



Business Attraction & Retention Strategy

March 27, 2024

Prepared by



This Business Attraction & Retention Strategy (BAR) has been prepared by Preferred Choice (DJ Leier Enterprises Ltd.) in partnership with FBM Planning Ltd. (FBM) with support from the Township of Hornepayne (Hornepayne) for the exclusive use of the Township of Hornepayne.

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Executive Summary

The Township of Hornepayne is set to embark on a transformative journey to bolster its local economy through a new Business Attraction and Retention (BAR) strategy. This strategy is uniquely informed by a thorough synthesis of the township's Strategic Plan, the newly developed Community Improvement Plan (CIP), Market Gap Analysis, and Branding and Destination Marketing Plan, and Community Engagement activities. Together, these elements provide a robust framework for fostering an environment conducive to business growth, innovation, and long-term sustainability.

Township of Hornepayne

As the Geographic Centre of Ontario, the Municipality of Hornepayne, located approximately 1,000 km NNW of Toronto on Highway 631, between TransCanada Highway 17 (at White River) and Highway 11 (between Longlac and Hearst) situated in the district of Algoma. The community serves as a railway divisional point on the main Canadian National Railway line, also serviced by VIA rail's passenger service which makes a bi-weekly stop in each direction in Hornepayne.

Hornepayne is an ideal location for small businesses, offering expanded building potential, and ready access to transportation corridors, and has the infrastructure in place to strive toward renewal of the Township and growth in the local population and workforce.

Hornepayne Business Attraction and Retention Strategy

The Township established an Economic Development department in 2019. The department serves the public sector, private businesses, as well as First Nations communities. In 2023 the Township initiated a Business Retention & Expansion Strategy, which upon business input clearly has a broader reach to consider Business Attraction and Retention (BAR) for an overall business growth perspective.

The strategic direction was established in a dialogue between the Economic Development Department and the consulting team based on a review of foundational information on Hornepayne Economic Development, the community, business survey findings, business interviews, secondary information, and other related project input.

BAR Vision

Hornepayne is a thriving hub of innovation and community spirit, where businesses grow, succeed, and contribute to a vibrant local economy and high quality of life

BAR Mission Statement

To foster a dynamic and supportive environment in Hornepayne that attracts new businesses while retaining and empowering existing ones, contributing to a prosperous and sustainable community

BAR Goals

In considering business attraction and retention interests the following goals were developed for Hornepayne Business Growth as noted in the following exhibit.



Market Considerations

Major industries are the Canadian National Railway and Hornepayne Lumber Limited Partnership. The Becker 10-Megawatt Cogeneration Plant is an important industrial business. The Hornepayne Community hospital and schools are also significant employers in the community.

In 2021 the Hornepayne Statistics Canada Census population was 968 people. In 2021 there were 445 people employed in Hornepayne. According to Statistics Canada there are 28 businesses in Hornepayne with one or more employees as of December 2023.

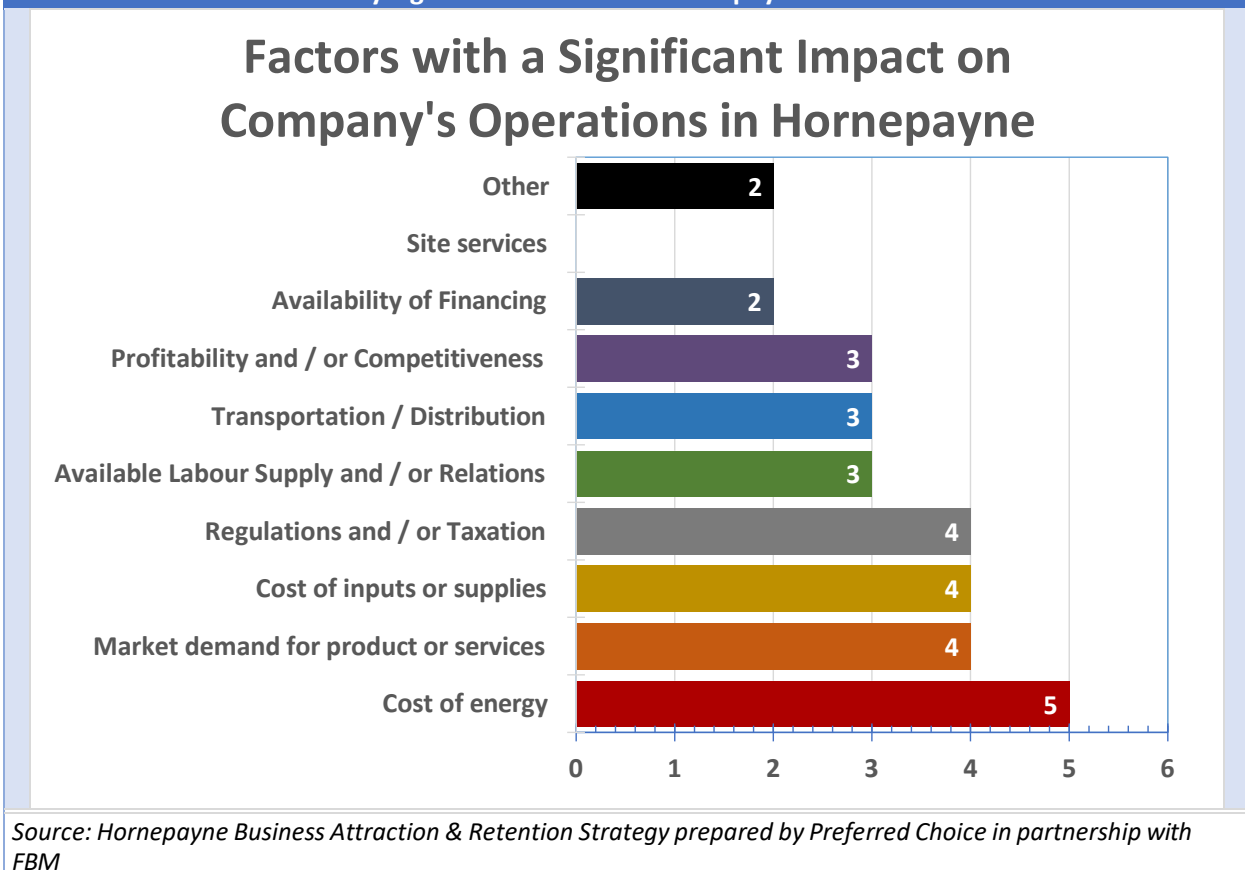
Business Considerations

In February and March 2024 contact was made with area companies and business representatives with a business survey and interviews. The business survey respondents had companies with 198 employees including 142 full-time employees, 31 part-time, and 25 temporary or seasonal employees.

The majority (71.4%) of survey respondents' business sales sector outlook was the same or growing with the other respondents not sure or anticipating a decline in sales.

The next exhibit notes factors survey respondents deemed having a significant impact on their operations in Hornepayne. The cost of energy was the most significant. Market demand, cost of inputs / supplies, and regulations / taxation were tied as the second most significant factor. Available labour, transportation / distribution, and profitability / competitiveness were tied for third most significant. Financing and other items were the final factors noted by respondents.

Exhibit 00.02 - Business Survey Significant Factors for Hornepayne Businesses



Economic Considerations

Firms interviewed have expressed concerns regarding the future of major employers, declining population, heightened competition from external sources, and the availability of housing, all of which are restraining factors for the economy. However, the upcoming Studio 6 Hotel and apartment building project are viewed as positive developments for the community.

Expanding with another major anchor industry, housing development, and tourism were identified as promising opportunities. The community benefits from a primary railway service, highway access, and ample available land. Introducing more retail competition could attract more visitors to the area. Moreover, enhancing nightlife and amenities would further enhance the community's appeal.

Development Considerations

The township has been recognized for its significant contribution to economic development. The economic development officer and the community have demonstrated outstanding commitment. It is imperative for the Township to continue playing a pivotal role by disseminating information, advocating for the community, and supporting businesses interested in the area.

Firms interviewed provided several suggestions to stimulate further growth. They highlighted the potential of leveraging the new motel as a cornerstone for expansion. Additionally, respondents identified seniors' housing development as a promising next step for the community, considering the increasing demand in this demographic. Addressing the housing shortage was emphasized as a crucial need. Furthermore, respondents pointed out that the current level of taxation serves as a barrier to growth, and they suggested that an increase in population could improve the affordability of services.

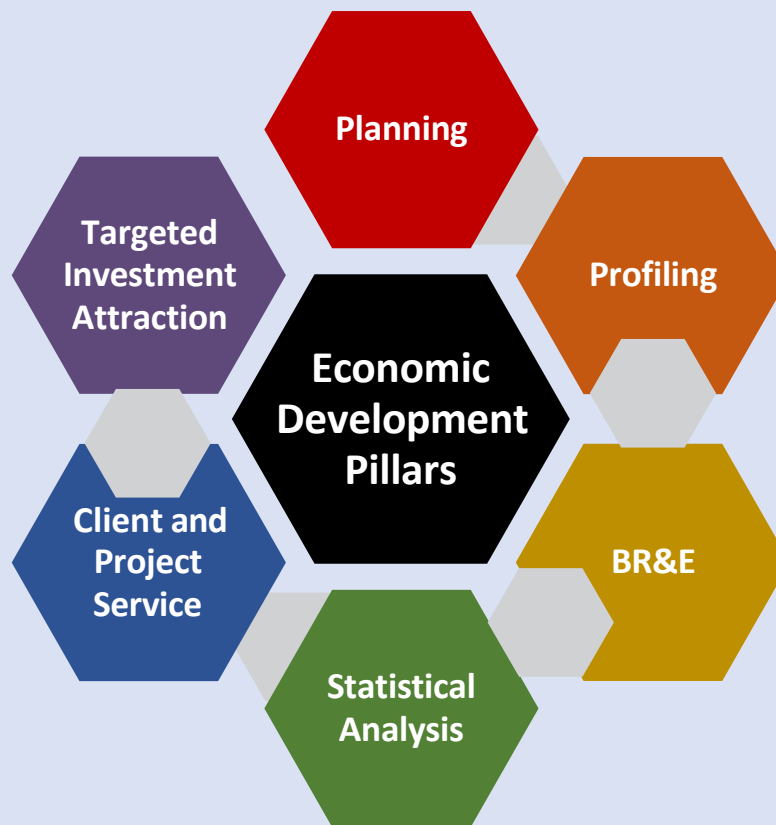
Overall, respondents expressed fondness for the community and encouraged the Township to persist in its efforts to drive additional development.

Pillars of Economic Development

While a number of different concepts or descriptions can be used for development activities, the basic pillars for economic development typically utilized are as follows:

1. Planning
2. Profiling
3. Business Retention, Expansion & Development Activities
4. Statistical Analysis
5. Client, Stakeholder, and Project Service
6. Targeted Investment Attraction

Exhibit 00.03 - Pillars of Economic Development



Source: Preferred Choice

Hornepayne Business Attraction and Retention Strategy Advancement

The strategy needs to be tracked with regular updates on the action and progress of the Business Attraction and Retention Plan. The next steps are to adopt the plan and its action plan strategies, resources, timeframes, and performance measures. This can be followed by a strategy monitoring and evaluation process.

