



Burk's Falls & Area Community Economic Development

Economic Development Plan

October 2013

(Updated February 2015)

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Introduction

Since 2005, The Village of Burk's Falls, Armour Township and Ryerson Township have acknowledged the need for collaborative economic development initiatives within their communities'. Through their efforts involving community feedback the Burk's Falls & Area Community Economic Development Committee (Formerly the South Almaguin Highlands Economic Development Committee) was developed and comprised of two business operators and one councillor from each municipality. The committee developed a strategic plan in 2006 to provide direction for economic initiatives.

Since the forming of BACED there have been many significant outcomes including;

- The establishment of the Burks Falls and Area Chamber of Commerce (Now the Almaguin Highlands Chamber of Commerce or AHCC)
- Supported popular annual events
- The opening of new businesses
- Participation in the First Impressions program
- Establishing BACED as a line item on municipal budget
- Partnering with the Village of Burk's Falls, Township of Armour and Township of Ryerson for the appointment of a Community Development Officer Intern through the N.O.H.F.C. youth internship program.

Today the committee continues to meet on a monthly basis to discuss and implement economic initiatives that benefit the area. In June of 2013 it was decided that in order to continue supporting economic development within the area, the committee needed an updated economic development plan.

Purpose of the Economic Development Plan

This Economic Development Plan identifies the structure of BACED, future visions, resources, partnerships and planned tactics for economic development within the community of Burk's Falls, Armour Township and Ryerson Township. Historically, the three municipalities have worked collaboratively to ensure a high level of service and opportunity for their citizens, including landfill management, community recreation and support for new/existing businesses. Since 2006, BACED has been supporting local businesses, helping identify new opportunities within the area and assisting with many other functions, including special events. This plan will ensure that these efforts continue to evolve and serve all stakeholders within the area as we move forward.

The Process

The Strategic Plan committee discussed the pros and cons of preparing a strategic plan in house or hiring a consultant. Although, federal and provincial funding could potentially be acquired, the three communities could possibly be responsible for funding up to 50% to finalize the plan. It was decided that the information for the plan would be derived through engagement sessions with our members and residents and as such the knowledge, facts and information already existed. It would simply be a matter of putting the plan together. As a cost saving initiative, the members forged ahead with the development of the new Economic Development Plan.

The committee discussed the creation of a vision and mission statement that took into consideration the collective strategic visioning of all communities and potential future state of all communities.

The committee conducted an analysis of the area's strengths, weaknesses, opportunities and threats. A SWOT Analysis was used to identify where potential gaps exist and where communities should focus their attention. It provided the members with a fairly comprehensive and accurate assessment of what the communities look like today, where opportunities exist and what threats to be prepared for. The SWOT analysis is included in Appendix A.

The SWOT Analysis was followed by the development of a comprehensive wish list. The wish list is a list of items that the communities felt were important elements in maintaining their vision and mission statement. They are (SMART) goals, specific, measurable, attainable, realistic and timely. These items were then prioritized and used as the basis for setting goals to help the communities move forward proactively and guide the communities in a focused direction for future success.

The following areas were identified as key matters that BACED would focus on in the coming years.

- Communication and Collaboration
- Investment Readiness and Infrastructure
- Business Retention and Expansion
- Service Enhancement
- Tourism, Special Events

Under each of these headings, specific methods to enhance and develop these key matters were identified and will be used to move the communities forward. With data gathered from Census

Canada and OMAFRA, the analyst tool, The Community Development Officer conducted research highlighting the communities' labour force, population demographics, growing and declining sectors, average earnings and employment trends. This information further validates the direction that the economic development committee has identified as important and requiring development.

Collective Vision

BACED is committed to ensuring the economic and social prosperity of the region. Our objective is to develop our environment by creating and growing strong partnerships and opportunities between municipalities, businesses, community groups and local residents.

Together we will celebrate and preserve our rich culture, heritage, natural beauty and quality of life through effective leadership, strong communication and proactive planning for the future of Burk's Falls, Armour Township and Ryerson Township.

