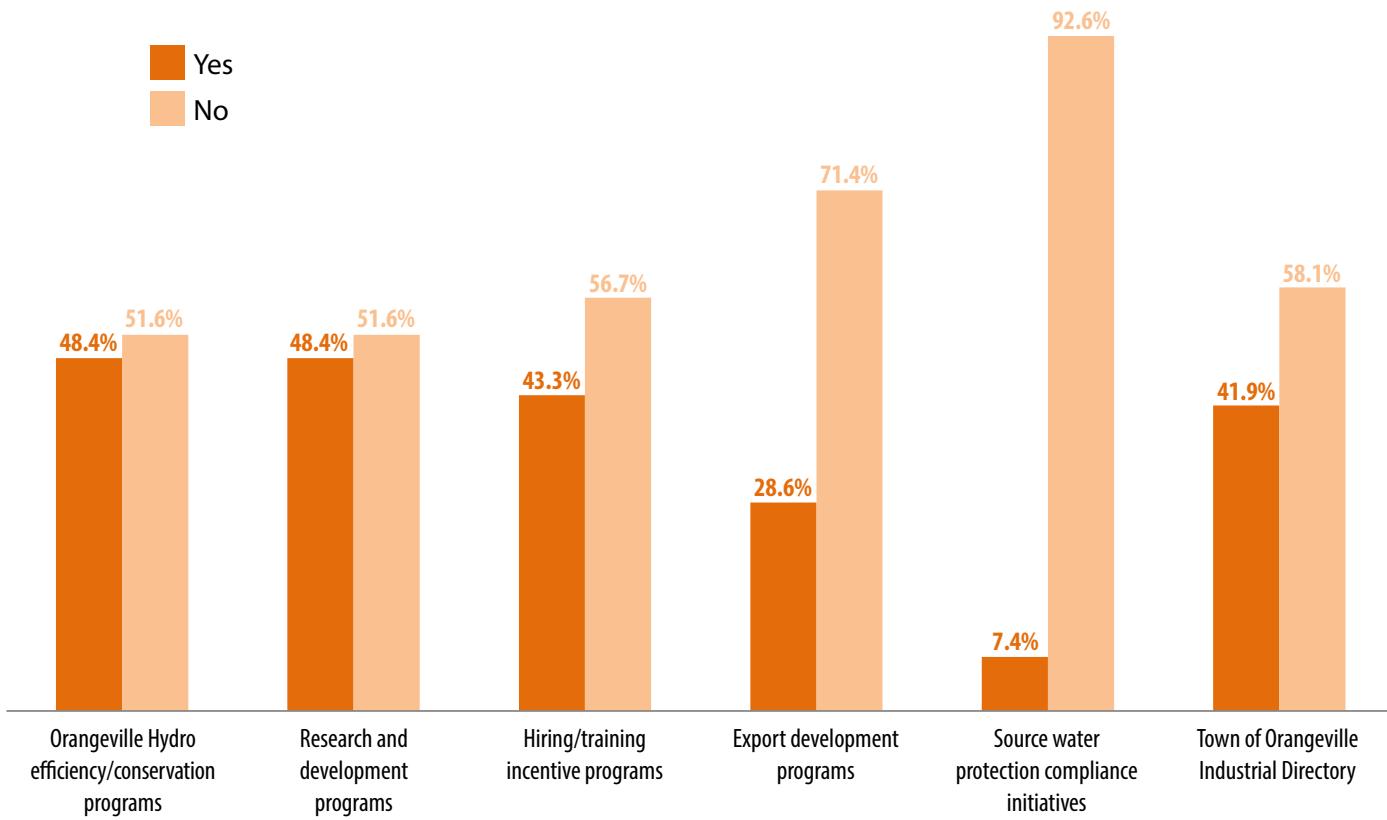
## Orngeville Community Questions

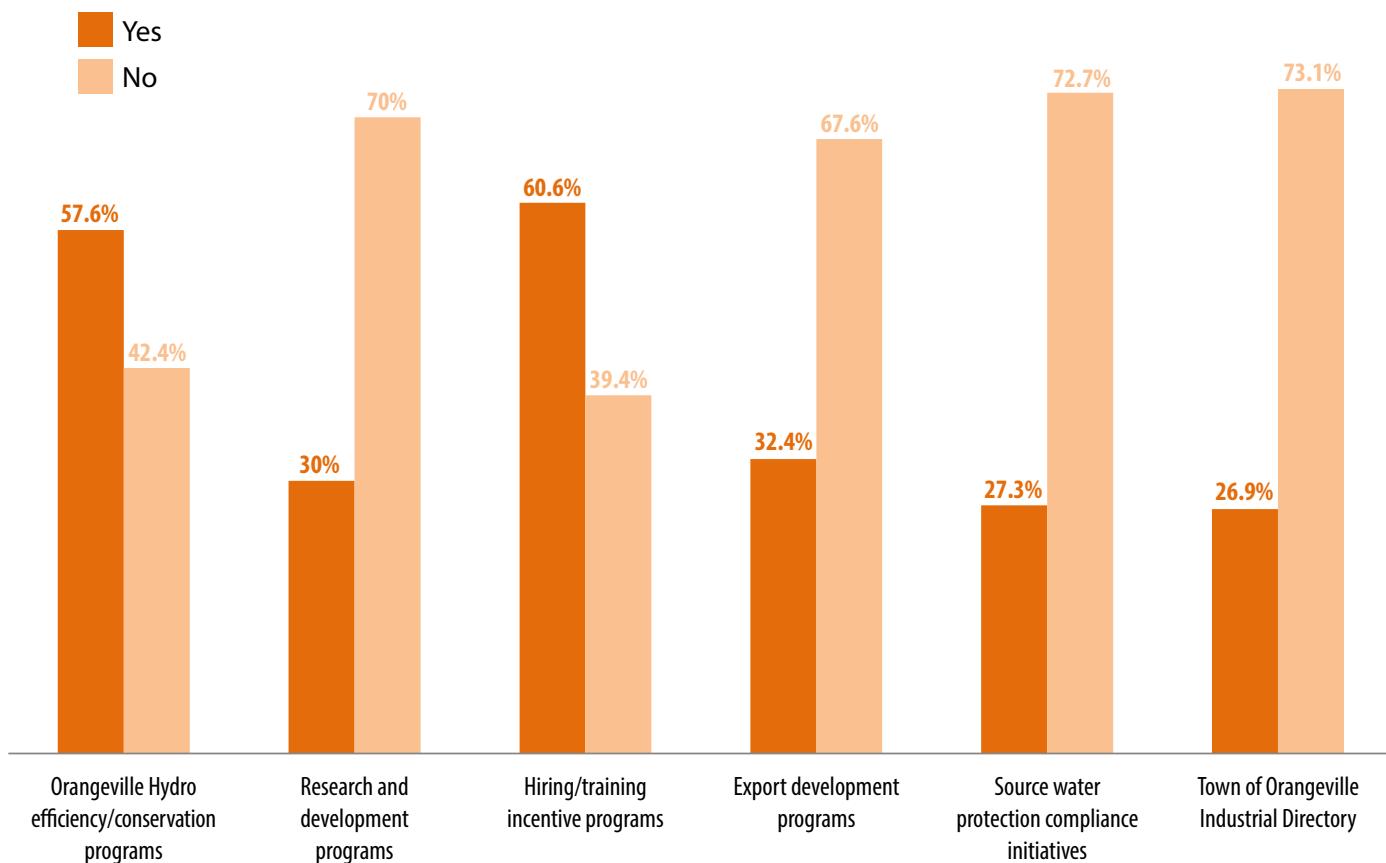
The Orngeville BR+E leadership team worked together to develop a series of questions directly related to operating a manufacturing business in Orngeville. Questions related to use and knowledge of local community programs and services across a number of topic areas were included. These questions were sought to help determine resource allocation for existing programs and services and to define the need for additional programs and services under consideration. Business owners were also asked to identify top advantages, disadvantages and important issues for their ventures.

