



**GEORGINA**

**THE CORPORATION OF THE  
TOWN OF GEORGINA**  
**Georgina Economic Development Advisory Committee Agenda**

Monday, April 7, 2025

7:00 PM

**1. CALL TO ORDER**

“The Town of Georgina recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of the Mayor and Council, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship.

We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.”

**2. ROLL CALL**

**3. COMMUNITY ANNOUNCEMENTS**

**4. INTRODUCTION OF ADDENDUM ITEM(S)**

**5. APPROVAL OF AGENDA**

Apr. 7, 2025 Agenda

**6. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**7. ADOPTION OF MINUTES**

1. Feb. 10, 2025 Minutes

2. Mar. 18, 2025 Minutes

**8. DELEGATIONS/ SPEAKERS**

Scott Dodds, Director of External Relations, ventureLAB

**9. PRESENTATIONS**

**10. REPORTS**

1. Economic Development Updates
2. Verbal Update - Chamber of Commerce
3. Verbal Update - South Lake Community Futures

**11. DISPOSITIONS/ PROCLAMATIONS, GENERAL INFORMATION ITEMS**

1. General Information Items
  - a. 2024 York Region Employment Survey Summary
2. Disposition Items

**12. MOTIONS/ NOTICES OF MOTION**

**13. OTHER BUSINESS**

1. Tariffs Update
  - a. Response to U.S. Tariffs -- Report LS-2025-0003

**14. CLOSED SESSION**

**15. MOTION TO ADJOURN**



**THE CORPORATION OF THE  
TOWN OF GEORGINA**

**GEORGINA** Georgina Economic Development Advisory Committee Minutes

Date: Monday, February 10, 2025  
Time: 7:00 PM

- Members Present: Margaret Quirk, Mayor  
Dan Fellini, Councillor, Ward 2  
Dave Neeson, Councillor, Ward 3  
Charles Calzavara  
Anna Buchner  
Bob Law  
Amanda Mallory  
Christine Burton
- Members Absent: Jason Solilo  
Stephanie Robinson
- Staff Present: Karyn Stone, Manager of Economic Development and Tourism  
Wendy Cuthbert, Administrative Coordinator, Strategic Initiatives

**1. CALL TO ORDER**

“The Town of Georgina recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of the Mayor and Council, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship.

We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.”

The Chair called the meeting to order at 7:04 pm.

**2. ROLL CALL**

As noted above

1. Election of Chair

Councillor Dan Fellini has advised that he will be stepping down as Chair for the balance of the term but will remain an active committee member for the remainder of the 2022-2026 term.

Nomination procedure was followed, with three nomination calls. Councillor Dave Neeson was the only member nominated and accepted the nomination.

**GEDC2025-001**

Moved By Margaret Quirk

Seconded By Dan Fellini

That Councillor Dave Neeson is appointed Chair for the remainder of the 2022-2026 term.

**Carried**

**3. COMMUNITY ANNOUNCEMENTS**

Councillor Fellini clarified that he was stepping down because he plans to spend more time with his granddaughter.

**4. INTRODUCTION OF ADDENDUM ITEM(S)**

**5. APPROVAL OF AGENDA**

**GEDC2025-002**

Moved By Amanda Mallory

Seconded By Charles Calzavara

That the February 10, 2025, Agenda is approved as presented.

**Carried**

**6. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

None

**7. ADOPTION OF MINUTES**

**GEDC2025-0003**

Moved By Anna Buchner

Seconded By Bob Law

That the November 12, 2024, Minutes be approved as presented.

**Carried**

**8. DELEGATIONS/ SPEAKERS**

**9. PRESENTATIONS**

**10. REPORTS**

1. Economic Development Updates

Karyn provided her division's update through a PowerPoint presentation, *Economic Development and Tourism Highlights -- February 2025*.

She pointed out that the division has garnered over \$103,000 in grants to support its economic initiatives and is well on its way to hitting all the defined goalposts in each of the four pillars of its strategy.

Of note:

- More than 300 acres (of the 500 in total) of employment lands are progressing through the development process.
- Over 70 businesses in Georgina have had formal business visitations
- Propelled by the interest in the Vendors at the Beach pilot program in 2024, the division has launched an EOI for this program for 2025
- After two lackluster ice fishing seasons, this season is ripe for a resurgence in this sector and, to support the sport, the division is hosting an ice fishing on Wednesday February 19th to promote the winter activity to media and influencers.
- The division's Economic Development Officer has, with the help of OBIA, helped create a specific CRM system for the Sutton BIA to promote internal communications and data-sharing for their business community.
- Prompted by the near-constant threat of a trade war (and annexation) by the U.S. president, Karyn shared with the group that Council unanimously passed a Motion at the February 5, 2025 Council Meeting to promote a Buy Canadian -- Shop Local response from the Town. Because the tariff situation is a moving target, Council is awaiting staff recommendations but, from the

economic development point of view, the plan is to enhance existing Shop Local initiatives in Georgina in partnership with the Chamber.

2. Verbal Update - Chamber of Commerce

Christine Burton provided Chamber of Commerce updates, including:

- Announcing the 2025 Discover Georgina show, which will be held at the Ice Palace the weekend of May 3-4. The Chamber is working on finalizing the entertainment for the event but notes that 67 exhibitors have already registered.
- The Chamber has been involved in local, provincial and federal discussions with its contemporaries around the U.S. tariff threats and is planning to ramp up its efforts to encourage local employment and resources to help local businesses.
- The Chamber's AGM is February 25, 2025 and will feature speaker Daniel Tisch, president and CEO of the Ontario Chamber of Commerce.
- The Chamber is continuing its activities to support sport tourism and believes strongly that targeting those that visit Georgina for sport events/tournaments will have a great impact on the community.

3. Verbal Update - South Lake Community Futures

No update. Karyn announced that the representative from South Lake Community Futures was unable to attend this month's meeting.

**GEDC2025-0004**

Moved By Amanda Mallory

Seconded By Margaret Quirk

That items 1 ( Economic Development Updates) and 2 (Verbal Update -- Chamber of Commerce) be received as presented.

**Carried**

**11. DISPOSITIONS/ PROCLAMATIONS, GENERAL INFORMATION ITEMS**

1. General Information Items

- Pre-meeting survey -- results and discussion
- Hosting of Economic Development Council of Ontario (EDCO) event May 29th

Wendy Cuthbert shared some of the results from the brief survey sent out to unearth how committee members would like to see GEDC meetings evolve in 2025. Of note:

- All respondents were interested in off-site "field trips" to occur outside of official meetings. Example provided was visiting digital innovation hub NewMakelt in Newmarket.
- One respondent recommended expanding the role of the committee, from simply sharing and relaying economic development activities to suggesting improvements and policy ideas.
- Several committee member respondents offered suggestions for guest presentations, including Central Counties Tourism, CNIB, large-project developers and consultants/resources for small- and medium-sized businesses.
- When it came to ranking the four pillars for coverage this year, all respondents ranked business expansion and retention, along with investment attraction, as the top priorities to explore. Most also mentioned the need to continue focusing on creating lively downtowns.
- One member suggested that the team send out roundtable questions with the agenda package to provide time to reflect prior to the meeting.

Karyn announced that Cristina Liu, current economic development officer (who manages the tourism portfolio), will be leaving the Town to work at another municipality.

Last year, Cristina had applied on behalf of the division to host a one-day conference held by the Economic Development Council of Ontario (EDCO.) Wendy will be assisting the Division with the EDCO event, planned for May 29<sup>th</sup>.

The panels planned for this event will revolve around rural community investment readiness, engaging community stakeholders and agri-tourism

**GEDC2025-0005**

Moved By Dan Fellini

Seconded By Christine Burton

That the two General Information items be received as presented.