Mission

Our mission is to create economic growth in our region while balancing and preserving our heritage, natural features and quality of life. We will create a cooperative environment based on a high level of community engagement while continuing to create and grow strong, effective partnerships and relationships within our communities and surrounding municipalities. By working together, we will celebrate and preserve our past and ensure measurable growth in our future.

Core Values

The following shared values will provide direction throughout the implementation of the economic development plan.

1. Create and sustain economic growth within our community.
2. Ensure the social prosperity of our residents and stakeholders through preserving and celebrating our artistic and historic culture, our safety and our quality of life.
3. Establish a long range focus for conserving our region's points and properties of interest.
4. Build strong relationships with all stakeholders, residents and neighboring municipalities and nurture them through strong, effective communication.
5. Provide strong leadership and governance within the region.

Public Involvement and Consultation

This economic development initiative is one that is centred on inclusion. For the purpose of collecting information and opinions several key figures in our region were invited to share their thoughts through several facilitated planning sessions. These individuals include:

Carole Mantha - Northern Development Officer,
Ministry of Northern Development and Mines

Lewis Hodgson, Councillor,
Village of Burk's Falls

Anna Branch - Chair,
BACED,

Lisa Morrison, Councillor,
Village of Burk's Falls

Glen Millar - Reeve,
Township of Ryerson

Rod Blakelock, Councillor,
Township of Armour

Rosalind Hall - Councillor,
Township of Ryerson

Dawn Corless, Board of Directors
Burk's Falls and District Agricultural
Society

Willy Hollett, Board of Directors
Almaguin Highlands Chamber of Commerce

David Gray, Community Development Officer
Burk's Falls, Armour and Ryerson

Lucy Borne, Board of Directors
Burk's Falls and District Agricultural
Society

The Plan

Organization of the Economic Development Committee

The economic development committee has identified that in order to execute the tactics of this plan, a restructuring of the roles within the committee is essential. To ensure sustainability the following targets have been set:

1. Establish an BACED shared services agreement between B.A.R.
2. Ensure that BACED membership overlaps the municipal elections to support new councils.
3. Develop new terms of service document to define scope of membership.
 - Set length of term required from members.
 - Outline meeting structure and minimum required attendance throughout the term.
4. Launch a recruiting campaign to establish a new, broader member base.
5. Elect a new board of directors to govern BACED; each with a specific area of governance:
 - Investment Readiness and Infrastructure
 - Business Retention and Expansion
 - Special Events Coordination
 - Service Enhancements
 - Funding Coordination
 - Communication Coordinator
6. Define partnerships between BACED and other stakeholder organizations:
 - Municipal councils.
 - The Burks Falls and Area Chamber of Commerce.
 - The Burks Falls and District Agricultural Society.
 - Northern Lights Employment Resource Centre.
 - Burk's Falls and District Historical Society.
7. Make the CDO the main contact point for all funding applications concerning the three municipalities as directed by BACED.

Communication and Collaboration

1. Create an effective communication network between local organizations, municipalities, businesses and residents in the region to communicate BACED messaging on an ongoing basis.
 - Create a comprehensive email list of stakeholders to ensure BACED messaging is received at the individual level.
2. Establish and foster strong relationships with surrounding municipalities and economic development groups in an effort to encourage collaborative initiatives for mutual goals.
 - Actively look for opportunities to work together effectively on projects with shared and or regional benefits.
 - Investigate opportunities for tourism marketing partnerships. Consider a unified theme for all villages in the Almaguin Highlands.
3. Explore partnership options between municipalities, the AHCC and BACED for the implementation of digital centralized messaging signage to communicate local news, events and initiatives to residents and visitors - specifically special events, buy local initiatives, municipal messaging and community new. Identify available funding opportunities to support implementation.
4. Create directional signage that includes all areas of interest within the three municipalities. Conduct a signage audit to determine best locations for placement including, but not limited to, all entrances and Commercial Drive. Consider partnership opportunities with other municipalities/ED groups to create a regional theme for signage.
5. Encourage and support the updating of all three municipal websites.