**Figure 25** demonstrates uptake of and interest in current programs and services available from the Town of Orngeville. Not surprisingly, Orngeville Hydro efficiency and conservation programs along with local hiring and incentive programs were highly sought out services within the municipality.

Quality of Life and work/life balance (47%), proximity to the GTA (33%), Orngeville's central location (31%), and the quality of the work force, once found, (22%) were identified as Orngeville's top advantages as a community in which to do business. Most commonly identified disadvantages included the cost of electricity and municipal property taxes, Internet services (speed and access), workforce availability, and water/wastewater fees.

**Figure 25: Usage of local programs and services**



**Figure 26: Are you interested in receiving information about:**

## **Key Findings and Action Plan**

Two BR+E Retreats were held by the BR+E Leadership Team. During the first retreat on May 16, 2016, members of the Town's EDC came together to review the detailed survey results that had been collected through the completion of 36 BR+E surveys. Both large and small group formats were utilized to help members share observations and to identify key findings and priority areas for the manufacturing sector and for Orangeville.

A second retreat was held on June 16, 2016 and included members of the BR+E Task Force as well as key community representatives and organizations with interest and expertise in key findings and priority areas. Following a SWOT exercise (evaluation of strengths, weaknesses, opportunities, and threats), priorities were discussed and categorized across four major themes, tangible goals established, and strategic actions identified. The following chart summarizes those opportunities and actions, identifies champions for the goals, and provides timelines for completion of tasks and implementation of the BR+E program.

## Opportunity - Workforce Development and Training

<b>Actions</b>	<b>Time Frame</b>	<b>Champions</b>	<b>Performance Measures</b>
Collaborate to launch Manufacturing Day in Dufferin and promote industry tours and business participation in student career event. Expand to broader community in future year	Immediate First event date October 7, 2016	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Workforce Planning Board</li> <li>• Manufacturers</li> <li>• Board of Education</li> <li>• Colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in event by two to three local manufacturers</li> <li>• Participation in one-day event by 3 local high schools</li> <li>• Student participation in event (#s)</li> <li>• Event/manufacturing career options further promoted in media</li> <li>• Number of local students enrolling in post-secondary apprentice/manufacturing high demand programs over long term</li> </ul>
Develop and deliver Job Fair to create awareness, interest and application to opportunities within Dufferin	Fall 2016 (Nov. 8) and then annually	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev</li> <li>• Dufferin HR Group</li> <li>• Dufferin based businesses and organizations</li> <li>• Dufferin Board of Trade</li> <li>• Centre for Career and Employment Services</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Job Fair with minimum of 15-20 participating businesses and organizations</li> <li>• Annually recurring job fair with growing number of businesses and attendees</li> <li>• Reduced number of manufacturing job vacancies</li> <li>• Success stories for employers as result of Job Fairs</li> </ul>
Launch of and participation in regional Workforce Development Committee to lead attraction initiatives and undertake ongoing activities to support workforce development	Fall 2016 and ongoing	<ul style="list-style-type: none"> <li>• Workforce Planning Board</li> <li>• Orangeville Ec. Dev.</li> <li>• Dufferin Board of Trade</li> <li>• Centre for Career and Employment Services</li> <li>• Employers</li> <li>• Dufferin HR Group</li> <li>• Colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Increased media attention to workforce development issues</li> <li>• Actively working Workforce Development Committee with collaboration on various workforce development projects</li> <li>• Input by local, lower tier communities to priority actions for the Workforce Development Committee</li> <li>• Number of partnerships created</li> </ul>
Encourage commuters to consider local employment opportunities. Create and launch communication plan to attract commuting public	Within next 12 months and ongoing	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev./ Communications Office</li> <li>• Workforce Planning Board</li> <li>• Dufferin Board of Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Job Fair(s)</li> <li>• Increased advertisements/media outreach appealing to commuters</li> <li>• Increased awareness of local job opportunities</li> <li>• Longer term reduction in number of commuters leaving Orangeville for employment</li> </ul>
Continue marketing that helps to define Orangeville and celebrates the lifestyle benefits of the community	Next 12 months and ongoing	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Visitor Information Services</li> <li>• Headwaters Tourism</li> <li>• Dufferin Board of Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction of residents and growth in available workforce over time</li> <li>• Increased variety of employment opportunities over time</li> <li>• Growth in small business development with spousal relocation</li> </ul>
Conduct outreach to training institutions to establish linkages between businesses and apprentices	Within 12 to 18 months	<ul style="list-style-type: none"> <li>• Conestoga College</li> <li>• Humber College</li> <li>• Georgian College</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness by local businesses of post-secondary institutions and programs offered</li> <li>• Interaction between employers and local colleges for job placement, co-operative learning opportunities</li> <li>• Number of students enrolled in high skills programs</li> <li>• Number of co-op placements and job placement rates for graduates</li> </ul>
Educate employers about attraction/recruitment resources available	Immediate	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Dufferin Board of Trade</li> <li>• Career and Employment Services</li> </ul>	<ul style="list-style-type: none"> <li>• Increased media attention to services available to support employers</li> <li>• Increased uptake of CCES Services by employers</li> <li>• Increased utilization of job searching social media tools</li> <li>• Reduced vacancies for manufacturing community over time</li> </ul>
Conduct review of existing services and programs aimed at supporting new immigrants (ESL, etc.) to ensure immigrant population able to access services needed to participate in workforce	Within next 18 months	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Workforce Planning Board</li> <li>• Dufferin Board of Trade</li> <li>• Upper Grand District School Board</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory of available resources to support new immigrants</li> <li>• Growing availability of and participation in programs and services targeted to new immigrants</li> <li>• Increased awareness by employers of programs available to support new immigrants</li> </ul>