The Business Attraction and Retention Strategy for Hornepayne represents a forward-thinking approach to economic development, harmonizing the township's strategic aspirations with actionable initiatives. By leveraging the insights from the Strategic Plan, the newly developed CIP, Market Gap Analysis, and Branding and Destination Marketing Plan, this comprehensive strategy aims to cultivate a thriving business ecosystem that propels Hornepayne toward a prosperous and sustainable future. Through this integrated and adaptive framework, Hornepayne is poised to attract and retain businesses that contribute to a vibrant local economy and enhance the community's quality of life.

1.0 Township of Hornepayne Business Growth Strategic Foundation

The Township of Hornepayne is embarking on an ambitious initiative to revitalize and expand its local economy through a comprehensive Business Attraction and Retention (BAR) Strategy. Hornepayne's aim is to create a nurturing environment that not only attracts new businesses but also supports the growth and sustainability of the existing business community. The community aspires to establish Hornepayne as a dynamic hub where businesses of all sizes can flourish, contributing to a prosperous and vibrant community.

1.1. BAR Vision

Hornepayne is a thriving hub of innovation and community spirit, where businesses grow, succeed, and contribute to a vibrant local economy and high quality of life

1.2. BAR Mission Statement

To foster a dynamic and supportive environment in Hornepayne that attracts new businesses while retaining and empowering existing ones, contributing to a prosperous and sustainable community

1.3. Strategic Integration

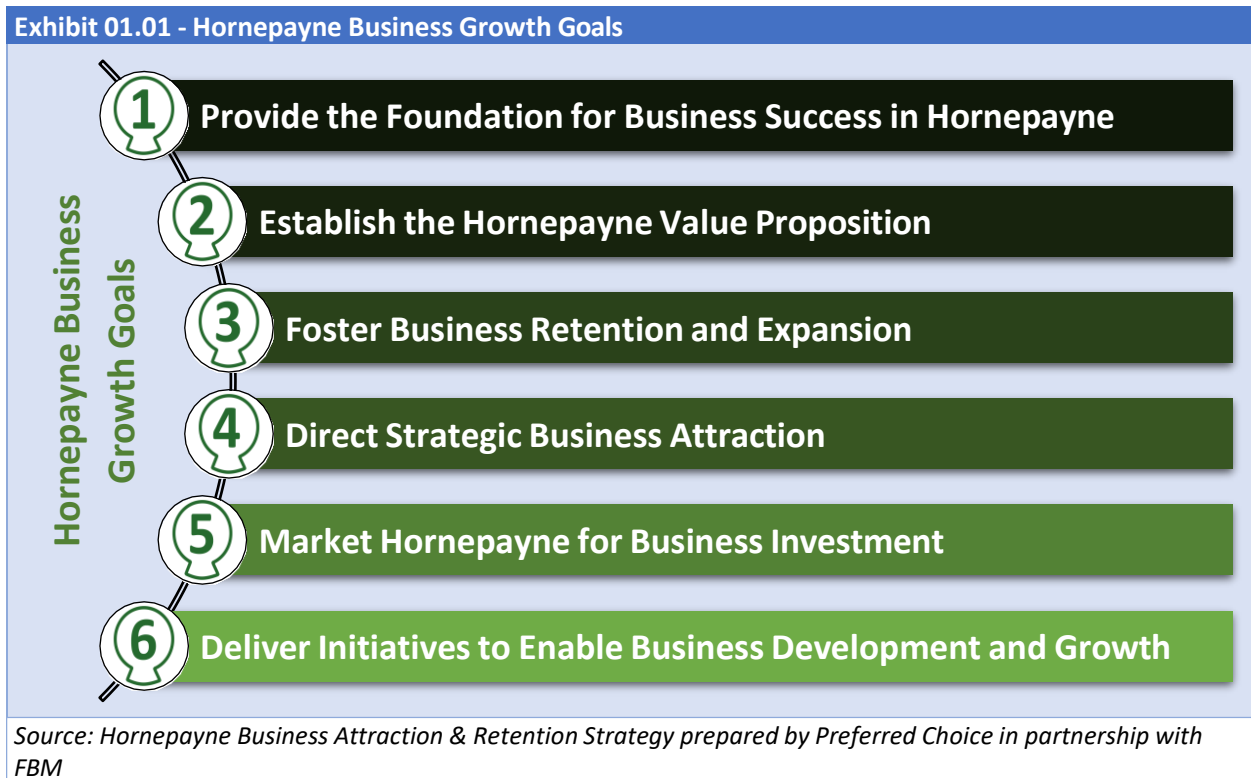
The Business Attraction and Retention Strategy is built upon a number of Township of Hornepayne development pillars including:

- I. **Strategic Plan Synergy:** The BAR strategy is intricately aligned with the broader objectives outlined in Hornepayne's Strategic Plan, ensuring that business development initiatives contribute to the community's overall vision for economic resilience, social well-being, and environmental stewardship.
- II. **Community Improvement Plan (CIP) Coordination:** The CIP's focus on revitalizing infrastructure and enhancing community amenities is central to the community's approach, providing a physical and social framework that supports business activities and improves the overall quality of life.
- III. **Market Gap Analysis Insights:** The identification of existing market gaps and consumer demands from the Market Gap Analysis is pivotal, guiding efforts to attract businesses that can fulfill these needs, thereby enhancing the local economy and service offerings.

- IV. Branding and Destination Marketing Integration:** The essence of Hornepayne's new Branding and Destination Marketing Plan is woven into the BAR strategy, leveraging the township's unique identity and appeal to attract businesses and investors who resonate with the community's values and vision.

1.4. BAR Goals

In considering business attraction and retention interests the following goals were developed for Hornepayne Business Growth as noted in the following exhibit.



1.5. Business Growth Objectives

Based on the business growth goals the following objectives were developed as noted in the next exhibit.

Exhibit 01.02 - Hornepayne Business Growth Objectives

Provide the Foundation for Business Success in Hornepayne

- Present a Business Oriented Focus and Economic Development Services
- Maintain a Community Improvement Plan
- Develop Programs to Support Business Operations in Hornepayne
- Provide Incentives for Business Expansion and New Developments

Establish the Hornepayne Value Proposition

- Maintain Current Site Selection and Community Investment Profile Data
- Analyze the Market Position and Opportunities for Business
- Determine and Present Competitive Advantages for the Community
- Present Compelling Business Cases for Investment in Hornepayne

Foster Business Retention and Expansion

- Build Positive Relationships for Hornepayne Businesses
- Obtain Regular Insights on the Business Environment through Ongoing Contact
- Understand Market Challenges and Opportunities to Foster Business Growth
- Address Challenges of Individual Firms as Appropriate

Direct Strategic Business Attraction

- Develop Relationships and Analysis to Identify Target Investment Opportunities
- Utilize Network Contacts to Establish Connections with Business Prospects
- Meet with Business Prospects to Present Options for Business Investment
- Facilitate and Support Firms Pursuing New Ventures in Hornepayne

Market Hornepayne for Business Investment

- Offer a Dynamic Brand for Investment in the Hornepayne Market
- Present a Solid Market Website, Promotional Materials, and Social Media Messaging
- Implement Innovative Marketing Strategies for Hornepayne
- Provide Custom Business and Investment Proposals and Presentations

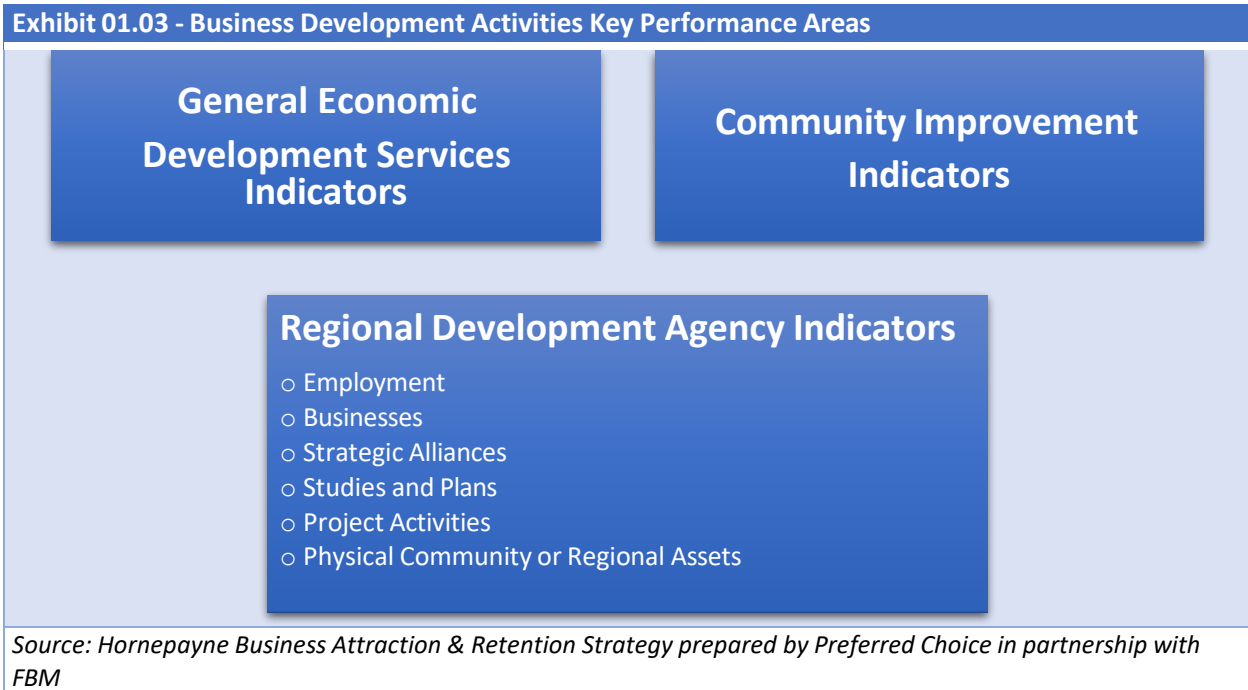
Deliver Initiatives to Enable Business Development and Growth

- Understand Market Conditions and Undertake Activities to Enable Business Development
- Address Infrastructure and Placemaking Enhancements
- Support Workforce Development and Talent Attraction
- Adapt and Develop Programs to Position Hornepayne for Growth

Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

1.6. Business Development Strategic Indicators

The Township of Hornepayne Economic Development Department has an extensive list of key performance indicators being tracked as noted in Appendix D. A brief overview of the indicator areas is highlighted in the next exhibit.