**Carried**

2. Disposition Items

**12. MOTIONS/ NOTICES OF MOTION**

**13. OTHER BUSINESS**

GEDC members discussed the roundtable questions:

1. What has the threat of tariffs meant for your business?
2. What are you hearing locally about the support for local and Canadian businesses? Has there been a noticeable increase in national pride?
3. Share thoughts re: committee resolution to support Buy Canadian -- Shop Local motion and marketing initiatives?

Group discussed challenges to economy wrought by pending steel and aluminum tariffs, along with threats of more tariffs.

Concerns over how Buy Canadian -- Shop Local mandate might be misinterpreted as Canadians might indeed seek out Canada-produced goods. But what about local businesses that are US-based (franchises?) or those that sell US goods? Our local economy -- jobs and stability -- relies on the success of these businesses, as well. Group discussed how support needs to be extended from local entities outwards and communications must avoid the slippery slope of over-simplification (i.e.: "Don't buy American.")

As first step, committee members decided to support the February 5, 2025, Council motion around the Buy Canadian -- Shop Local position and commitment to work to support the interests of local businesses that employ and support Georgina residents.

**GEDC2025-0006**

Moved By Amanda Mallory

Seconded By Charles Calzavara

That the Georgina Economic Development Advisory Committee supports and endorses the February 5, 2025, Council Motion respecting concerns around pending tariffs, and vows to continue its work to elevate local businesses and enterprises -- with a focus on protecting local jobs and the local economy.



**Carried**

**14. CLOSED SESSION**

**15. MOTION TO ADJOURN**

**GEDC2025-0007**

Moved By Christine Burton

Seconded By Anna Buchner

That the meeting adjourn at 8:26 pm.

**Carried**

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Councillor Dave Neeson, Chair

**GEORGINA****THE CORPORATION OF THE  
TOWN OF GEORGINA****Georgina Economic Development Advisory Committee Minutes**

Date: Tuesday, March 18, 2025

Time: 7:00 PM

- Members Present: Dave Neeson, Councillor Ward 3  
Dan Fellini, Councillor, Ward 2  
Anna Buchner  
Bob Law  
Amanda Mallory  
Christine Burton
- Members Absent: Margaret Quirk, Mayor  
Charles Calzavara  
Jason Solilo  
Stephanie Robinson
- Staff Present: Karyn Stone, Manager of Economic Development  
Katrina Ellis, Marketing Special Projects Supervisor  
Julie Cain, Economic Development Officer  
Wendy Cuthbert, Administrative Coordinator, Strategic Initiatives

**1. CALL TO ORDER**

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We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.”

The Chair called the meeting to order at 7:02 pm.

**2. ROLL CALL**

As noted above.

**3. COMMUNITY ANNOUNCEMENTS**

**4. INTRODUCTION OF ADDENDUM ITEM(S)**

**5. APPROVAL OF AGENDA**

**GEDC2025-0008**

Moved By Christine Burton

Seconded By Anna Buchner

That the March 18, 2025 Agenda is approved as presented.

**Carried**

**6. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**7. ADOPTION OF MINUTES**

The adoption of the Feb. 10, 2025 Minutes has been postponed until the April meeting.

**8. DELEGATIONS/ SPEAKERS**

1. 2025 Tourism Sector Opportunities -- Chuck Thibeault, Executive Director, Central Counties Tourism

Chuck Thibeault, executive director of Central Counties Tourism, offered insights into the current and anticipated impact on tourism and travel on communities across Canada, given the strong sense of betrayal and anger that has arisen since the U.S. president began his litany of tariff and annexation threats against this country.

Canadian travel to the U.S. has already shown signs of decline and, paired with the weak Canadian dollar, the expectation is that this summer will be all about domestic travel, aka the Great Canadian Road Trip.

Tourism entities across the country are already gearing up for an influx of visitors, with some choosing particularly creative ways to target neighbouring communities. For instance, Kitchener-Waterloo has created a campaign to target visitors considering Toronto as a destination with the messaging that cheaper and more interesting escapes can be found just outside the GTA, according to Mr. Thibeault.

Communities like Georgina have an opportunity to tap into the local travel bug, given our proximity to approximately 7-million people living less than two hours from here, he said.

He reminded committee members of the critical role "local ambassadors" can play in helping to create a travel-friendly town. When a visitor is in a local shop, conversations around other local attractions should be encouraged. Part of a tourism strategy needs to revolve around determining who the local ambassadors are -- and ensuring they have information at their fingertips to provide to visitors. By sharing resources -- a coffee shop sends visitors to a local store, which then sends visitors to the beach, which has wayfinding signage to point visitors to local restaurants and so on -- businesses and tourism-related entities (like the Chamber) can increase the impact of each traveller as they inevitably "discover" more local touchpoints.

He also discussed the challenges of amassing buy-in from the subset of locals that tend to resist the change that a strong tourism economy can bring to a community. Messaging that offsets the "Why does anything have to change?" line of thinking -- and highlights the fact that visitors help sustain vibrancy -- is key.

CCT's Sara Sterling emphasized that reminding event organizers to promote Georgina outside of the event's parameters is important. They, too, should have information around where to eat/where to stay/where to visit at their fingertips.

Karyn noted that the Chamber is already performing some of this championing through its presence at the beach tourism kiosk, but concluded that posting a sign at Sibbald Point Provincial Park might provide an added boost to encourage exploration from campers and day visitors. The EcDev team will look into this possibility.

Chuck doesn't expect a growth in the number of new tourist attractions because the cost of building/renovating is estimated to be 30% higher than it was last year, thanks to tariffs. In other words, while he expects it to be a good year for existing tourism attractions; it will not be a good year to develop or add to unique tourism experiences, though he adds the caveat that agri-tourism may be the exception as there has been a surge in interest in this area.

**GEDC2025-0009**

Moved By Amanda Mallory  
 Seconded By Anna Buchner

That the speaker is received.

**Carried**

**9. PRESENTATIONS**

**10. REPORTS**

**1. Economic Development Updates**

Ms. Stone presented a PowerPoint. Of note:

- The Town's tariffs response includes:
  - Buy Local - Shop Canadian resolution was adopted by Council
  - Dedicated page on choosegeorgina.ca in terms of business supports available, from all government levels
  - Town exploring procurement scope around Canadian suppliers and amplifying Shop Local efforts
  - Business visitations/communications with companies that export to (and import from) the U.S. Supplier diversification is a solution that is being explored.
- Shared plans around Kindera Living Facility
- New tenants in Keswick Business Park. Ribbon cutting announcements to come.
- Life Sciences and Tech Park in final stages of site plan approval.
- Katrina Ellis shares information around the SIOR campaign, a one-year tracking pixel campaign that delivers choosegeorgina.ca ads to SIOR site visitors
- Town's grant specialist is working with EcDev team to support grant applications with York Region
- Julie Cain shares some details around this year's Beach Vendor program; with applications due April 11

- Intake 1 from Economic, Culture and Community Betterment Grant is complete; with just over \$29,000 of \$45,000 allotted to 14 applicants, some of which were new to the program this year
- Upcoming
  - Several reports to go before Council, including Community Improvement Plan updates and EcDev Strategy annual status
  - Hosting regional EDCO event on May 29
  - 2025 Summer Tourism Guide to be launched in the spring; noticed a decline in the number of physical guides that go out; people are getting the information digitally
  - 2025 banner program -- refreshing street banners
  - promise of tariff-focused communications
  - High St. project: ongoing. There will be a public meeting in May for design updates.
  - YSpace: current hub has funding until end of March 2026; working on potentially forming partnership with other municipalities to maintain hub.

**GEDC2025-0010**

Moved By Dan Fellini

Seconded By Christine Burton

That the Economic Development Updates be received as presented.