## Opportunity - Business Climate

<b>Actions</b>	<b>Time Frame</b>	<b>Champions</b>	<b>Performance Measures</b>
Communicate, educate and promote comparative costs of doing business in Orangeville (development charges waiver, competitive hydro distribution rates, taxes, water rates) utilizing various media outlets, tools, opportunities	Within next 12 months	<ul style="list-style-type: none"> <li>Ec. Dev/Communications/Public Works/Treasury</li> <li>Dufferin Board of Trade</li> <li>Orangeville Hydro</li> </ul>	<ul style="list-style-type: none"> <li>Availability of online and print media tools that promote the Town's competitive benefits</li> <li>Analytics for online information</li> <li>Update of media print materials and hits to website</li> </ul>
Explore opportunities to create Official Plan policies to enable incentives via development of Community Improvement project area for redevelopment of aging and vacant manufacturing buildings in the Industrial Business Park	Within 12 to 18 months	<ul style="list-style-type: none"> <li>Orangeville Planning Office</li> </ul>	<ul style="list-style-type: none"> <li>Creation and uptake of incentives for re-development</li> <li>Increased inventory of available and varied size industrial buildings</li> </ul>
Promote participation in energy audit/conservation programs and share examples of best practices and success stories for energy savings in Orangeville. Deliver events featuring programs available.	Within next 6 months	<ul style="list-style-type: none"> <li>Orangeville Ec. Dev. Office</li> <li>Orangeville Hydro</li> <li>Orangeville businesses</li> </ul>	<ul style="list-style-type: none"> <li>Uptake of/ participation in conservation programs</li> <li>Publication of success stories highlighting savings</li> </ul>
Continue advocacy to provincial and federal governments for operational/regulatory cost reductions	Immediate and ongoing	<ul style="list-style-type: none"> <li>Orangeville Economic Development Committee</li> <li>Dufferin Board of Trade</li> <li>County of Dufferin</li> <li>All municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Retention of manufacturing businesses throughout the region</li> </ul>
Promote financial resources available beyond traditional bank	Immediate and ongoing	<ul style="list-style-type: none"> <li>Orangeville Ec. Dev.</li> <li>Centre for Business and Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Increase in loan applications to CBED</li> <li>Revenue secured from CBED by Dufferin County businesses</li> </ul>