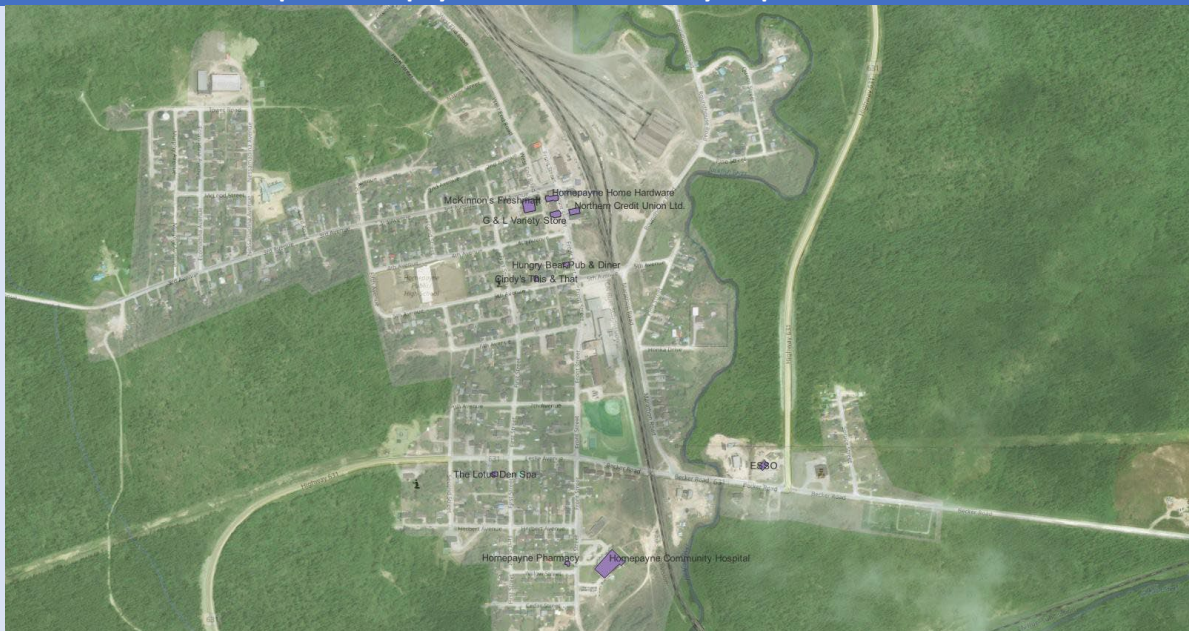
2.0 Township of Hornepayne Strategic Position

Refer to Appendix C for Market Highlights on Hornepayne.

2.1. Township of Hornepayne

As the Geographic Centre of Ontario, the Municipality of Hornepayne, located approximately 1,000 km NNW of Toronto on Highway 631, between TransCanada Highway 17 (at White River) and Highway 11 (between Longlac and Hearst) situated in the district of Algoma. Three major centres are within approximately 500 kilometres of Hornepayne: Thunder Bay, Sault Ste. Marie, and Timmins. The Town of Hearst, located approximately 130 kilometres to the northeast, is a regional centre for Township residents and provides a range of services. The community also serves as a railway divisional point on the main Canadian National Railway line.

Exhibit 02.01 - Township of Hornepayne Business Inventory Map



Source: adapted from Google Maps by FBM for the Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Hornepayne is an ideal location for small businesses, offering expanded building potential, and ready access to transportation corridors. and has the infrastructure in place to strive toward renewal of the Township and growth in the local population and workforce.

A community suited to families of all ages. Hornepayne offers a unique quality of life with a hospital, health care clinic, schools, churches, recreation facilities, library, large grocery store and rural downtown business area. Families will find countless year-round activities that include

beach side picnics, swimming, boating, fishing, hunting, hiking, ATVing, skiing, snowmobiling, ice fishing, and skating. Organized sports activities provide opportunities to take part in baseball, soccer, hockey, and curling. Surrounded by natural tranquility, there are many hiking trails to explore.

2.2. Hornepayne Economic Development Services

The Township established an Economic Development department in 2019. The department serves the public sector, private businesses, as well as First Nations communities.

At the Township, the economic development department ensures that the quality of the work is beyond client expectations, whether it is a small business plan for a new entrepreneur, or research for the municipality or region. The community prides itself in providing detailed research, recommendations and reports that lead to the best decision-making possible.

The economic development department provides a number of tools to assist small business.

The Township has adopted a Community Improvement Plan (CIP). The CIP is a strategic financial investment tool used to stimulate and support key community outcomes. The Plan is designed to leverage targeted private sector investment through a suite of incentive programs and eligible works to help achieve specific and defined community outcomes. These outcomes are community-specific and may include:

- Facilitating Growth
- Supporting the Development of Affordable and Rental Housing
- Enhancing the Quality of Streets, Parks, and Public Facilities
- Creating a Focus for Community Activities
- Beautification
- Identifying Changes needed to Land Use Planning Policies, Zoning, and / or other Bylaws, Policies, and Practices

The Regional Economic Development Strategic Plan has two main themes of outcomes: regional collaboration and regional self-sufficiency. The plan is built on these four strategic objectives:

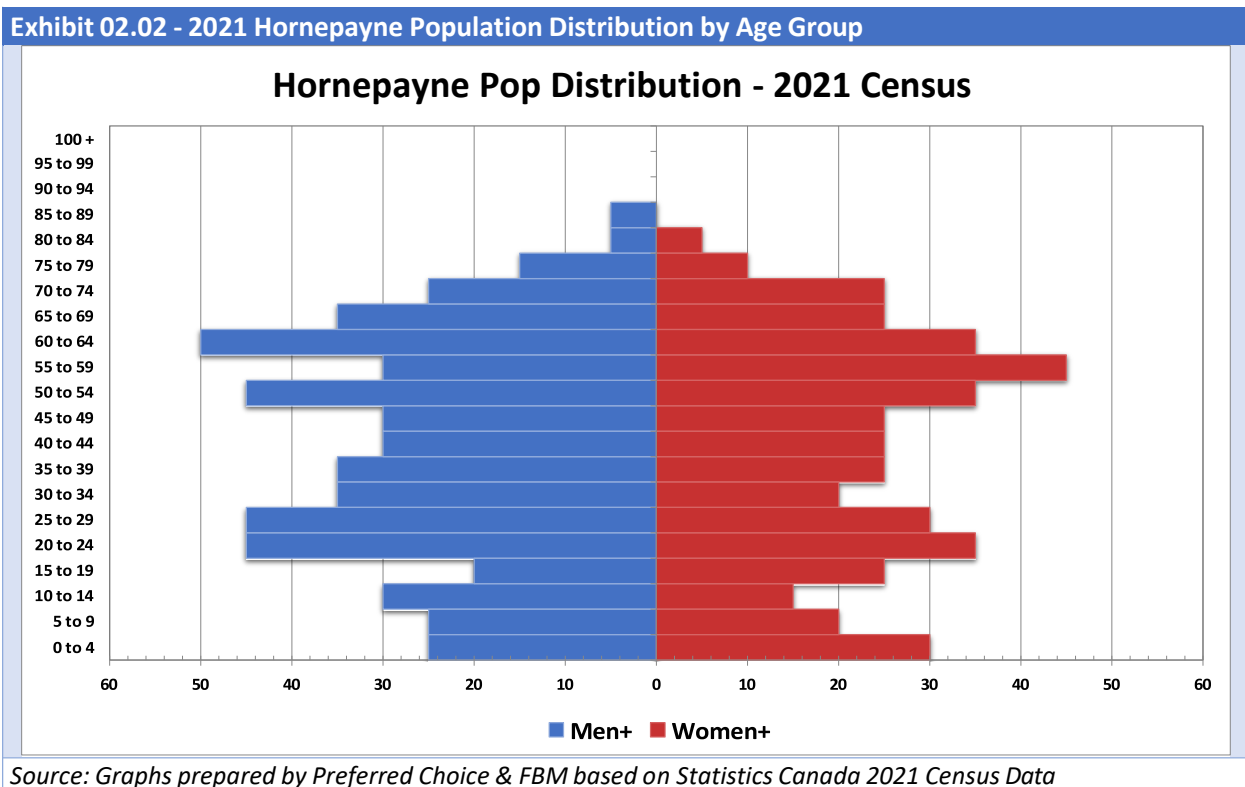
- Workforce Development
- Economic Diversification
- Capacity Building
- Economic Infrastructure and Community Development

2.3. Hornepayne Market

Major industries are the Canadian National Railway and Hornepayne Lumber Limited Partnership. The Becker 10-Megawatt Cogeneration Plant is an important industrial business. The Hornepayne Community hospital and schools are also significant employers in the community.

2.3.1. Population

In 2021 the Statistics Canada Census population was 968 people with 29.2% between 44 to 64 years old, 26.0% 25 to 44 years old, 16.1% over 65 years of age, 15.6% under 15 years old, and 13.0% 15 to 24 years old. The population distribution by age and gender is presented in the next exhibit.



The Township has experienced a declining population since 1981 when the population was 1,850 people.

2.3.2. Businesses

According to Statistics Canada there are 28 businesses in Hornepayne with one or more employees as of December 2023. A brief overview of business counts by employment size is summarized in the next exhibit.

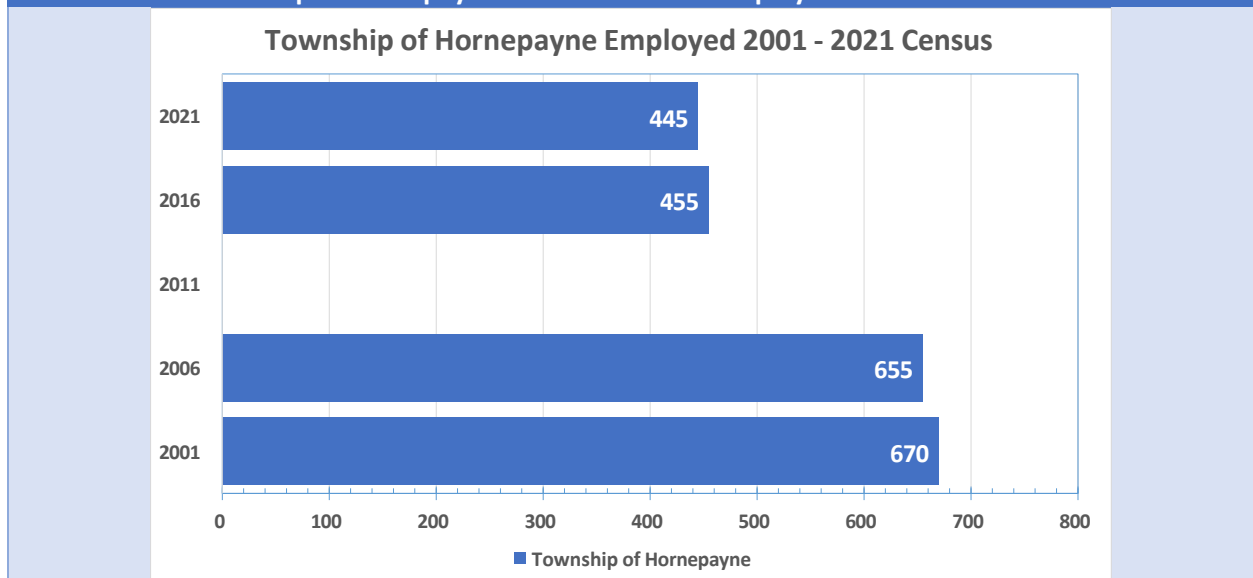
Exhibit 02.03 - Hornepayne December 2023 Canada Business Counts by Employment Size

Number of Businesses by Employment Size	Total, with employees	1 to 4 employees	5 to 9 employees	10 to 19 employees	20 to 49 employees	50 to 99 employees	100 to 199 employees	200 to 499 employees	500 plus employees
Total, all industries [1]	28	11	6	8	1	1	1

Source: Statistics Canada. Table 33-10-0808-01 Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, December 2023

2.3.3. Labour Market

Since the 1990s the labour force and employment has contracted falling from 895 people employed in 1986 to 445 people employed in 2021 according to Statistics Canada data and presented since 2001 in the next exhibit.