Investment Readiness and Infrastructure

1. Identify and prioritize all available commercial properties in need of development and gather the necessary background information as available to support potential developers.
 - Utilize the CGIS system to map the identified locations. The map is to be made available online.
2. Identify and create plans to protect properties of interest within the community:
 - Municipal aquifers
 - Buildings and/or properties of historical significance
 - Natural features and/or landmarks
3. Support and encourage the extension of the Lakeland Networks Fibre Optic line to all major business areas in Burk's Falls and Armour Township.
 - Encourage the expansion of all other forms of high speed internet in all rural areas as required / available.
4. Support Armour Township in extending the current sidewalks from the Township boarder to Commercial Drive.
5. Support reasonable commercial and/or industrial developments, as applicable to the collective vision, by investigating private, federal or provincial partnership opportunities in existing or new development areas.
6. Create and implement a community improvement plan focusing on the revitalization of buildings on Ontario Street / HWY 520 in Burk's Falls and Armour Township.
7. Standardize municipal interactions with developers focusing on providing required information in a timely and efficient manner.

Business Retention, Expansion and Attraction

1. Support the Chamber of Commerce in providing assistance, mentoring and counselling for student and other businesses.
2. Develop and implement a business retention and expansion program to identify opportunities to assist/support local businesses. Consider partnership opportunities within the region if/as they are presented
3. Work in partnership with the Burk's Falls and Area Chamber of Commerce to create a culture of continuous learning within the area and provide learning opportunities to our business operators:
 - Identify and implement professional development workshops
4. Form a cooperative partnership between the municipalities and business operators and create a plan to revitalize Ontario St.
5. Grow and support tourism operators and products within the area while ensuring that our natural environment is protected and unchanged.
 - a. Encourage and support the development of unique tourism experiences within the area. Examples: Rock climbing, zip lining etc.
6. Engage the residents of the area in 'buy local' initiatives driven by the partnership between the EDC and Chamber of Commerce.
 - Support the Chamber of Commerce Annual Business Expo
 - Engage multiple operators to participate in buy local programs.
7. Encourage innovative approaches to traditional agricultural businesses. Identify opportunities within the area and attract skilled agricultural entrepreneurs to fit them.
8. Create strategies that encourage youth to stay in the area, relocate to the area or return to the area to fill critical trade gaps.

Service Enhancements

1. Expand on active living opportunities at the Burk's Falls, Armour and Ryerson Memorial Arena by pursuing funding for the creation/improvement of:
 - A community centre into the existing arena facilities by including a gymnasium, fitness centre and swimming pool.
 - The current baseball diamonds could be improved by fencing in Diamond B and reconditioning the current back stop.
 - An addition of a soccer field and basketball court would expand the local youth sports programs.
2. Support the establishment and growth of senior's accommodations in the form of a retirement home with assisted living services.
3. Seek out opportunities to grow the current medical service offerings within the Almaguin Highland Health unit on Houston Street.
4. Identify and support opportunities to create or expand municipal trails or recreational areas. This could include, but is not limited to areas around the Magnetawan River.
5. Promote and support waterfront access and development. This tactic is to be included in the abovementioned signage project.

Tourism/ Special Events

1. Implement the position of a Special Events Coordinator within BACED to align the specific needs of the established special events occurring within the area which would increase the sharing of resources and limit redundancy of funding requests.
2. Create a mandate for special events organizers that will ensure the use of a submission process (as determined by BACED) for required information when asking for BACED or municipal assistance and/or guidance. Once created, the mandate is to be explicitly communicated through the channels listed in the communication plan above.
3. Create a new annual event that will encompass our heritage, natural features and culture that will engage all local residents and visitors. In addition, the event is to be a collaborative effort between the municipalities, the Burks Falls and District Historical Society and BACED. One idea currently proposed is:
 - The Steam Ship Festival - A festival that celebrates our rich history, natural beauty and culture by emphasizing the origins of Burk's Falls, Armour and Ryerson. This event could incorporate several main features including:
 - Appropriate street signage with steam ship imaging.
 - Period costumes, games and activities throughout the area
 - Heritage river run to Magnetawan with a flotilla of boats
 - A race featuring non-motorized, steam ship look-alike carts
4. Continue to promote the use of Stan Darling Park for 'open air' concerts, art demonstrations and other activities.
5. Expand current trail systems recreational sites and identify opportunities to create new additions.