## Opportunity - Business Development

<b>Actions</b>	<b>Time Frame</b>	<b>Champions</b>	<b>Performance Measures</b>
Liaise regularly with County of Dufferin representative for SWIFT (Southwestern Integrated Fibre Technology). Continue advocacy for high speed broadband access across Dufferin	Immediate and ongoing	<ul style="list-style-type: none"> <li>• County of Dufferin</li> <li>• Dufferin Board of Trade</li> <li>• Orangeville Ec. Dev.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic updates to support tracking of outcomes</li> <li>• Availability of progress reports, good news stories to share</li> <li>• Enhanced co-ordination between County and municipal economic development efforts</li> <li>• Broadband improvements and fibre optics availability</li> </ul>
Communicate and promote competitive advantages of the community, highlighting railway, fees, etc. relative to other municipalities	Within next 6 to 12 months and ongoing	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing/promotional materials developed and distributed</li> <li>• Number of inquiries received</li> <li>• Dollars invested in manufacturing related activities</li> <li>• Number of manufacturing operations</li> </ul>
Evaluate need and capacity to partner with private sector provider for infrastructure utilization to increase Internet speed/access to services	Next 12 to 18 months	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev. / IT</li> <li>• Third Party infrastructure providers</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in infrastructure by partners</li> <li>• Capital invested by participating businesses</li> </ul>
Increase awareness and uptake of provincial and federal programs through workshops, trade show events	Within 9 months and ongoing	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Province of Ontario-MEDTE/OMAFRA</li> <li>• Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>• Improved awareness of federal, provincial, and municipal policies and regulations</li> <li>• Participation levels by businesses in applicable programs</li> <li>• Number of relevant events held/attendance</li> <li>• Number of partnerships created</li> </ul>
Create manufacturing web page to broadcast programs, information, services, initiatives, upcoming events, job postings specific to sector	Within next 18 months	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Dufferin Board of Trade</li> <li>• Centre for Career and Employment Services</li> <li>• Colleges</li> <li>• Province of Ontario</li> <li>• Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>• Availability and utilization of easy to access links to business and other regulatory information</li> <li>• Increased Council awareness of manufacturing sector issues</li> <li>• Web page analytics</li> </ul>
Establish peer-to-peer mentorship opportunities for export development and continue to promote export development initiatives	Within next 12 to 18 months	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Export Development Canada</li> <li>• Federation of Canadian Manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>• Total employment in manufacturing sector</li> <li>• Number of sector businesses and stakeholders engaged</li> <li>• Number of businesses accessing export development support and funding</li> </ul>
Explore business incentives and regulations that could support new and/or expanded building construction in the manufacturing sector	18 months	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev./Planning</li> <li>• Orangeville Council</li> </ul>	<ul style="list-style-type: none"> <li>• Community Improvement project area defined within Official Plan</li> <li>• Incentives created to support redevelopment of aging facilities</li> </ul>

## Opportunity - Community Development

<b>Actions</b>	<b>Time Frame</b>	<b>Champions</b>	<b>Performance Measures</b>
Increase access to training opportunities through delivery of social media programs. Partner to make Lynda.com available for local businesses at affordable rates (Lynda.com is an online training and skill development database/library)	Next 6 to 12 months and ongoing	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev./Library/IT</li> </ul>	<ul style="list-style-type: none"> <li>• Number and variety of programs offered/uptake</li> <li>• Participation in online training available</li> </ul>
Establish ambassador/goodwill program featuring video testimonials/word of mouth ambassadorship. Communicate and share good news stories. Develop videos that promote quality of life in Orangerville and provide testimonials from business leaders.	Within next 12 to 18 months	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Business and community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in new investment from business relocation/expansion</li> <li>• Business growth via numbers/size</li> <li>• Growth in residential home ownership</li> <li>• Number of online video views/analytics</li> </ul>
Develop periodic manufacturing summit to provide educational opportunities and networking activities specific to manufacturing sector	Within next 12 to 18 months and ongoing	<ul style="list-style-type: none"> <li>• Orangeville Ec. Dev.</li> <li>• Manufacturing businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Number of manufacturing stakeholders engaged</li> <li>• Increased Council awareness of sector issues</li> </ul>