Exhibit 02.04 - Township of Hornepayne Historical Census Employment Levels 2001 - 2021

* Note 2011 NHS Data Not Available for the Township of Hornepayne

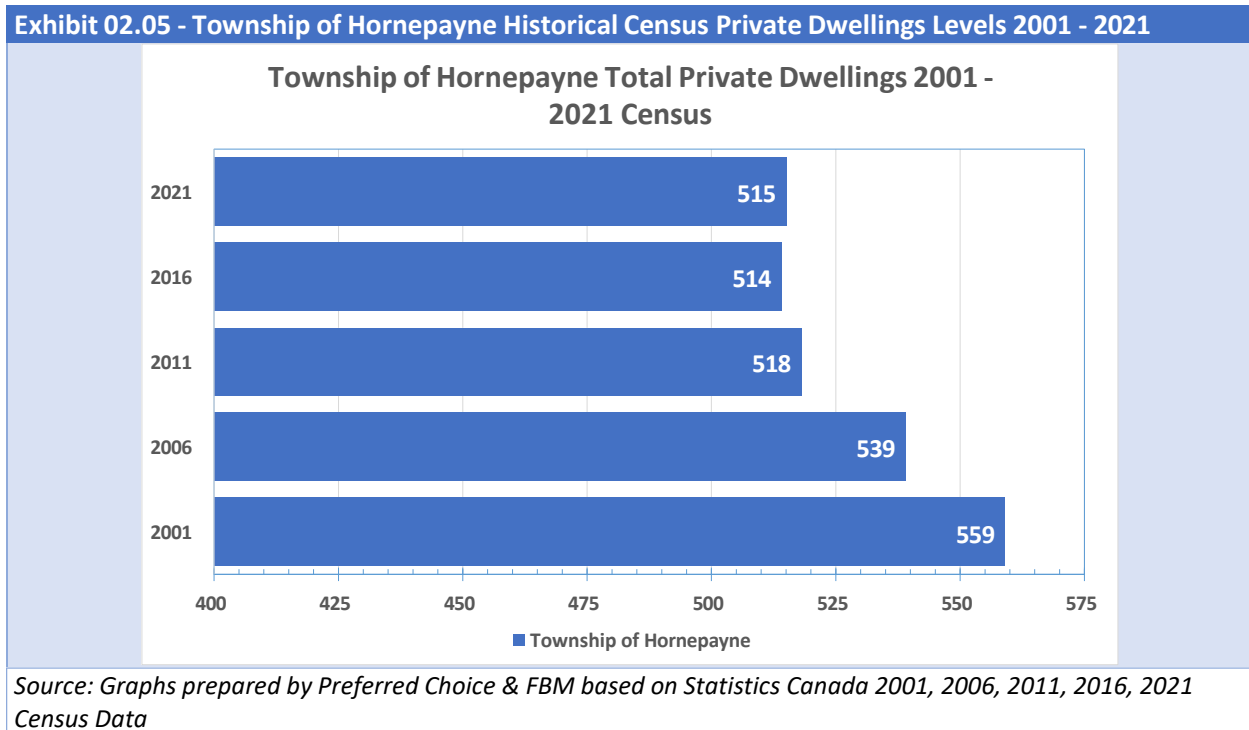
Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census & 2011 National Household Survey Data

2.3.4. Dwellings

While employment and population has contracted in the community, the number of dwellings did not contract as much with 585 dwellings occupied by usual residents in 1986 and 439 in 2021. The change in population has effectively seen the average population per occupied dwelling decline from 3.39 in 1981 to 2.67 in 2001 and to 2.21 in 2021. In 2021 average population per

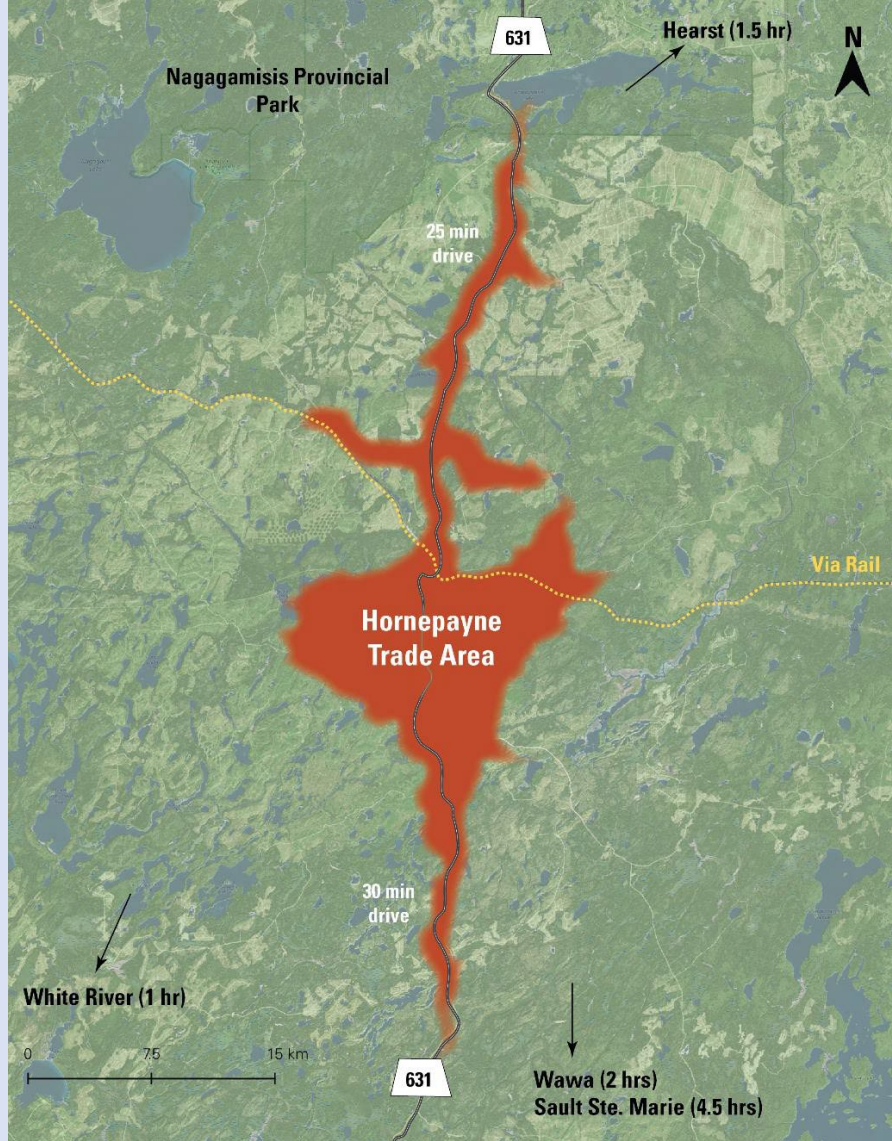
occupied dwelling was 2.47 nationally, 2.59 for the province of Ontario, and 2.20 for the District of Algoma.

Total private dwellings in 2021 was 515 according to Statistics Canada as presented in the next exhibit.



2.4. Mid Ontario Market

FBM prepared a Market Gap Analysis for Hornepayne in March 2024 and established a Retail Trade Area for the community. The Retail Trade Area is delineated utilizing a combination of drive times and competitive forces. The Trade Area extends beyond the boundary of the Town within a 60-minute drive time. This drive time recognizes the current competitive nature of Hearst as a primary destination for Hornepayne residents today. The trade area is illustrated on the map in the next exhibit.

Exhibit 02.06 - Hornepayne Trade Area

Source: adapted from Google Maps by FBM for the Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

2.5. Hornepayne Growth Programs

The Township of Hornepayne Community Improvement Plan presented a number of programs to stimulate growth in the community including the:

1. Industrial Investment Tax and Fee Rebate
2. Commercial Upgrade Tax and Fee Rebate
3. Housing Sales Discount and Tax Rebate
4. Business Property Improvement

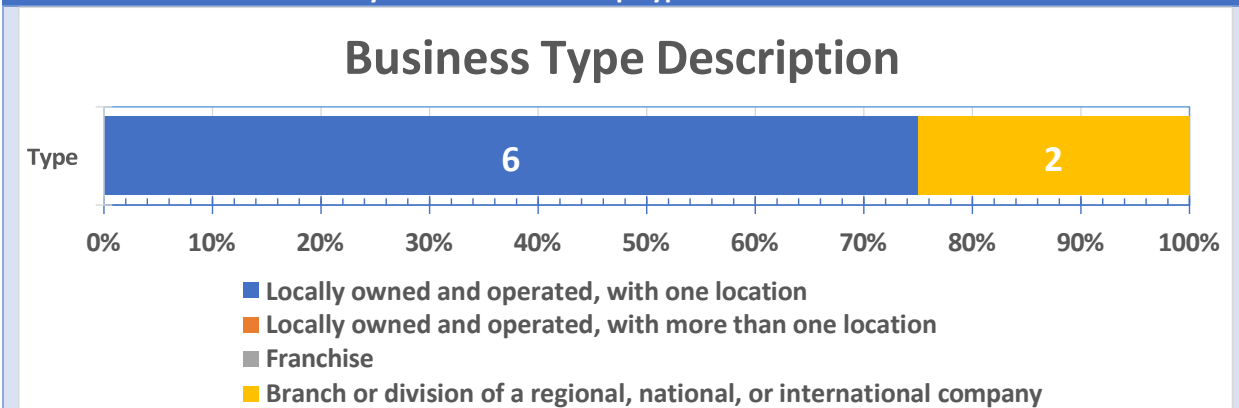
3.0 Hornepayne Business Perspective

In February and March 2024 contact was made with area companies and business representatives with a business survey and interviews. Refer to Appendix A for composite findings from the Business Survey and Appendix B for Highlights from the Business Interviews.