Retention of an Economic Development Staff Member

1. Secure the long term future of economic development initiatives for the municipalities under a shared services agreement.
 - Add the position to the municipal structure based on a cost sharing arrangement between the municipalities.
 - Position to align with the execution of economic development plan tactics.
 - Develop a budget to be adopted by the three municipalities.

APPENDICIES

Appendix A - Environmental Scan of Burk's Falls, Armour and Ryerson

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Year-round tourism opportunities ➤ Access on HWY 11 - Commercial Drive visible ➤ Collaboration between municipalities ➤ Chamber of Commerce ➤ Abundant lakes and Magnetawan river ➤ Welcoming of renewable energy projects ➤ Location - close to Muskoka, similar experience and more affordable ➤ Access to public services (Fire, Police, Ambulance, Family healthcare, etc) ➤ Good business mix for services, restaurants ➤ Great opportunities for development - retail storefronts, available buildings ➤ Infrastructure - water, sewer, schools ➤ Established annual events ➤ Huge local art/music scene ➤ Clean, scenic village centre ➤ Supportive municipal staff ➤ Established recreation areas - River walk, Arena (summer ice), parks, fair grounds ➤ Northern Lights Employment Resource ➤ M.A. Wittick Jr. Public School ➤ Land of Lakes Sr. Public School 	<ul style="list-style-type: none"> ➤ Many vacant store fronts, visible degradation of buildings ➤ Cost of shopping locally vs. Huntsville (Big box stores) - Retail mix low ➤ Connectivity - Rural areas limited to dial-up, cell coverage is inadequate ➤ Small taxation base - largely residential ➤ Although improving, cohesiveness amongst businesses still requires improvement ➤ Lack of nursing home for aging residents ➤ Negative or indifferent attitude from residents toward the area ➤ Disengagement of some developers/property owners ➤ Communication struggles between municipalities, residents, businesses and organizations ➤ Municipal staff are spread thin - missing many opportunities for funding due to time constraints ➤ Lack of well-known accommodations - current accommodations not promoted ➤ Low opportunities for employment - youth outmigration ➤ Income disparity - senior population, low per capita income ➤ Municipal water access is highly limited ➤ Area lacks an identity or brand to create interest
Opportunities	Threats
<ul style="list-style-type: none"> ➤ A main street with a theme is needed ➤ Undeveloped - great opportunity for growth ➤ Large opportunity to develop tourism products ➤ Potential to become one of the largest per capita renewable energy providers ➤ Establish an identity/brand for the area ➤ Redefine ED committee - partner with Chamber of Commerce, AHED, etc ➤ Support and grow tourism businesses 	<ul style="list-style-type: none"> ➤ Municipal water access capacity is limited. Some areas unprotected - could limit growth ➤ Developers unwilling to cooperate with projects ➤ Some residents adverse to local growth and tourism ➤ Underdeveloped investments from some property owners (eg Mark's) ➤ Municipal funding is limited due to low taxation base

Appendix B – BACED Terms of Reference

Terms of Reference

1.0 Purpose

The purpose of these terms of reference is to ensure that the member municipalities of the South Almaguin Highlands Economic Development Committee (BACED) fulfill their legal, ethical and functional responsibilities through leadership, strategic oversight and evaluation of the BACED performance as well as the performance of those persons charged with carrying out its direction.

2.0 Core Values

The following shared values will provide direction throughout the implementation of the economic development plan.