**Carried**

**2. Verbal Update - Chamber of Commerce**

Christine Burton provided updates on Chamber of Commerce. Of note:

- The Chamber has launched new initiatives to support local economy, in response to tariffs, including:
  - A targeted marketing campaign that revolves around Georgina businesses/Canadian pride; will be featured on a new webpage
  - Shop Local contest, to launch at the end of March, which encourages shoppers to drop receipts off around town, with the opportunity to win one of ten local gift certificates

- Shop Local stickers and buttons provided to businesses to hand out to patrons
- Discover Georgina show, taking place May 3rd and 4th, only has 13 booths left.
- After-5 event at Bailey's Homestead coming up next week
- Jennifer Anderson, executive director, Georgina Chamber of Commerce, has been nominated as Vice Chair of professional development association Chamber of Commerce Executives of Ontario (CCEO); she will move into role of Chair next year.
- Chamber's 50th anniversary; plans to highlight this hallmark year, including a gala on June 11.

**GEDC2025-0011**

Moved By Anna Buchner  
Seconded By Bob Law

That the Chamber of Commerce Verbal Update be received as presented.

**Carried**

**3. Verbal Update - South Lake Community Futures**

Ms. Stone understood that someone would be attending the meeting from South Lake Community Futures; will follow up.

**11. DISPOSITIONS/ PROCLAMATIONS, GENERAL INFORMATION ITEMS**

**1. General Information Items**

- a. Notice of Study Commencement (Municipal Class Environmental Assessment) -- High Street and Woodriver Bend Pumping Stations and Water Resource Recovery Facility

The Chair wanted to share with the committee that this project is moving forward.

**GEDC2025-0012**

Moved By Anna Buchner  
Seconded By Dan Fellini

That the General Information Item is received as presented.

**Carried**

2. Disposition Items

**12. MOTIONS/ NOTICES OF MOTION**

**13. OTHER BUSINESS**

1. Tariffs Update

Ms. Stone covered the Tariffs Update in the Economic Development Update

**14. CLOSED SESSION**

**15. MOTION TO ADJOURN**

**GEDC2025-0013**

Moved By Christine Burton

Seconded By Amanda Mallory

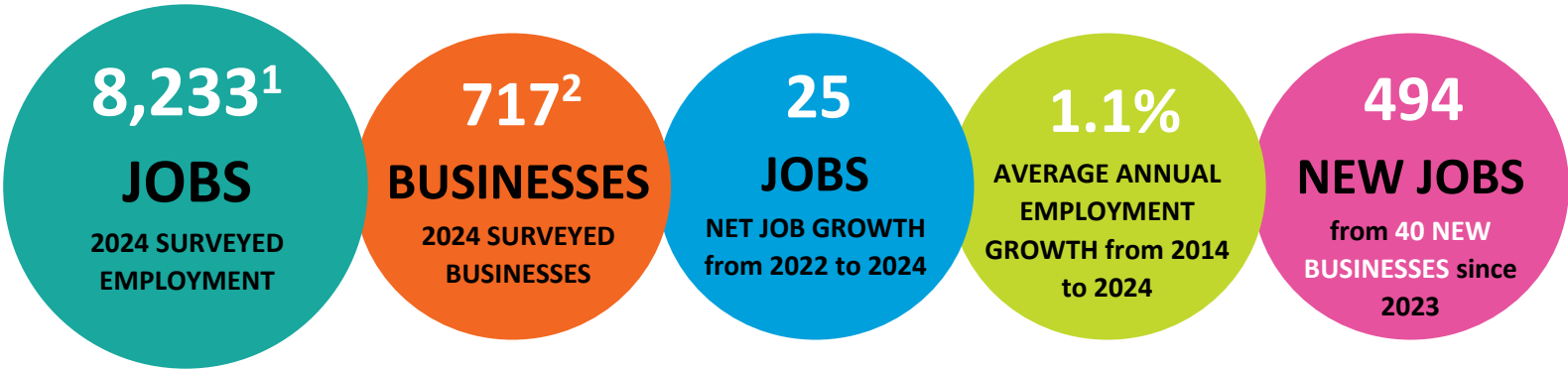
That the meeting adjourn at 8:23 pm.

**Carried**

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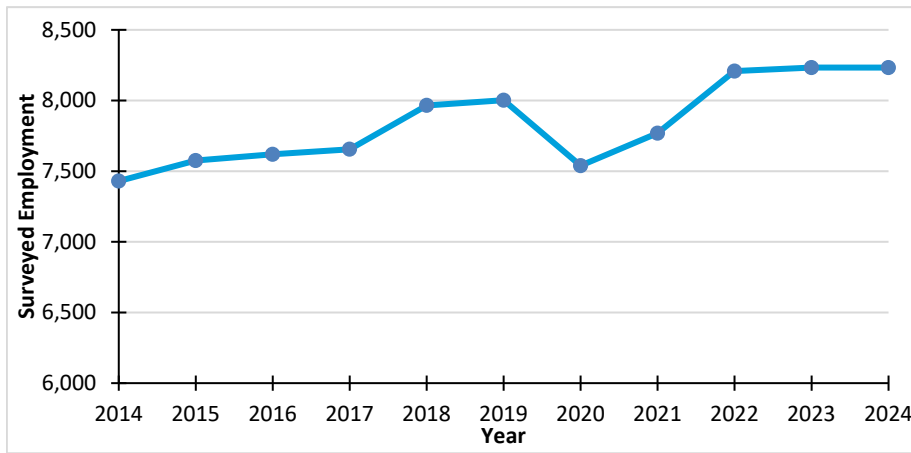
Councillor Dave Neeson, Chair





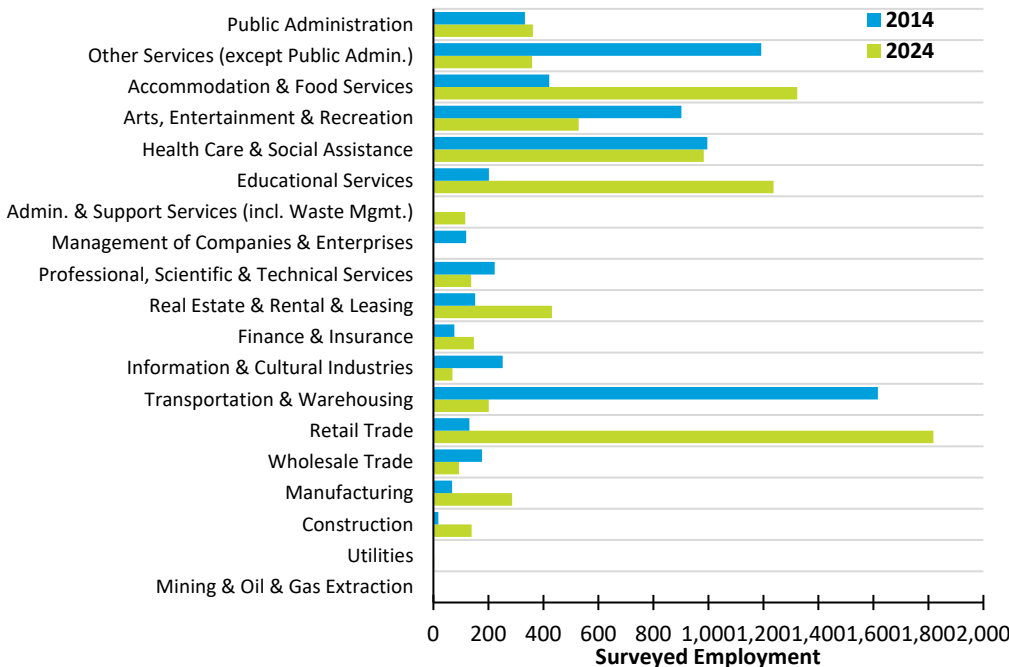
Notes: 1 Excludes estimates for home-based and farm-based jobs 2 Excludes home-based and farm-based businesses