3.1. Respondent Businesses

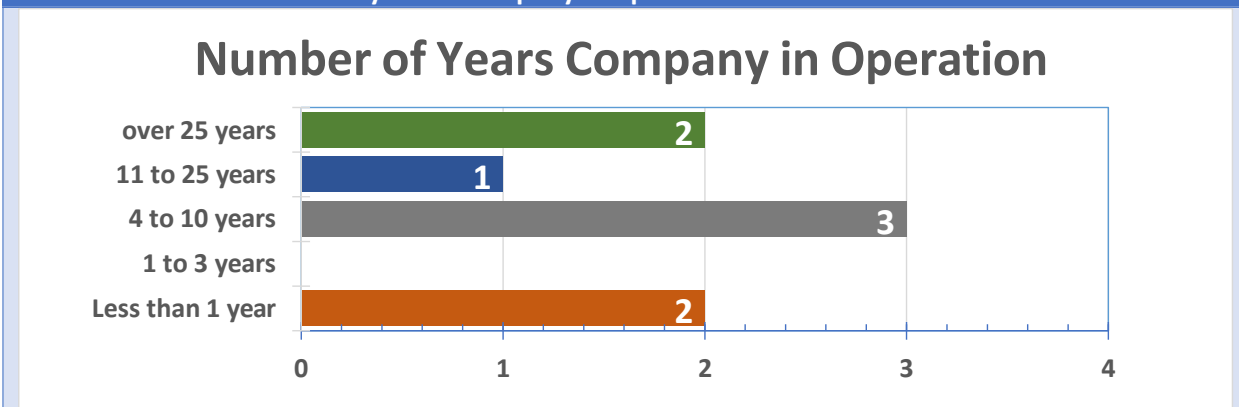
The survey respondents consisted of 6 locally owned and operated businesses and the interviews included 3 locally owned or operated businesses. The survey had 2 respondents from branches or regional businesses and 1 interview was with an owner of a branch company.

Exhibit 03.01 - Business Survey Business Ownership Type



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Exhibit 03.02 - Business Survey Years Company in Operation



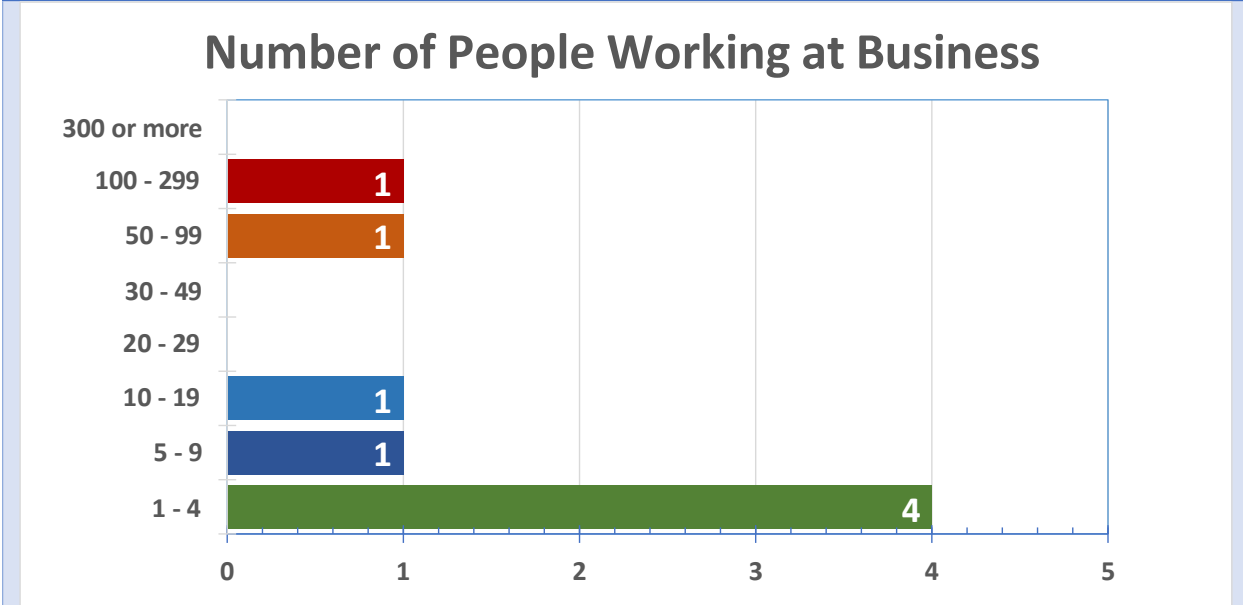
Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

The business survey had a mix of companies with various tenure of business operations.

3.2. Businesses Employment

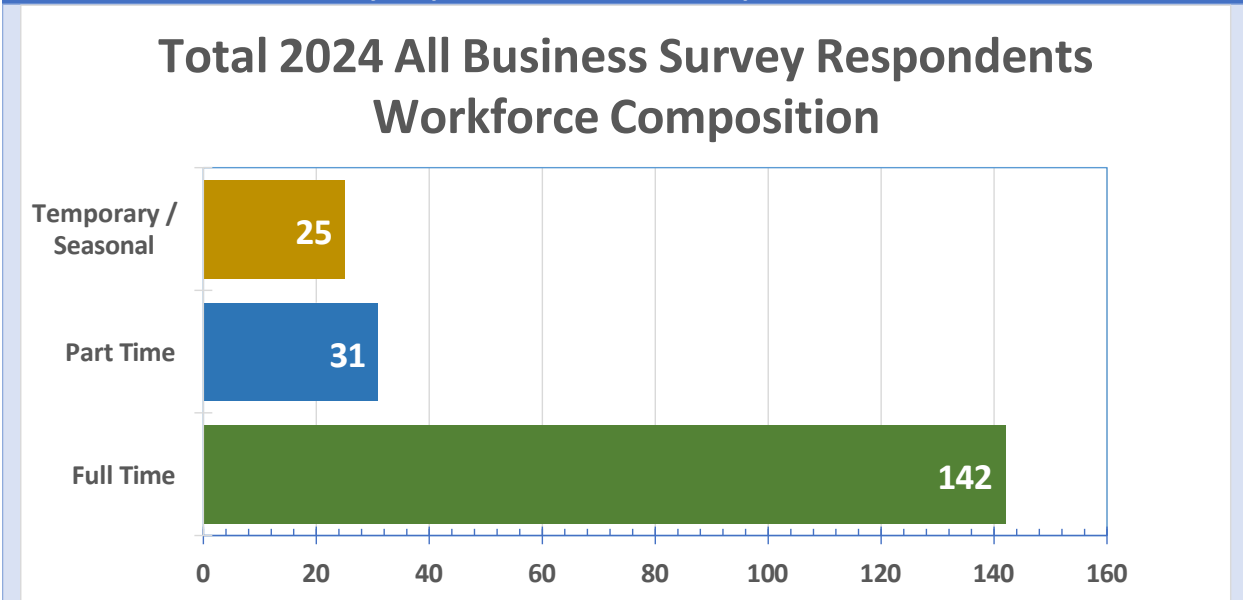
The business survey had employers of varying sizes.

Exhibit 03.03 - Business Survey Number of People Working at Business



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Exhibit 03.04 - Business Survey Respondents Workforce Composition



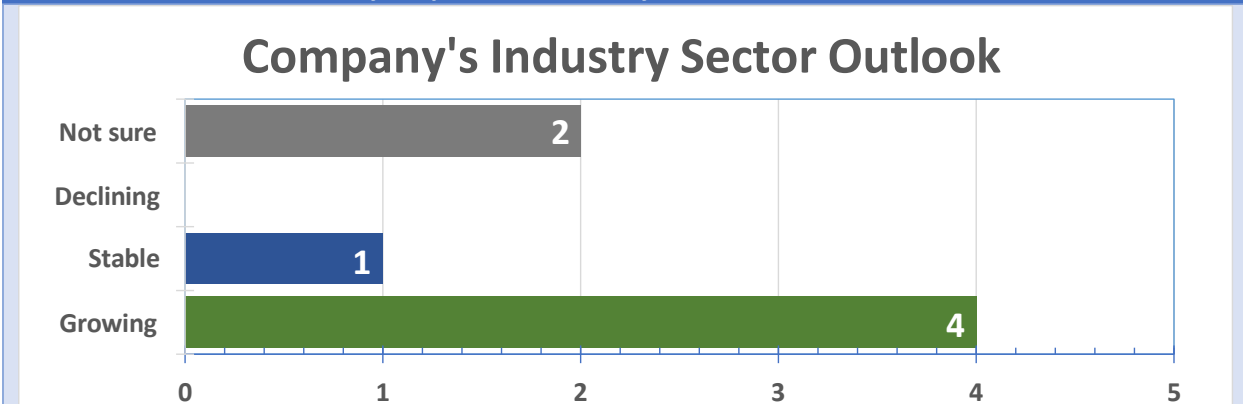
Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

The business survey respondents had companies with 198 employees including 142 full-time employees, 31 part-time, and 25 temporary or seasonal employees.

3.3. Industry Outlook

The majority (71.4%) of survey respondents' industry sector outlook was stable or growing with the other respondents not sure of the sector outlook.

Exhibit 03.05 - Business Survey Respondents Industry Sector Outlook

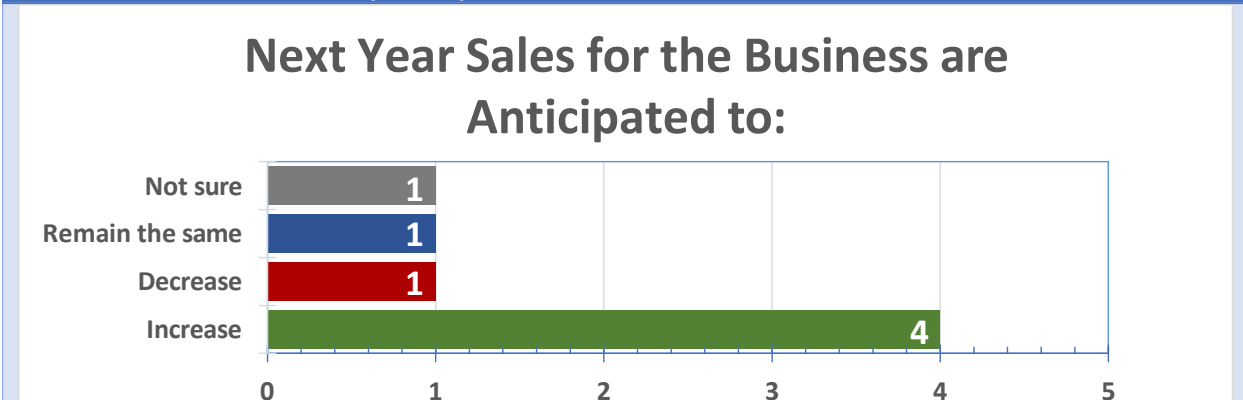


Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

3.4. Company Outlook

The majority (71.4%) of survey respondents' business sales sector outlook was the same or growing with the other respondents not sure or anticipating a decline in sales.