- Create and sustain economic growth within our community;
- Ensure the social prosperity of our residents and stakeholders through preserving and celebrating our artistic and historic culture, our safety and our quality of life;
- Establish a long range focus for conserving our region's points and properties of interest; and
- Build strong relationships with all stakeholders, residents and neighboring municipalities and nurture them through strong, effective communication
Provide strong leadership and governance within the region.

3.0 Membership and Composition

3.1 BACED shall consist of no less than 7 voting members. Two members are to be appointed by resolution from each council and are to include: One (1) member of council and one (1) municipal representative. Municipal representatives are required to apply to their respective council to be considered for membership. In addition, one (1) member from The Almaguin Highlands Chamber of Commerce(AHCC) will be appointed by AHCC. In lieu of a Chamber of Commerce, BACED may appoint at least one(1) representative from the business community.

The committee may appoint other voting members as required. These members could include representatives from community organizations, business operators from varied sectors, and/or parties as the committee finds suitable.

3.2 Members shall hold office for the duration of the council term. In the event that a council or chamber member cannot attend a meeting, another council or chamber member OR appointed

delegate from the respective municipality can attend in their place. Any replacement of a member must be communicated in writing to the administrator or CDO.

3.3 The committee shall appoint a Chair and Vice-Chair during the first meeting of every year. A member cannot serve as Chair or Vice Chair for more than three (3) consecutive years. In the absence of a Chair or Vice Chair, the participating members will appoint an acting Chair for that particular meeting.

3.4 All members will be expected to devote some time between meetings to work on committee or sub-committee initiatives.

3.5 The quorum shall be fifty percent (50%) plus one (1) member. All members of the committee, including the Chair and Vice Chair, shall have an equal vote. Further, members shall speak of committee decisions with one voice or not at all.

3.6 To pass a motion, a vote must consist of 51% of the present quorum except when relating to budgeting matters. To pass a motion to approve the annual budget, one (1) council member from each constituent municipality and one (1) Chamber of commerce member must be present. In all matters, the Chair shall vote last as to not encourage a split vote.

3.7 The committee shall have staff support from the lead municipality who will serve as administrator to the committee. The committee shall also have staff support from the Community Development Officer (CDO) who will serve as facilitator to the committee and handle all funding applications relating to committee projects. Supporting staff will not be considered voting members and cannot serve as Chair or Vice Chair. Should one or both staff members be unavailable, either temporarily or permanently, the committee shall appoint a suitable replacement.

3.8 Sub committees shall be formed every council term in accordance with key governance areas in the current BACED Economic Development Plan. These areas include:

- Business Retention and Expansion
- Investment Readiness and Attraction
- Special Events
- Communication and Collaboration

Sub-committee directors shall be appointed by the committee at the beginning of the council term.

3.9 A lead municipality shall be chosen by the three (3) municipalities at the beginning of each council term. The lead municipality will be responsible for administering the budget (refer to section 6.3) and the CDO staff position.

4.0 Conflict of Interest

Members having a conflict of interest or pecuniary interest, whether real or perceived, in any committee matter shall declare the conflict at the beginning of the meeting and shall not discuss or vote

on the matter. The person(s) in conflict will be required to leave the immediate area unless otherwise stated by the committee.

5.0 Accountability

5.1 Aside from certain legal responsibilities and accountabilities to senior levels of government, BACED is ultimately accountable to the constituents it represents. In achieving this level of accountability, BACED may delegate certain functions, powers and authorities to staff or agents. These delegated powers must be:

- Definite about performance expectations;
- Assigned clearly;
- Resourced realistically; and
- Monitored to ensure expectations are being met.

5.2 The Code of Conduct of BACED, its staff and agents is twofold:

- Results are to be accomplished for the intended people at the intended cost or order of priority; and
- Results are to be achieved ethically. Unacceptable methods, conduct, activities or circumstances will not be tolerated.

5.3 BACED shall undertake the key goals and initiatives as outlined in the current BACED Economic Development Plan, or any official amendments as identified in their annual budget submission.