Figure 1 - Historical Surveyed Employment, 2014-2024



Notes: Employment surveys were not conducted in 2020, 2021 and 2023. Estimates for those years are based on the Conference Board of Canada's growth rates for Town of Georgina, excluding work-at-home figures

Figure 2 - Distribution of Employment by Sector, 2014 and 2024



- The Town of Georgina added 803 jobs to its employment base since 2014, and 231 jobs since 2019, and gained 25 jobs since 2022
- Retail Trade (22%), Accommodation & Food Services (16%), Educational Services (15%) and Health Care & Social Assistance (12%) sectors accounted for the four largest shares of employment
- The top growth sector between 2022 and 2024 was Real Estate & Rental & Leasing (+86 jobs) followed by Manufacturing (+53 jobs) and Accommodation & Food Services (+30 jobs)
- Educational Services was the top growth sector between 2014 and 2024 growing by 241 jobs
- Service-oriented jobs represented an 95% share of employment for the Town of Georgina

Figure 3 – Percent Share<sup>1</sup> of Employment by Type of Worker, 2014, 2022 and 2024

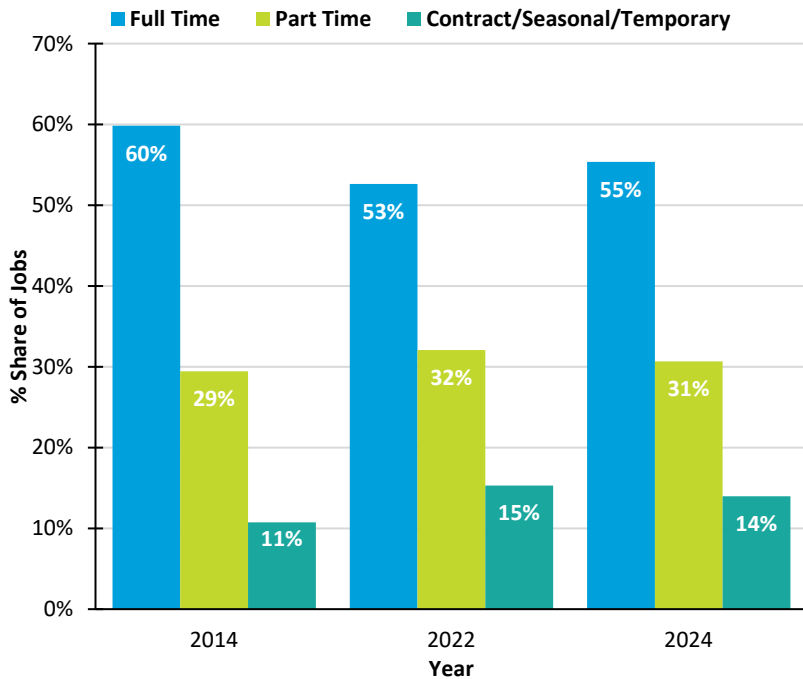
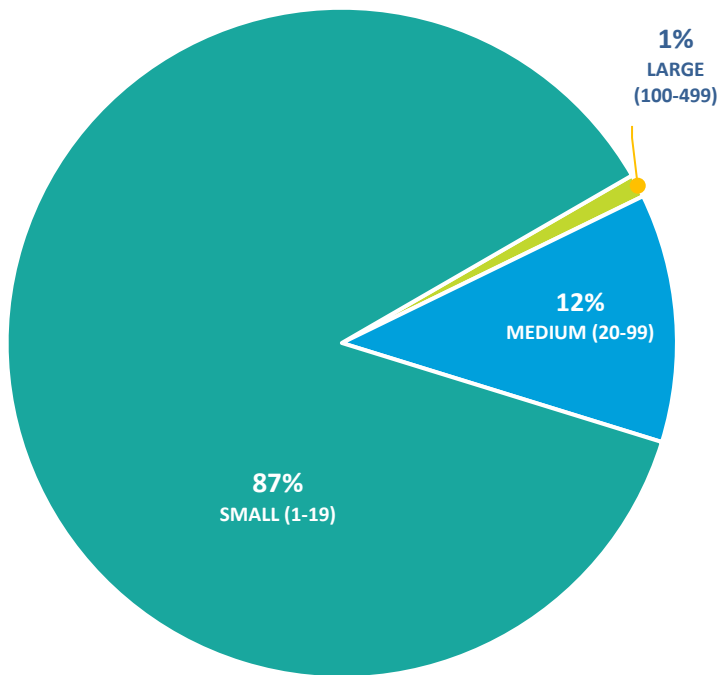


Figure 4 – Percent Share<sup>1</sup> of Surveyed Businesses by Size, 2024



- Since 2014, full-time employment has grown by 150 jobs, a 3% increase, but proportionally remained consistent accounting for 55% of the Town’s employment in 2024
- The share of part-time employment increased from 29% in 2014 to 31% in 2024, while the share of contract/seasonal/temporary employment increased from 11% in 2014 to 14% in 2024
- In 2024, a total of 717 businesses were surveyed in the Town of Georgina, a decrease of 9 businesses since 2022
- Small businesses comprised the largest share of businesses in Town of Georgina, accounting for 87% of total businesses surveyed

**Agricultural Employment & Businesses**

According to the 2021 Census of Agriculture:

- There were a total of 94 farm-based jobs in the Town of Georgina, a decrease of 78 jobs from the 2016 Census
- Farm-based businesses decreased from 103 in 2016 to 102 in 2021

Figures in this profile included surveyed data collected from the 2024 Employment Survey, with comparisons to previous surveyed years. The 2024 survey is a comprehensive Region-wide survey of all businesses with a physical location across York Region and excluded farm and home-based businesses. Farm-based employment data is reported in the 2024 Employment and Industry Report. .

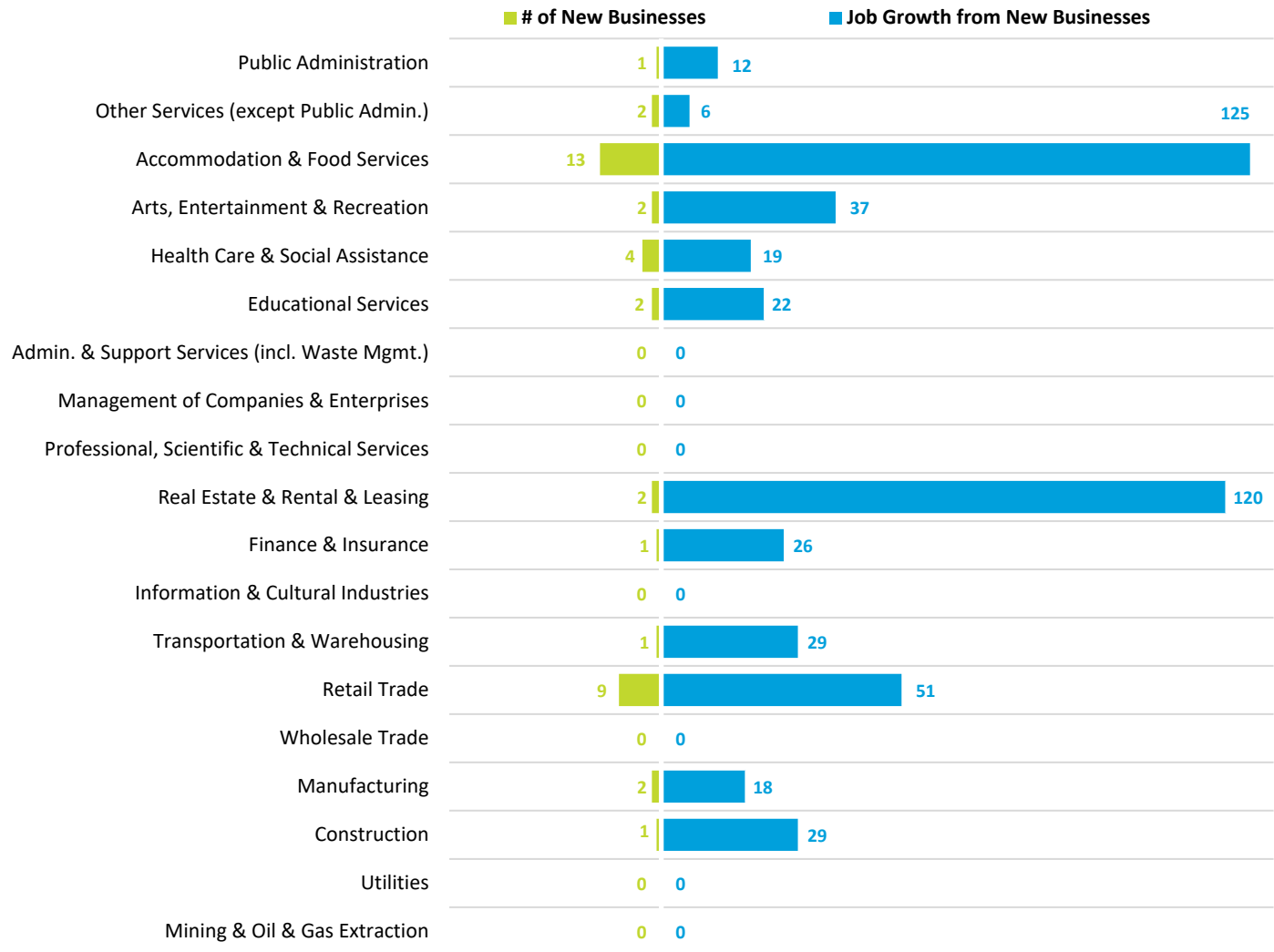
Notes: 1 Due to rounding, percentage values may not add up to exactly 100%.