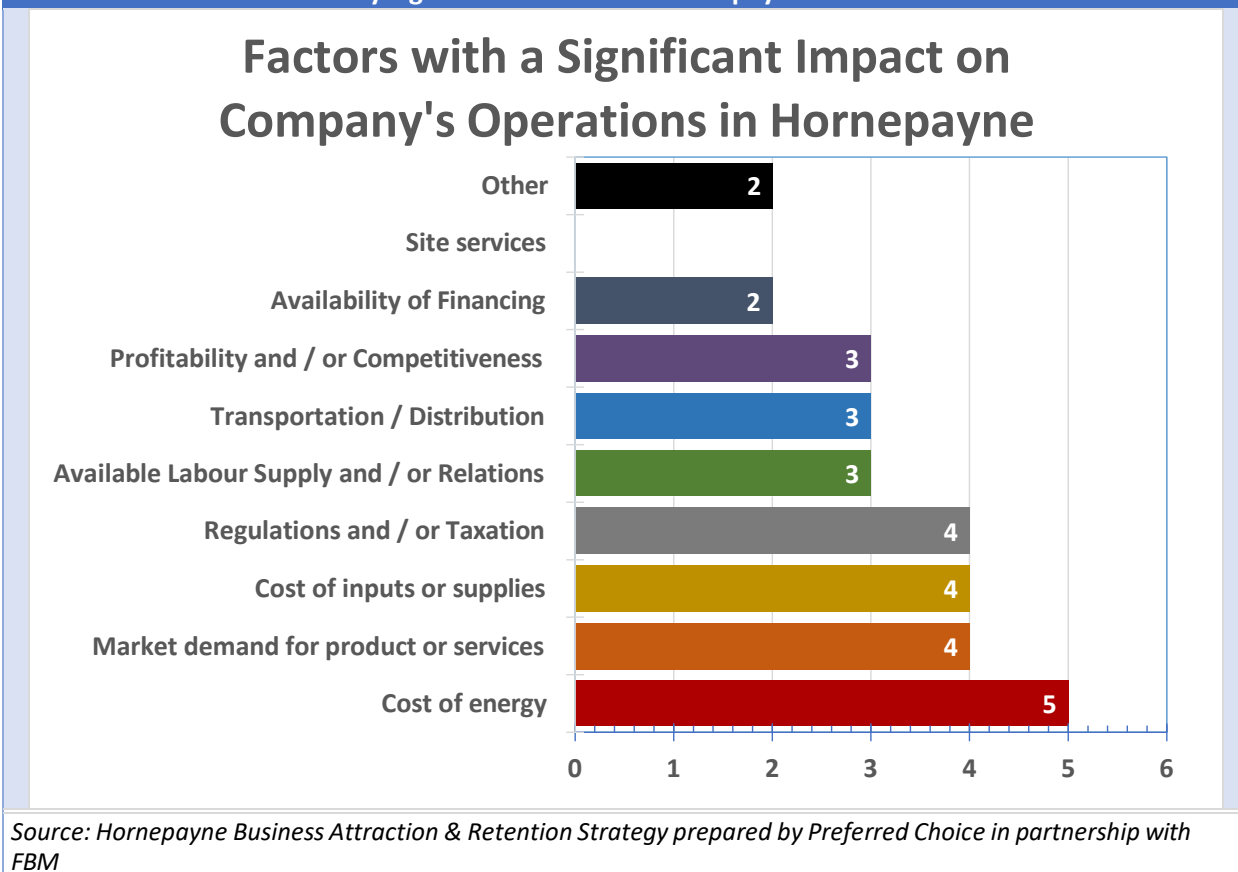
Exhibit 03.06 - Business Survey Anticipated Sales



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

3.5. Business Factors

Exhibit 03.07 - Business Survey Significant Factors for Hornepayne Businesses



The previous exhibit notes factors survey respondents deemed having a significant impact on their operations in Hornepayne. The cost of energy was the most significant. Market demand, cost of inputs / supplies, and regulations / taxation were tied as the second most significant factor. Available labour, transportation / distribution, and profitability / competitiveness were tied for third most significant. Financing and other items were the final factors noted by respondents.

3.6. Business Risks

Firms interviewed noted a number of risks to companies and the economic position of Hornepayne. Changes to the employment levels of the major industries of CN and Hornepayne Lumber and retention of retirees from these companies was a significant noted risk. Market competition with other regions and online and the need for local firms was another key item noted. Infrastructure, housing, affordability, and population retention were other factors noted.

3.7. Area Economy Perspective

Firms interviewed have expressed concerns regarding the future of major employers, declining population, heightened competition from external sources, and the availability of housing, all of which are restraining factors for the economy. However, the upcoming Studio 6 Hotel and apartment building project are viewed as positive developments for the community.

3.8. Business Opportunities

Expanding with another major anchor industry, housing development, and tourism were identified as promising opportunities. The community benefits from a primary railway service, highway access, and ample available land. Introducing more retail competition could attract more visitors to the area. Moreover, enhancing nightlife and amenities would further enhance the community's appeal.

3.9. Role of the Township in Business Retention and Expansion

The township has been recognized for its significant contribution to economic development. The economic development officer and the community have demonstrated outstanding commitment. It is imperative for the Township to continue playing a pivotal role by disseminating information, advocating for the community, and supporting businesses interested in the area.

3.10. Suggestions and Considerations

Firms interviewed provided several suggestions to stimulate further growth. They highlighted the potential of leveraging the new motel as a cornerstone for expansion. Additionally, respondents identified seniors' housing development as a promising next step for the community, considering the increasing demand in this demographic. Addressing the housing shortage was emphasized as a crucial need. Furthermore, respondents pointed out that the current level of taxation serves as a barrier to growth, and they suggested that an increase in population could improve the affordability of services.

Overall, respondents expressed fondness for the community and encouraged the Township to persist in its efforts to drive additional development.

4.0 Development Considerations

Economic Development can be scaled to meet the needs of a community and region. The intent of economic development is to take proactive steps to encourage and enable business and economic growth.

4.1. Business Retention

Typical Business Retention programs involve business contact, addressing sensitive business obstacles, and addressing factors important to retaining industry in a community. Typical components of a business retention and expansion program are noted in the next exhibit.

Exhibit 04.01 - Typical Business Retention & Expansion Model



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

The rationale for a business retention and expansion program includes that it is easier to build on an existing base of companies than attract new firms to a region. The insights of existing industry on market advantages, barriers, and opportunities also provides key intelligence to build the business case for encouraging new firms to come into a market.

4.2. **Business Renewal**

Business renewal is important whether a company is thriving, maintaining steady activity, or struggling. Modernization, renovations, updated product and service offerings, or automation are some of the options available for business renewal.

Economic development programs available to new entrants in a market should be provided to existing businesses as well to encourage renewal.

4.3. **Business Expansion**

A positive economic benefit of an existing business community is the growth and expansion of firms already in the community. Business retention is typically done to understand and address companies' needs and encourage companies that could expand to do so in the local community or region.

4.4. **Business Attraction**



Typical business attraction programs may include the steps noted in the previous exhibit.

The business attraction program in its base form presents market information to prospective developers online, by request, or in pitch settings. A more formalized proactive approach researches and presents information to prospective investors with businesses that would be a good fit with the community or market. Market analyses can build a strong value proposition on the competitive advantages for a community or region compared to other centres.

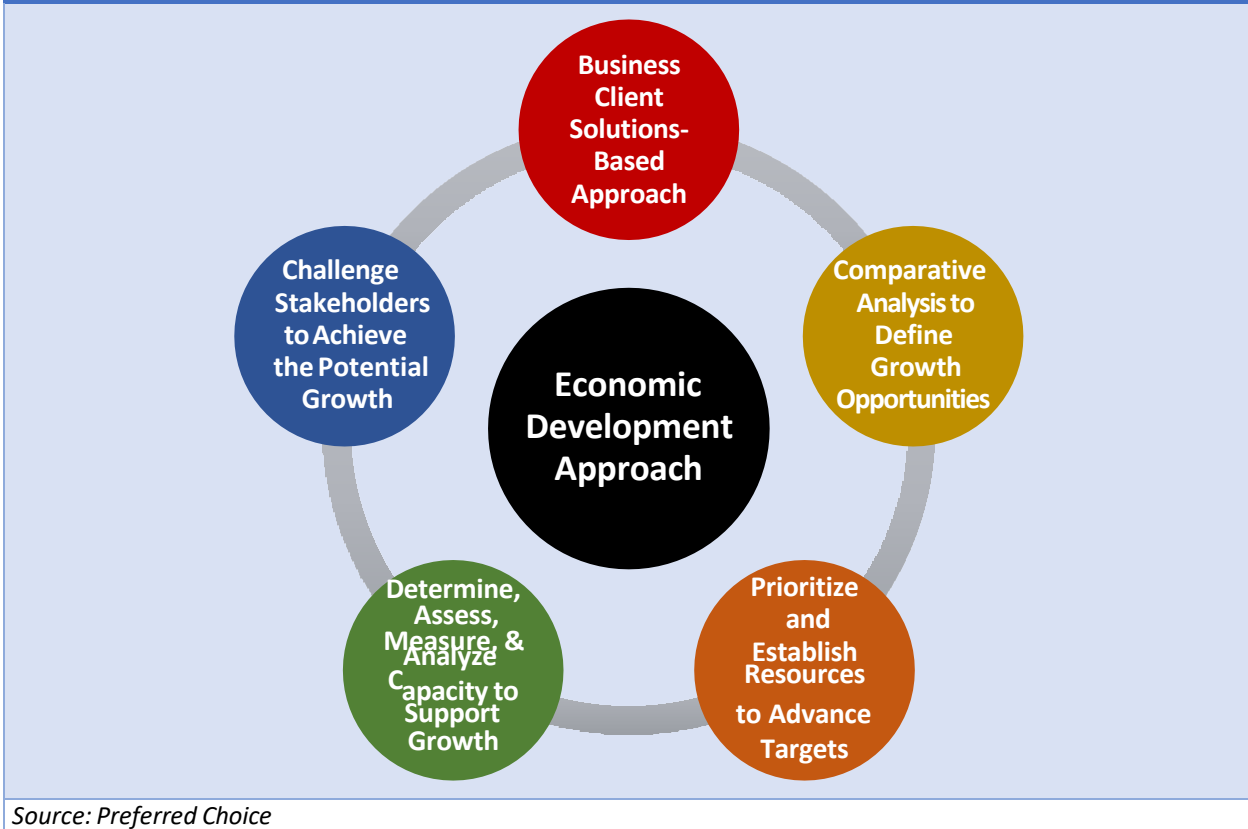
Strong municipal support to enable a timely site and development approval process is key to turning market interest into an investment and ensuring a robust new business development.

4.5. **Economic Development Approach**

Each community and region can customize its economic development strategy and services to best fit the needs and aspirations of the organization.

An example of a general approach to economic development is presented in the next exhibit.