5.4 BACED will adhere to the procurement policy adopted by the lead municipality.

6.0 Meetings

Monthly meetings will be held on the second Monday of every month at the Burk's Falls Village Office and will commence at 6:00PM. In the event of a cancellation, an alternate date can be chosen by majority vote. The Chair may call for additional meetings as required so long as adequate notice is given to all committee members.

7.0 Reporting

7.1 The CDO shall provide a written update to committee members prior to the monthly meeting. This report shall include all sub-committee updates as provided by sub committee directors. The CDO shall also prepare reports summarizing committee initiatives for each Tri-Committee meeting.

7.2 The Administrator shall prepare the monthly agenda and record all monthly meeting minutes. Once completed, copies must be made available to committee members for their review. A motion to accept the previous meeting minutes will be requested at the beginning of every monthly meeting. Once

accepted, minutes shall be uploaded to the economic development page on the Village of Burk's Falls Website.

7.3 Summary reports, and other reports as required, on all sub-committee projects are to be submitted according to committee request or project completion. Copies of all sub-committee reports shall be collected by the CDO and filed for future reference.

7.4 Council members are expected to provide copies of the BACED minutes to their respective Clerk/Administrator prior to their regular council meeting as to be included in the councillor information packages.

8.0 Financing

8.1 Financial support of BACED will be reviewed annually by each municipality as a part of the regular budget preparation process. The CDO shall assist the lead municipality in creating an annual budget to be distributed in November for the following calendar year.

8.2 Committee members will receive no remuneration from BACED for their involvement in committee initiatives. An exception to this clause may be permitted by resolution from the three (3) municipalities if requested by BACED.

8.3 The BACED budget will be administered by the BACED lead municipality (refer to section 3.9).

9.0 Amendments

9.1 Amendments to the terms of reference shall be recommended to council by the committee. Amendments may only be passed by resolution from the three (3) councils. Should an amendment be required to take immediate effect, BACED may move forward under the direction of the new amendment until it is passed or defeated by council.

9.2 BACED shall review the terms of reference at the beginning of each council term and will forward any recommendations to the new council for review and acceptance.

Appendix C - Demographic and Economic Overview

Population Breakdown:

Village of Burk's Falls Population:	967	8.3% Increase from 2006
Township of Armour Population:	1372	9.8% Increase from 2006
Township of Ryerson Population:	634	7.6% Decrease from 2006
Total Population:	2973	

Age Breakdown

AGE	Burk's Falls	Armour	Ryerson	Total
Aged 0 to 19	205	220	125	550
Aged 20 to 39	175	205	115	495
Aged 40 to 59	275	455	240	970
Aged 60 to 79	200	320	185	705
Aged 80+	45	45	20	110
Median Age	44.8	50.2	49.6	48.2

** Data gathered from 2011 Statistics Canada Census*

Labor force breakdown

Historically, the labor force within the three communities was largely comprised of the exportation and production of natural resources. Some of the larger employers in the area included the Knight's Brothers Mill and The Magnetawan River Tanning Company. The Magnetawan River served as the main route for trade and travel until the railroad was extended to Burk's Falls in 1895 making it much easier to travel to the area. In the decades to follow, many of the original businesses were closed down due to low market demand and/or purchased and moved. Manufacturing and machining companies became the primary sources of employment for many families in the area. Some of these companies included Rotarco (Currently Lofthouse Manufacturing), Thompson Heyland and Nelson Muffler. Today, only Lofthouse remains as a full scale manufacturer and employs over 150 people.

Today the labor market for Burk's Falls, Armour and Ryerson has changed significantly. Lofthouse Manufacturing remains one of the major sources of employment in the area. With the

closing of Nelson Muffler and Thompson Heyland, many residents were forced to look in the neighboring communities, such as Huntsville, for related jobs in manufacturing. Many of these residents live in Burk's Falls, resulting in a need for health care and social assistance positions. Accommodations and food services are another main source of employment for many residents. Tourism has become more of a focus in the area leading to the development of many camp grounds and cottage resorts. Much of the tourism in the area comes from the Greater Toronto Area in the form of people looking for a natural escape and affordable waterfront property that is still close to home. This can be directly reflected in the amount of seasonal rate payers in rural municipalities like Armour and Ryerson.