## NEW SURVEYED BUSINESSES 2022 to 2024

40 NEW SURVEYED BUSINESSES

494 JOB GROWTH from NEW SURVEYED BUSINESSES

Figure 5 - New Surveyed Businesses and Job Growth from New Businesses, 2022 to 2024



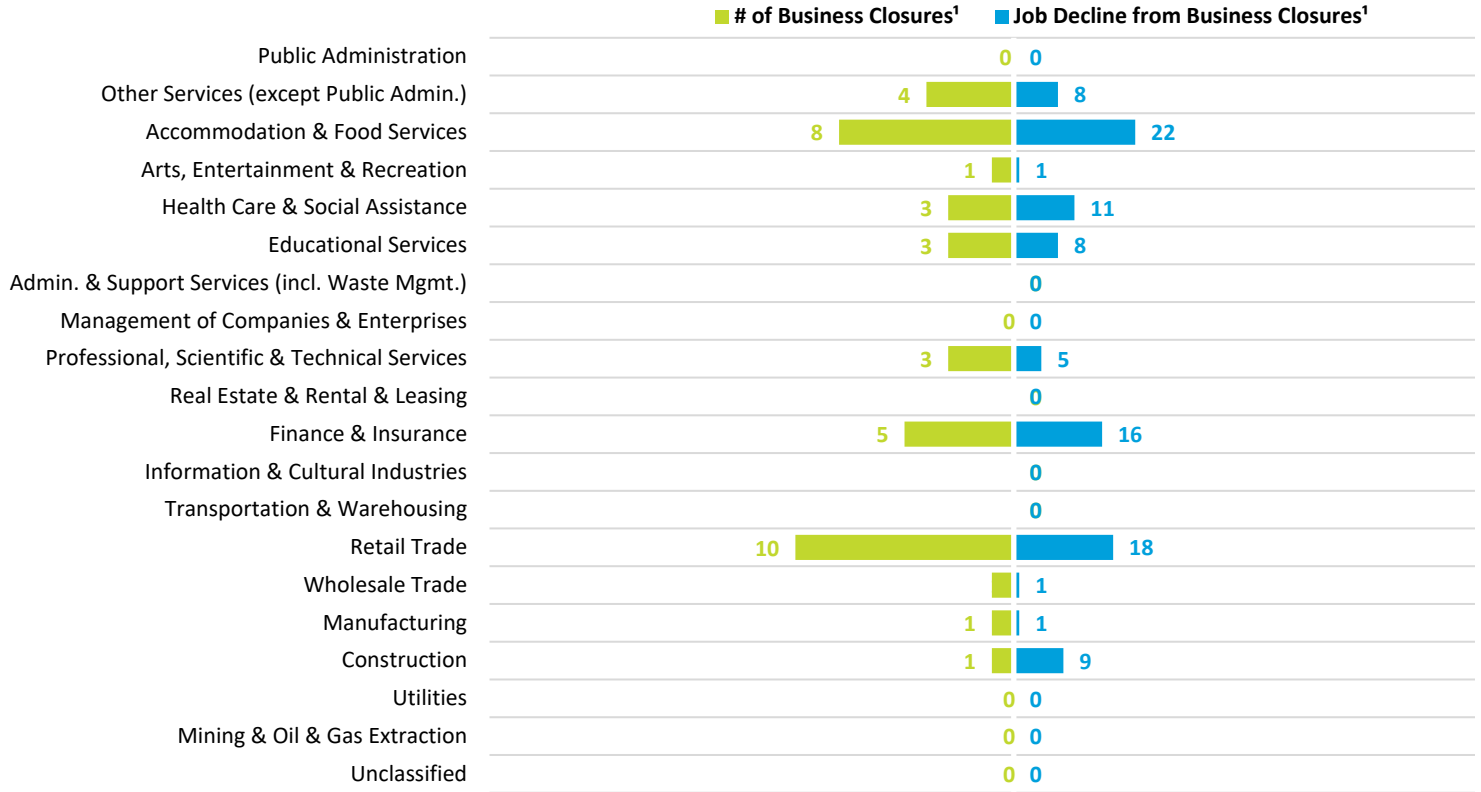
Top Sectors by Employment from New Businesses		
Sector	% Share	Job Growth
Accommodation & Food Services	25%	125
Real Estate & Rental & Leasing	24%	120
Retail Trade	10%	51
Arts, Entertainment & Recreation	7%	37
Finance & Insurance	6%	29

## BUSINESS CLOSURES 2022 to 2024

40 BUSINESS CLOSURES<sup>1</sup>

100 JOB DECLINE from BUSINESS CLOSURES<sup>1</sup>

Figure 6 - Business Closures<sup>1</sup> and Job Decline from Business Closures<sup>1</sup>, 2022 to 2024



Notes: 1 Includes business closures, businesses that have moved out of York Region, and businesses closed from historical clean up

There are three different categories explaining what falls under business closures between 2022 and 2024.