Exhibit 04.03 - General Economic Development Approach



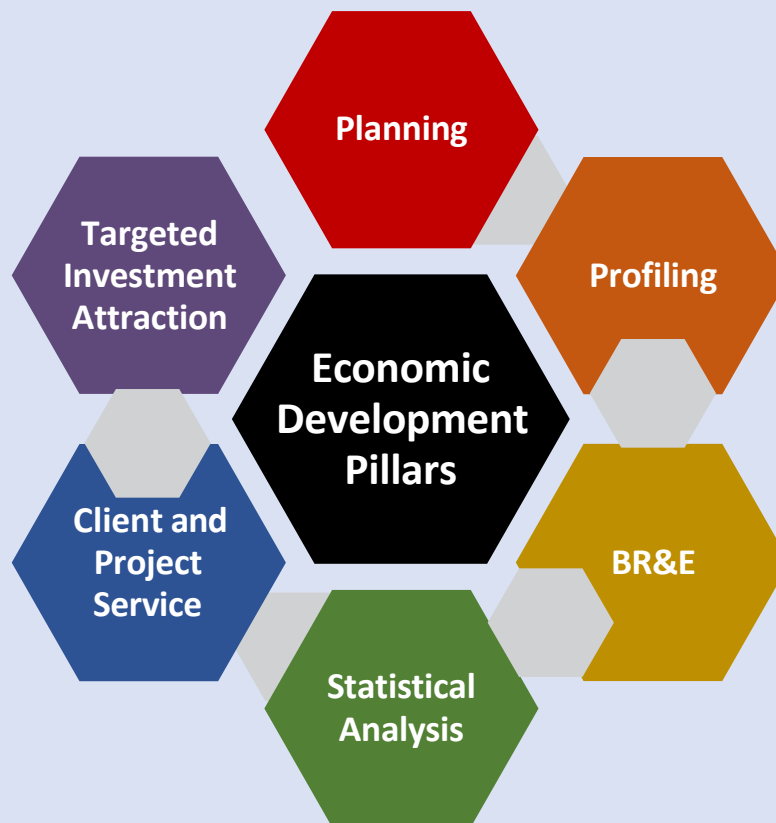
The Township of Hornepayne has defined a strong economic development approach with a number of resources, programs, and supports to enable development in the community.

4.6. Pillars of Economic Development

While a number of different concepts or descriptions can be used for development activities, the basic pillars for economic development typically utilized are as follows:

1. Planning
2. Profiling
3. Business Retention, Expansion & Development Activities
4. Statistical Analysis
5. Client, Stakeholder, and Project Service
6. Targeted Investment Attraction

Exhibit 04.04 - Pillars of Economic Development



Source: Preferred Choice

4.7. Key Market Data

Market investment profiles and responses to requests for market data typically cover elements from a series of documents including community & regional profiles, sector profiles, custom data, and site information requests. Economic Development Professionals compile data as needed.

This will include information in formats generally accepted and utilized by site selectors and developers. In 1996, a number of economic development associations developed and adopted what is now known as the Site Selection Data Standards. The data covers everything from demographics and labour force statistics through to real estate information on a community or region.

The main market data often used for investment analysis is noted in the next exhibit.

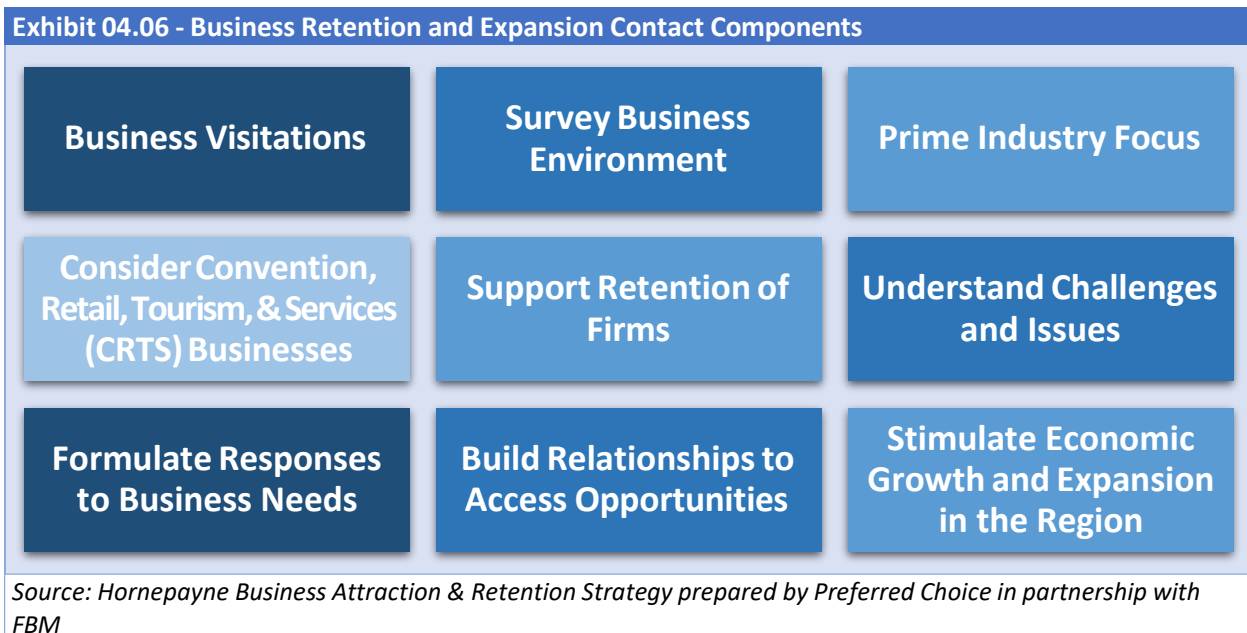
Exhibit 04.05 - Main Market Data Often Used for Investment Analysis



4.8. Business Retention and Expansion Contact

Advanced Business Retention and Expansion programs focus on prime industries that bring wealth into a region including the resource sector, manufacturing, processing, and industry support businesses. Convention, Retail, Tourism, & Services (CRTS) businesses may also be an area of interest for rural communities.

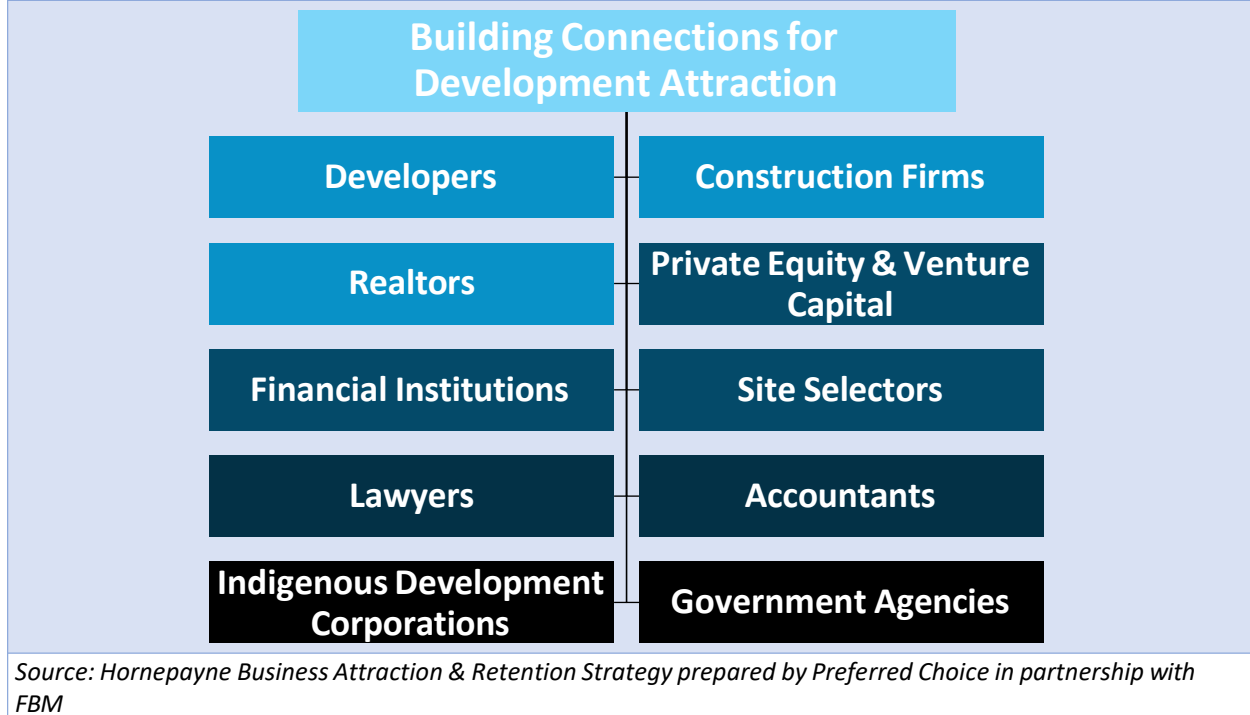
There are many training programs and methods for conducting Business Retention and Expansion contact and building relationships to support growth and expansion. The process establishes and builds relationships to understand business challenges, needs, concerns, barriers, opportunities, considerations, and support options.



4.9. Investment Attraction Connections

Investment attraction initiatives are strengthened by cultivating network connections with key influencers to get access to decision makers to present business cases and value propositions to encourage and secure investment. Connections that can be developed include those illustrated in the next exhibit.

Exhibit 04.07 - Development Connections to Attract Investment

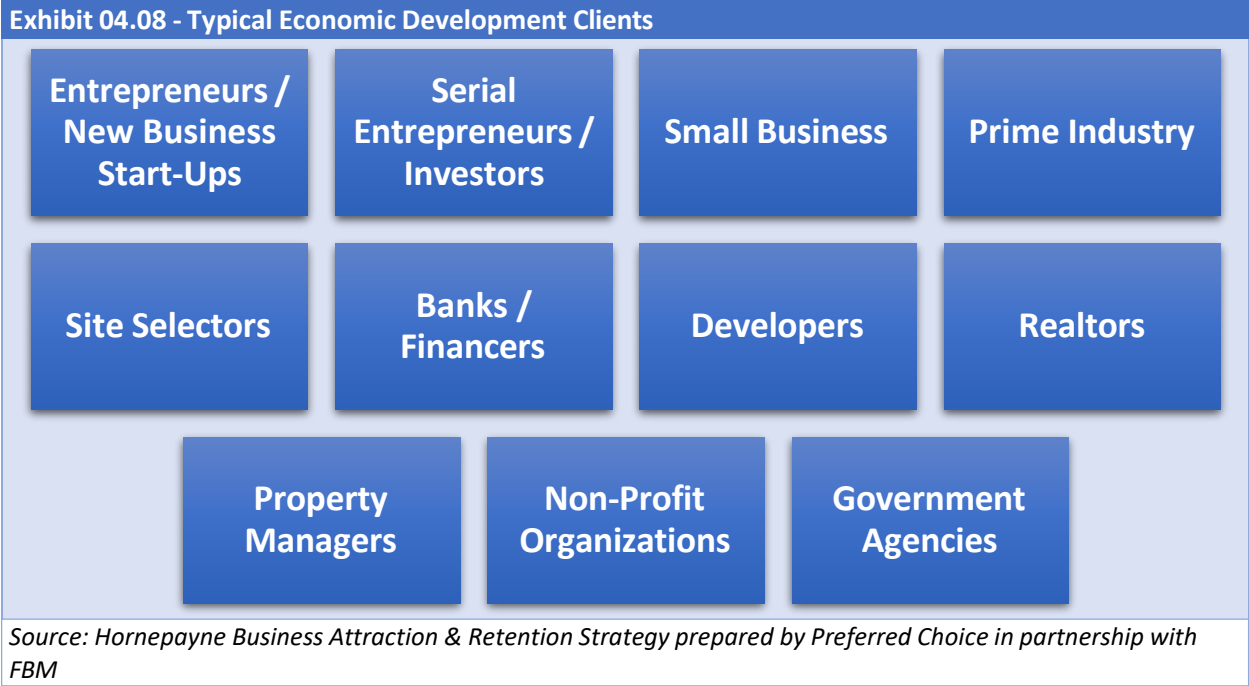


These connections are invaluable for identifying potential leads or connecting with already identified ones, enabling the creation and advancement of the best value proposition to attract investment to the community / region.