Growing Sectors:

1. Manufacturing
2. Health Care and Social Assistance
3. Accommodations and food services

Growing Industries:

1. Non-ferrous metal production and processing
2. Offices of other health practitioners
3. RV parks and recreational camps

Labour Flow

Top Jobs Imported:

1. Public Administration - 60
2. Information and Cultural Industries - 25
3. Health Care and Social Assistance - 20

**Data gathered from Analyst*

Declining Sectors:

1. Secondary School Teachers
2. Social Workers
3. Community and Social Services

Declining Industries:

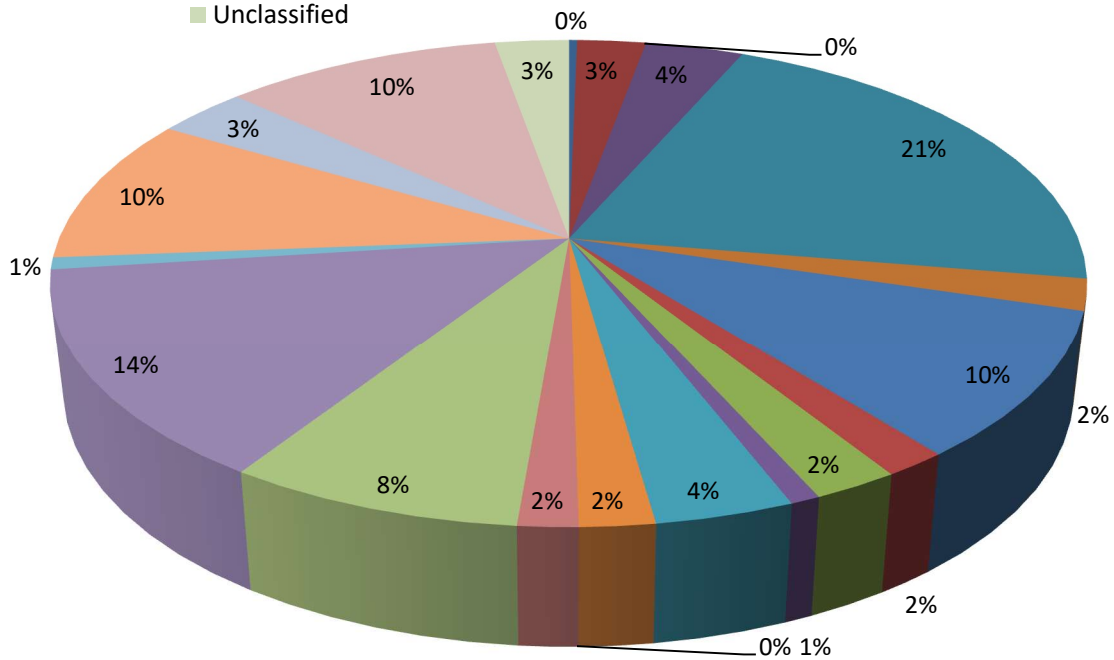
1. Residential building construction
2. Full service restaurants
3. Individual and family services

Top Jobs Exported:

1. Manufacturing - 65
2. Retail Trades - 35
3. Educational Services - 25

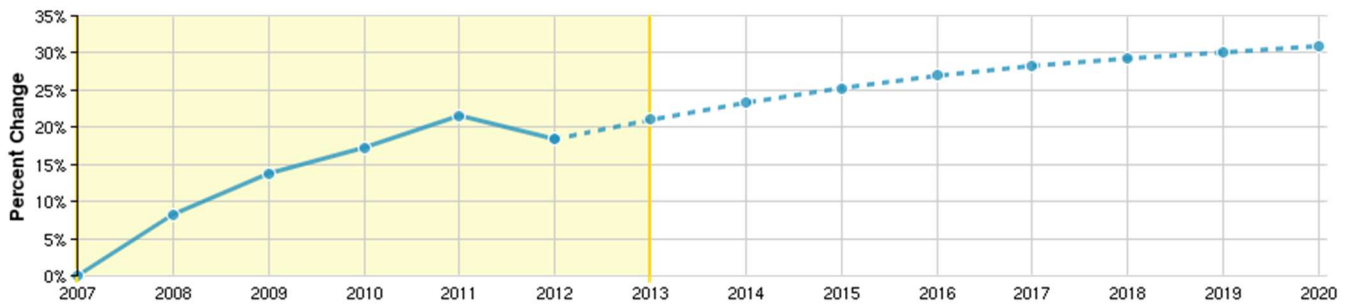
2012 Jobs

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration
- Unclassified



NAICS	Industry	2012 Jobs
11	Agriculture, forestry, fishing and hunting	3
21	Mining, quarrying, and oil and gas extraction	26
22	Utilities	0
23	Construction	37
31-33	Manufacturing	214
41	Wholesale trade	21
44-45	Retail trade	98
48-49	Transportation and warehousing	17
51	Information and cultural industries	23
52	Finance and insurance	8
53	Real estate and rental and leasing	37
54	Professional, scientific and technical services	20
56	Administrative and support, waste management and remediation services	16
61	Educational services	79
62	Health care and social assistance	140
71	Arts, entertainment and recreation	8
72	Accommodation and food services	99
81	Other services (except public administration)	34
91	Public administration	105

Regional Trends and Projection



Region	2007 Jobs	2013 Jobs	% Change
● Armour, Burk's Falls and Ryerson	856	1,036	21.0%

Armour, Burk's Falls and Ryerson | Average Earnings

\$40,618

Avg. Earnings (2012)

88% of Nation Avg.

Appendix D - Acknowledgements

BACED is an organization comprised of local municipal representatives and community volunteers who generously donate their time to focus on the success and prosperity of their communities. These individuals recognize a need for positive change within the area and naturally take an interest in creating the road map that will lead us to a stronger local economy and contribute to the betterment of our way of life. BACED extends their thanks for all of the efforts that were put forth from the Economic Development Plan sub-committee as identified on page 5. These individuals represent collaboration between the municipalities and local community groups that have supported the creation of the plan. In addition, BACED extends their thanks to Carole Mantha and the Ministry of Northern Development and Mines for her involvement in facilitating the planning process. These contributions have been instrumental in the creation of this plan that will guide us in the years to come.

Sincerely,

David Gray, Community Development Officer

Appendix F - Community Backgrounds

By Municipality

Village of Burk's Falls

The Village of Burks Falls is situated in the southeast Parry Sound District. First incorporated in 1890, Burk's Falls served as a hub for settlers and travellers moving north in pursuit of the *1868 Free Grants and Homestead Act* by providing work, access to transportation and other services. Burk's Falls thrived by natural resource production and exportation via the Magnetawan River system. Today, although much of the original village has changed, Burk's Falls remains a business and social hub for its inhabitants and those of the surrounding municipalities.

Armour Township

Located in Ontario Canada, Armour Township is a "single-tier" municipality located on the Canadian Shield in the Parry Sound District just north of Huntsville, Muskoka. There are numerous recreational lakes in Armour, the largest of which are Little Doe, Three Mile and Pickerel. The North and South Magnetawan Rivers are major natural features which also contribute to the recreational and rural character of the municipality. Historically, Armour was created to facilitate new growth via the *1868 Free Grants and Homestead Act* which brought farm families and forestry businesses to the southern Precambrian shield area of Ontario.

Ryerson Township

The Township of Ryerson is situated in the east portion of the District of Parry Sound in the Province of Ontario. It is a beautiful area containing several lakes and the Magnetawan River winds its way through the township from East to West. The River at one time was the main means of travel as the steam boats navigated the waters. The navigable waters of the Magnetawan River and Lake Cecebe played a great part in the settlement of the area and today still play an important role encouraging tourism and cottage development.