- 1. Business Closures:** businesses closed between 2022 and 2024
- 2. Moved out of York Region:** businesses that relocated to a new location outside of York Region
- 3. Historical Clean Up:** businesses that are not found at location, are out of reach with no online presence since 2022 and are closed as part of our data clean up in 2024

Business Closures	
Sector	% Share
Retail Trade	27%
Accommodation & Food Services	26%
Finance & Insurance	22%
Health Care & Social Assistance	16%
Other Services (except Public Admin.)	12%
<b>85 Jobs (85%)</b>	

Moved out of York Region	
Sector	% Share
Manufacturing	50%
Construction	50%
<b>2 Jobs (2%)</b>	

Historical Cleanup	
Sector	% Share
Construction	69%
Professional, Scientific & Technical Services	15%
Finance & Insurance	8%
Educational Services	8%
<b>13 Jobs (13%)</b>	

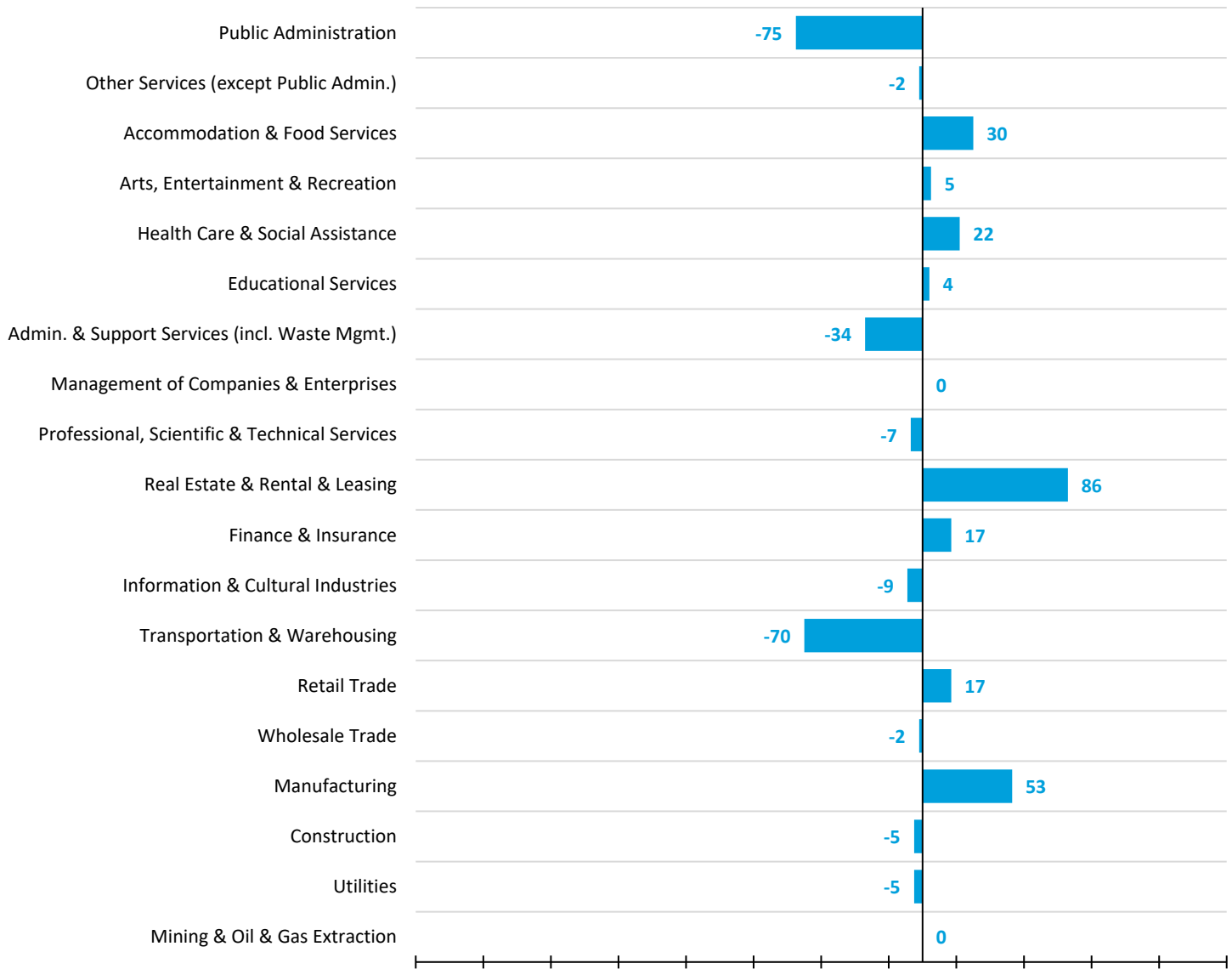
**Net Job Growth and Decline from New Surveyed Businesses and Business Closures – 2022 to 2024**

Examining how new businesses and business closures in 2024 contributed to sectoral growth and decline since 2022 provides valuable insight into the factors driving employment change. While many sectors experienced job decline from business closures, businesses that moved out of York Region and businesses not found at a location in 2022 and 2024, most sectors eventually experienced subsequent growth.

Figure 7 highlights the change in employment within each sector since 2022. Changes shown can be attributed to job growth or decline from expansion or downsizing of existing businesses, gain from new businesses and loss from business closures.

**25 JOB GROWTH since 2022**

**Figure 7 – Employment Change by Sector - 2022 to 2024**



**Notes: 1** Includes business closures, businesses that have moved out of York Region, and businesses closed from historical clean up

The next two sections provide additional detail concerning sectors recording the most employment growth and decline between 2022 and 2024. The tables below examine specific NAIC 4-digit sub-sectors and how they change since 2022, and provide greater detail on the areas contributing to job growth and decline in the Town of Georgina

## TOP NAIC SECTORS and SUB-SECTORS of GROWTH – 2022 to 2024

### Retail Trade (+540 jobs)

NAIC Code	Name	2022	2024	2022-2024 Change
4411	Automobile dealers	29	34	5
4412	Other motor vehicle dealers	34	29	-5
4413	Automotive parts, accessories and tire retailers	31	29	-2
4441	Building material and supplies dealers	186	180	-6
4442	Lawn and garden equipment and supplies retailers	33	30	-3
4451	Grocery and convenience retailers	0	521	521
4452	Specialty food retailers	16	16	0
4453	Beer, wine and liquor retailers	72	89	17
4491	Furniture, floor covering, window treatment and other home furnishings retailers	36	30	-6
4492	Electronics and appliances retailers	12	12	0
4543	not sure-isn't in 2024	6	0	-6
4551	Department stores	350	365	15
4552	Warehouse clubs, Supercentres and other general merchandise retailers	66	65	-1
4561	Health and personal care retailers	161	163	2
4571	Gasoline stations	65	61	-4
4572	Fuel dealers	0	6	6
4581	Clothing and clothing accessories retailers	20	22	2
4583	Jewellery, luggage and leather goods retailers	5	5	0
4591	Sporting goods, hobby and musical instrument retailers	37	32	-5
4593	Florists	9	7	-2
4594	Office supplies, stationery and gift retailers	27	29	2
4595	Used merchandise retailers	20	20	0
4599	Other miscellaneous store retailers	63	73	10
<b>TOTAL</b>		<b>1,278</b>	<b>1,818</b>	<b>540</b>

### Real Estate & Rental & Leasing (+86 jobs)

NAIC Code	Name	2022	2024	2022-2024 Change
5331	Lessors of real estate	76	58	-18
5312	Offices of real estate agents and brokers	174	273	99
5313	Activities related to real estate	70	66	-4
5321	Automotive equipment rental and leasing	2	4	2
5322	Consumer goods rental	20	27	7
5323	General rental centres	3	3	0
<b>TOTAL</b>		<b>345</b>	<b>431</b>	<b>86</b>

### Manufacturing (+53 jobs)

NAIC Code	Name	2022	2024	2022-2024 Change
3119	Other food manufacturing	0	15	15
3121	Beverage manufacturing	3	3	0
3169	Other leather and allied product manufacturing	8	3	-5
3129	Other wood product manufacturing	20	26	6
3231	Printing and related support activities	10	12	2
3273	Cement and concrete product manufacturing	3	3	0
3313	Alumina and aluminum production and processing	40	56	16
3323	Architectural and structural metals manufacturing	5	6	1
3331	Agricultural, construction and mining machinery manufacturing	80	80	0
3335	Metalworking machinery manufacturing	4	4	0
3339	Other general-purpose machinery manufacturing	10	6	-4
3361	Motor vehicle manufacturing	40	60	20
3371	Household and institutional furniture and kitchen cabinet manufacturing	9	12	3
3399	Other miscellaneous manufacturing	1	0	-1
<b>TOTAL</b>		<b>233</b>	<b>286</b>	<b>53</b>

#### **Accommodation & Food Services (+30 jobs)**

NAIC Code	Name	2022	2024	2022-2024 Change
7211	Traveller accommodation	161	78	-83
7212	Recreational vehicle (RV) parks and recreational camps	60	90	30
7223	Special food services	3	23	20
7225	Full-service restaurants and limited-service eating places	1069	1132	63
<b>TOTAL</b>		<b>1,293</b>	<b>1,323</b>	<b>30</b>

#### **Finance & Insurance (+15 jobs)**

NAIC Code	Name	2022	2024	2022-2024 Change
5221	Depository credit intermediation	80	74	-6
5222	Non-depository credit intermediation	1	1	0
5223	Activities related to credit intermediation	20	15	-5
5239	Other financial investment activities	9	10	1
5241	Insurance carriers	6	6	0
5242	Agencies, brokerages and other insurance related activities	16	41	25
<b>TOTAL</b>		<b>132</b>	<b>147</b>	<b>15</b>

## TOP NAIC SECTORS and SUB-SECTORS of DECLINE – 2022 to 2024

**Public Administration (-75 jobs)**

NAIC Code	Name	2022	2024	2022-2024 Change
9121	Provincial protective services	6	7	1
9129	Other provincial and territorial public administration	5	5	0
9131	Municipal protective services	168	216	48
9139	Other local, municipal and regional public administration	258	134	-124
<b>TOTAL</b>		<b>437</b>	<b>362</b>	<b>-75</b>

**Transportation & Warehousing (-70 jobs)**

NAIC Code	Name	2022	2024	2022-2024 Change
4811	Scheduled air transportation	3	3	0
4832	Inland water transportation	4	4	0
4841	General freight trucking	61	31	-30
4853	Taxi and limousine service	16	18	2
4859	Other transit and ground passenger transportation	7	16	9
4884	Support activities for road transportation	29	44	15
4911	Postal service	52	54	2
4931	Warehousing and storage	99	31	-68
<b>TOTAL</b>		<b>271</b>	<b>201</b>	<b>-70</b>

**Administration & Support Services (Incl. Waste Management) (-34 jobs)**

NAIC Code	Name	2022	2024	2022-2024 Change
5613	Employment services	15	16	1
5617	Services to buildings and dwellings	117	94	-23
5621	Waste collection	18	6	-12
<b>TOTAL</b>		<b>150</b>	<b>116</b>	<b>-34</b>



**THE CORPORATION OF THE TOWN OF GEORGINA**

**REPORT NO. LS-2025-0003**

**FOR THE CONSIDERATION OF  
COUNCIL**

**April 2, 2025**

**SUBJECT: PROPOSED ADJUSTMENTS TO PROCUREMENT PRACTICES IN  
RESPONSE TO U.S. TARIFFS**

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**1. RECOMMENDATIONS:**

1. That Council receive Report No. LS-2025-0003 prepared by the Procurement Services Division, Legislative Services Department dated April 2, 2025, respecting proposed adjustments to the Town's procurement practices in response to U.S. tariffs imposed on goods imported to the U.S. from Canada;
2. That Council direct Procurement Services to acquire its deliverables, where feasible, from vendors in countries other than the United States, with preference to be given to Canadian vendors while ensuring compliance with trade treaty obligations and continuing to follow the principles of fiscal responsibility, value for taxpayer dollars, and good governance in public procurement;
3. That Council direct Town employees, when acquiring deliverables outside of the formal procurement process, to find, where feasible, alternative sources of supply from countries other than the United States for deliverables currently being acquired from U.S. vendors, and where there are no viable Canadian options available, such acquisitions are to be approved in advance by the Director of the Department;
4. That Council direct Town employees involved in the acquisition of goods to source qualified Canadian vendors to whom invitations can be issued by Procurement Services for formal procurements conducted through the online e-procurement platform; and
5. That Council direct Procurement Services to continue to monitor the developing U.S./Canadian tariff situation and report to Council as necessary regarding significant impacts to the Town.

**2. PURPOSE:**

The purpose of this report is to provide Council with proposals for an appropriate and proportional procurement response to the U.S./Canadian tariff situation. Other municipalities in Ontario, and indeed in the rest of Canada, have formulated their own

responses to these unique circumstances, and Town staff acknowledge with thanks their contributions to the body of information that has developed on this topic, some of which has been drawn upon in preparing the analysis appearing later in this report.

The report examines key considerations relating to prioritizing the acquisitions of the Town's deliverables from vendors in countries other than the United States, with preference to be given to Canadian companies where feasible, while ensuring compliance with trade treaty obligations and continuing to follow the principles of fiscal responsibility, value for taxpayer dollars, and good governance in public procurement.

### **3. BACKGROUND:**

- On March 4, 2025, and again on March 12, 2025, new U.S. tariffs on billions of dollars' worth of Canadian goods being imported into the U.S. came into effect. The tariffs had originally been scheduled to take effect on February 4, but were postponed for one month.
- Canada has responded with reciprocal tariffs on goods originating in the U.S. and imported into Canada.
- The new tariffs are expected to have a significant impact on producers of Canadian goods, the Canadian economy, and the cost of deliverables to the Town.
- Like the first tariffs referred to above, others have been announced and then postponed, or exemptions of unknown duration have been granted. The tariff situation remains fluid and unpredictable, contributing to an unsettled, even chaotic, economic climate.
- As a result of the U.S. tariffs, many Ontario municipalities are passing resolutions providing for changes to their procurement practices, some designed to reduce access by U.S. vendors to their acquisition processes, and some implementing preferential treatment to be given to Canadian and other non-U.S. vendors.

### **4. ANALYSIS:**

#### **Potential Impacts of Tariffs on Municipalities**

The impacts of tariffs on Canadian municipalities can vary depending on the nature of the goods being imported or exported, the industries involved, and the specific economic dynamics of each municipality. Tariff-related impacts may include:

- **Increased Costs:**

Construction and Infrastructure Projects: Tariffs can lead to higher prices for raw materials and equipment on which municipalities rely for the development of capital infrastructure (e.g., steel, aluminum, machinery). This could result in increased project costs or delays as municipalities may need to find alternative vendors or adjust budgets.

Public Services: Tariffs may result in a rise in the cost of goods and services required for municipalities, such as vehicles, supplies or technology. This could affect the ability to provide services at the same level.

- **Supply Chain Disruptions:**

Tariffs can disrupt the flow of goods into Canada, especially for industries reliant on global supply chains. Municipalities may experience supply chain delays or shortages, leading to higher costs and project delays.

- **Inflationary Pressures:**

The cumulative effect of increased costs due to tariffs can lead to broader inflationary pressures, which may affect municipal budgeting and cost planning for services and other community needs.

### **The Town's Current Procurements**

All of the vendors from which the Town is acquiring its deliverables through the formal procurement process at the present time are in Canada. Acquisitions directly from U.S. vendors, however, are often made by Town employees as low value purchases, which are not required to follow a formal procurement process; the value of such acquisitions over the past 5 years has been in the range of \$200,000 to \$325,000 per year. These purchases are typically lower value acquisitions for which the Town is invoiced, or for which payment is made by corporate purchase card. It is not known if these deliverables are unavailable domestically.

(Note that for the purposes of this report, a U.S. vendor is defined as a business entity that is incorporated or established under the laws of any of the United States and uses a business address located in the United States.)

### **The Existing Legal and Commercial Landscape**

Ontario municipalities are bound by the *Municipal Act, 2001* to adopt policies with respect to their procurement of goods and services. They are also subject to rules contained in trade agreements intended to ensure fair and open access to suppliers in other provinces or countries. The Town must comply with trade agreements when establishing open competitive procurement processes.

Applicable Trade Agreements:

Trade agreements that impact Canadian municipal procurement generally focus on vendor location rather than company ownership or the origin of goods. This means that if a vendor is based in an eligible country under the trade agreement, they must be allowed to compete for contracts, regardless of corporate ownership or where their products are manufactured.

The main trade agreements that apply to municipal procurement activities are:

- Canadian Free Trade Agreement (CFTA) – requires municipalities to provide open, non-discriminatory access to suppliers from across Canada for procurements above certain thresholds. The CFTA does not prevent municipalities from limiting their tendering to Canadian suppliers if done in compliance with other trade treaties and within the thresholds of the agreement.
- Comprehensive Economic and Trade Agreement (CETA) with the EU – requires municipalities to provide non-discriminatory, equal treatment to European suppliers for applicable procurements exceeding the specified thresholds. When the acquisition value of a procurement exceeds the CETA threshold, municipalities are generally prohibited from setting minimum Canadian content for goods and services covered by the agreement.

The thresholds applicable to municipalities under these agreements for open competitive procurements are as follows:

Type of Purchase	Canadian Free Trade Agreement (CFTA)	Comprehensive Economic and Trade Agreement (CETA) with the EU
Goods and Services	\$133,800	\$353,300
Construction	\$334,400	8,800,000

The Town’s Procurement Policy mandates compliance with trade agreements which apply to municipalities for procurements that are above the trade agreement thresholds, ensuring openness and accountability while protecting the financial interests of the Town.

While some municipalities are considering implementing an invitational approach for procurements below the thresholds provided for in CFTA and CETA, thus increasing their ability to favour Canadian suppliers, it is staff’s view that the Town should not modify its current practices to this extent, particularly where the current processes are reasonably effective in attracting vendors and projects are being delivered successfully.

If the Town were to implement a more directed invitational approach for acquisitions below these trade agreement thresholds by inviting only a limited number of targeted Canadian vendors to respond to its procurement opportunities, rather than publicizing its projects to all subscribers to the online e-procurement platform, it would reduce the pool of vendors, and fewer bid submissions would be received. Staff suggest instead that the Town should continue to utilize its present open tendering approach to maintain a more competitive marketplace that attracts as many potential vendors as possible to bid on Town projects, but that that approach be modified as described below under the heading “Recommended Procurement Initiatives to Address Tariff Impacts”.

#### Canadian Content:

Due to the many interconnections between the U.S., Canadian, and global economies, determining whether a product has been made in Canada is not feasible for the purposes of most municipalities; nor is reliably tracking its degree of Canadian content. The complexity of modern supply chains, where products often consist of components sourced from multiple countries, can make it difficult, if not virtually impossible, to determine a product's origin or the extent to which it includes value added in countries other than Canada. For this reason, staff do not recommend basing adjustments to the Town's procurement processes on assessments of Canadian content which will often require considerable analysis, but still cannot be made with confidence.

It is not realistic for Canada to produce everything within its borders in today's global economy. Instead, it may be argued that municipalities and other public purchasers should aim at creating as much value as possible within Canada. The Town can continue to support Canadian companies while maintaining realistic expectations about the origin of goods, since not everything municipalities need may be produced in Canada.

#### **Recommended Procurement Initiatives to Address Tariff Impacts**

- When acquiring deliverables outside of the formal procurement process (typically for lower value deliverables purchased by Town employees directly from vendors without utilizing one of the acquisition procedures administered by Procurement Services), Town employees should research the market to find vendors in Canada, preferably in Ontario, who offer the required deliverables, and should discontinue or curtail the use of online shopping platforms (for instance, Amazon) to make convenience acquisitions. It must be acknowledged that there will not always be viable Canadian options for such acquisitions; for example, software purchases must often be made from US vendors. Where this is the case, the acquisitions should be approved in advance by the Director of the Department requiring the deliverables.
- Town employees should increase their vendor sourcing initiatives to identify qualified Canadian vendors to whom invitations may be sent during future

procurement activities, with the intention of encouraging more Canadian vendors to offer bid submissions to the Town. In this way, it is hoped that the Town can attract greater participation from Canadian vendors, while attracting a large pool of prospective vendors and remaining consistent with its trade treaty obligations. It is important to note that what is being proposed here is not to limit bidding opportunities only to invited Canadian vendors, but rather to ensure that positive steps are taken to identify such vendors and to bring business opportunities to their notice, while still maintaining an open procurement process in an environment where there are not always large numbers of bidders and it is not in the Town's best interest to restrict the number of potential respondents to its purchasing initiatives.

Currently, the Town's e-procurement platform automatically notifies its subscribers of new business opportunities when the Town publishes a project. The notice is sent to the subscriber's registered business email address. If, at the request of a Project Manager or other Town employee involved in an acquisition, Procurement Services enters a more specific vendor sales contact email address into the e-procurement platform, the sales contact will also receive notice that the Town has published a new project. This will ensure that the corporate contact and the sales contact will be informed, thereby increasing the awareness of a new opportunity.

- In addition, Departments should, where feasible, carry out the following:
  1. Cost Management and Project Planning: Consider potential cost increases resulting from tariffs and identify areas for cost reduction or optimization to offset additional expenses. Reevaluate project timelines and prioritize initiatives less affected by tariffs.
  2. Data Gathering: Project Managers should start identifying tariff-related cost increases for each project and track them accordingly so that project cost overages may be attributed specifically to the impact of tariffs, as opposed to other non-tariff-related impacts on the project's financial outcome. Staff are already including provisions in new procurement documents requiring respondents to quantify tariff impacts, which will facilitate the collection of such data.

In view of the fluidity of the present tariff environment, as well as the impossibility of predicting its likely duration, staff suggest that the foregoing recommendations be implemented pursuant to the direction of Council, and not be entrenched by way of formal amendment to the Town's Procurement Policy. This will enhance the Town's flexibility in the event that Council decides in the future that further, different, or reduced measures are advisable in order to respond to any developments that may occur.

As the issue of tariffs continues to evolve, Town employees will continue to monitor the proposed tariffs and report to Council as necessary regarding the impacts to the Town.

**5. RELATIONSHIP TO STRATEGIC PLAN:**

This report addresses the following strategic pillar in the 2023-2027 Corporate Strategic Plan:

Delivering Service Excellence – Implementation of the adjustments to the Town’s procurement practices that are proposed in this report will maintain the principles of fiscal responsibility, value for taxpayer dollars and good governance in public procurement, while supporting the efforts of the Federal and Provincial governments to appropriately address the new tariffs being imposed by the U.S. government on goods imported to the U.S. from Canada.

**6. FINANCIAL AND BUDGETARY IMPACT:**

Currently, there are no known immediate financial or budgetary impacts arising as a direct result of the matters dealt with in this report, although it is anticipated that over time, tariffs will lead to increases in the cost of deliverables required by the Town.

**7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:**

There are no public consultation or notice requirements associated with this report.

**8. CONCLUSION:**

Because those of the Town’s current vendors who have been contracted through its formal procurement processes do not include any U.S. vendors (and have not for several years), staff suggest that wholesale changes to its procurement policies are not necessary or warranted in the present tariff environment; this is consistent with the views of many commentators from within the procurement field who have weighed in on the subject within the last two months. However, there are opportunities to reduce the total amount of lower value deliverables purchased from U.S. sources, and to identify and notify greater numbers of qualified Canadian suppliers of proposed Town procurements.

**APPROVALS**

Prepared By: Stirling E. Munro, Manager of Procurement Services

Reviewed By: Michael Bigioni, Director of Legislative Services & Town Solicitor

Recommended By: Rob Wheeler, CPA, CA  
Deputy Chief Administrative Officer / Treasurer

Approved By: Ryan Cronsberry, Chief Administrative Officer