4.10. Client Service

There are a range of clients that an economic development office typically interacts with as noted in the next exhibit.

Exhibit 04.08 - Typical Economic Development Clients



5.0 Township of Hornepayne Business Growth Strategic Direction

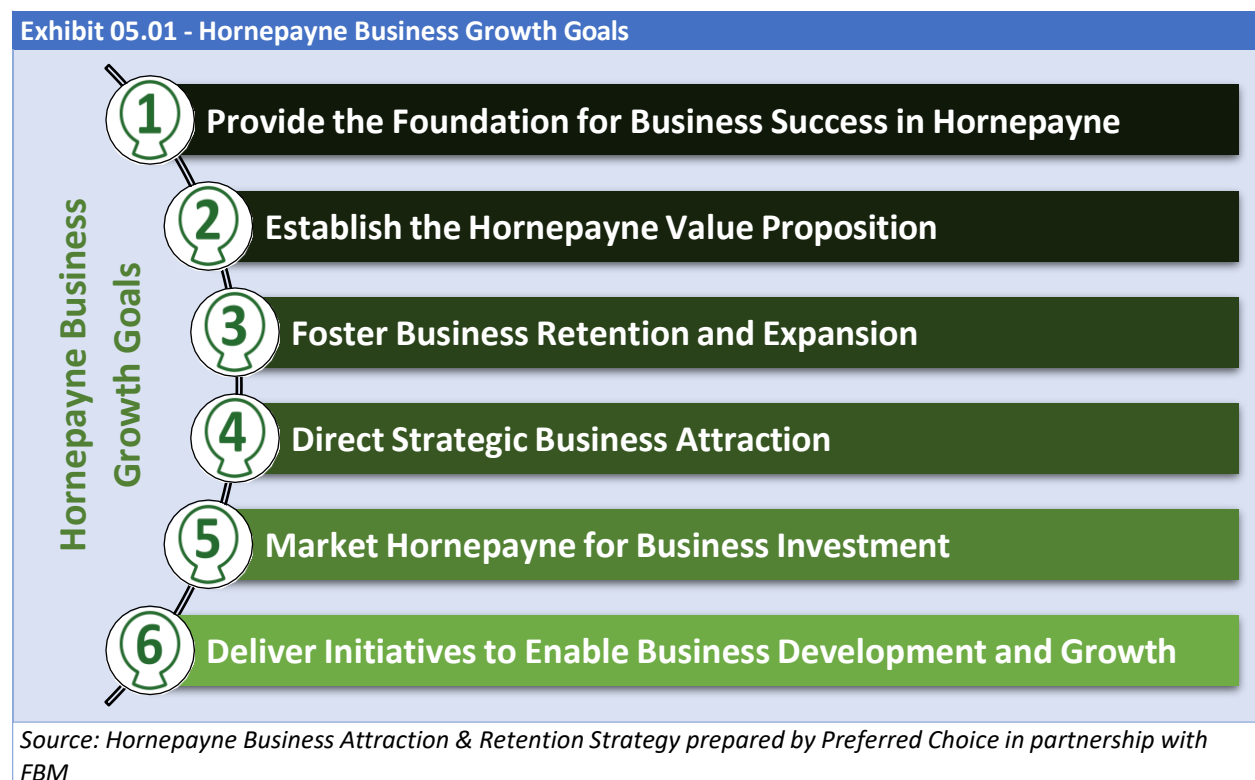
The strategic direction was established in a dialogue between the Economic Development Department and the consulting team based on a review of foundational information on Hornepayne Economic Development, the community, business survey findings, business interviews, secondary information, and other related project input.

Refer to Appendix D for additional information on Key Performance Indicators being tracked.

The Business Retention & Expansion Strategy has broader elements to consider Business Attraction and Retention for an overall business growth perspective. This strategy is uniquely informed by a thorough synthesis of the township's Strategic Plan, the newly developed Community Improvement Plan (CIP), Market Gap Analysis, and Branding and Destination Marketing Plan and Community Engagement activities. Together, these elements provide a robust framework for fostering an environment conducive to business growth, innovation, and long-term sustainability.

5.1. Business Growth Goals

In considering business attraction and retention interests the following goals were developed for Hornepayne Business Growth as noted in the following exhibit.



- ① **Provide the Foundation for Business Success** in Hornepayne geared towards the community having the capacity, tools, and resources to support business success.
- ② **Establish the Hornepayne Value Proposition** utilizing market intelligence to collect, assess, analyze, and build the business case for investment in the township.
- ③ **Foster Business Retention and Expansion** providing comprehensive support programs informed by the Strategic Plan, CIP priorities, and community engagement activities offering resources, incentives, and services tailored to the needs of existing businesses to foster their growth and sustainability.
- ④ **Direct Strategic Business Attraction** utilizing network connections and insights from current research and analysis such as the Market Gap Analysis and the allure of Hornepayne's brand to target businesses and industries that align with the community's needs, values, and strategic direction.
- ⑤ **Market Hornepayne for Business Investment** by directing innovative marketing strategies that highlight Hornepayne's unique brand and destination appeal, targeting specific business sectors and entrepreneurs who share the community's vision for growth and sustainability.
- ⑥ **Deliver Initiatives to Enable Business Development and Growth** addressing business needs in a range of areas including accelerating CIP-driven projects that enhance business viability and community attractiveness; supporting Workforce Development and Talent Attraction ensuring a skilled labor pool that supports business; and delivering other programs that position the community for growth.

5.2. **Business Growth Objectives**

Based on the business growth goals the following objectives were developed as noted in the next exhibit.

Exhibit 05.02 - Hornepayne Business Growth Objectives

Provide the Foundation for Business Success in Hornepayne

- Present a Business Oriented Focus and Economic Development Services
- Maintain a Community Improvement Plan
- Develop Programs to Support Business Operations in Hornepayne
- Provide Incentives for Business Expansion and New Developments

Establish the Hornepayne Value Proposition

- Maintain Current Site Selection and Community Investment Profile Data
- Analyze the Market Position and Opportunities for Business
- Determine and Present Competitive Advantages for the Community
- Present Compelling Business Cases for Investment in Hornepayne

Foster Business Retention and Expansion

- Build Positive Relationships for Hornepayne Businesses
- Obtain Regular Insights on the Business Environment through Ongoing Contact
- Understand Market Challenges and Opportunities to Foster Business Growth
- Address Challenges of Individual Firms as Appropriate

Direct Strategic Business Attraction

- Develop Relationships and Analysis to Identify Target Investment Opportunities
- Utilize Network Contacts to Establish Connections with Business Prospects
- Meet with Business Prospects to Present Options for Business Investment
- Facilitate and Support Firms Pursuing New Ventures in Hornepayne

Market Hornepayne for Business Investment

- Offer a Dynamic Brand for Investment in the Hornepayne Market
- Present a Solid Market Website, Promotional Materials, and Social Media Messaging
- Implement Innovative Marketing Strategies for Hornepayne
- Provide Custom Business and Investment Proposals and Presentations

Deliver Initiatives to Enable Business Development and Growth

- Understand Market Conditions and Undertake Activities to Enable Business Development
- Address Infrastructure and Placemaking Enhancements
- Support Workforce Development and Talent Attraction
- Adapt and Develop Programs to Position Hornepayne for Growth

Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

5.3. Business Development Action Plan

The Township of Hornepayne Economic Development Department has prepared the following three-year action plan for 24 business development activities as presented in the following table.

Exhibit 05.03 - Business Development Action Plan				
Item	Year 1	Year 2	Year 3	Notes
Business Attraction and Retention Strategy	Q2			Adopt and Initiate Business Attraction and Retention Strategy
Market Gap Analysis Completion	Q2			Report on Market Needs and Opportunities
Brand Identity Launch	Q2			New Brand & Destination Marketing Plan Launch Event & Materials Distribution [<i>Materials Distributed</i>]
Business Attraction Package Development	Q4			Incentive Package Developed and Approved
Community Improvement Projects Initiation	Q4			Two Priority CIP projects
Business Retention Surveys	Q1		Q2	Conduct Annual Business Survey [<i>Survey completion rate and key findings</i>]
Business Retention Visits	Q2-Q4	Q1-Q4	Q1-Q4	Visit 2 Businesses per Month (~24 per annum)
Business Retention and Expansion Support	Q3-Q4	Q1-Q4	Q1-Q4	Based on Business Visits work with firms to address barriers and pursue growth
Business Support Network Establishment		Q2		Establish a network to support business engagement and development services [<i># Businesses Engaged & Services Utilized</i>]
Business Workshops and Forums			Q1-Q2	Event to facilitate Business Innovation, Collaboration, & Continuous Improvement [<i>Participation and Response</i>]
Workforce Attraction Programs Launch		Q2		Introduce new Workforce Attraction programs aligned with market needs [<i># Programs & # Participants Enrolled</i>]
Talent Attraction Initiatives			Q2	Skilled Workers Attraction Programs Rollout [<i>New Residents / Workers in Target Sectors</i>]
Attend Events to Build Connections and Seek Leads	Q2-Q4	Q1-Q4	Q1-Q4	Attend 2-4 events per year such as International Council of Shopping Centers (ICSC), Economic Developers Association of Canada (EDAC), Economic Developers Council of Ontario (EDCO), Ontario First Nations Economic Developers Association (OFNEDA), and other events
Continued on next page...				

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Item	Year 1	Year 2	Year 3	Notes
Business Attraction Packages		Q1-Q4		Identify, Assess, Select, and Analyze 2 suitable Business Opportunities and prepare preliminary overviews
Business Attraction Proposals			Q1-Q4	Develop and present compelling business investment proposals for 2 ventures
Business Attraction Campaigns		Q4		Execute Targeted Marketing Campaign based on New Brand <i>[Engagement Metrics & Lead Generation]</i>
Business Attraction Positioning			Q3-Q4	Determine future areas of interest to examine
Business Investment Aftercare	Q2-Q4	Q1-Q4	Q1-Q4	Follow-up with expanding and new businesses on investment progress and any additional support
Funders Workshop		Q2	Q2	Hold annual funders forum / workshop with FedNor, Community Futures, ON Regional EDOs
Community Improvement Projects Milestones		Q4		Achieve 50% of target projects <i>[Progress Reports & Site Evaluations]</i>
Community Improvement Projects Completion			Q4	Completion of All CIP Projects <i>[Completion Ceremonies and Utilization Rates]</i>
Business Attraction and Retention Strategy Review and Renewal		Q1	Q1	Regularly track and monitor progress Conduct annual strategy progress review and adjust plan accordingly
Business Attraction and Retention Strategy Progress Celebration			Q4	Community and Business Celebration to Review BAR Progress and Renewal <i>[Participation & Feedback]</i>
Business Attraction and Retention Strategy Update			Q3-Q4	Conduct a Comprehensive Review and Update of the Business Attraction and Retention Strategy <i>[Adoption and Implementation of Renewed Plan]</i>
<i>Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM</i>				

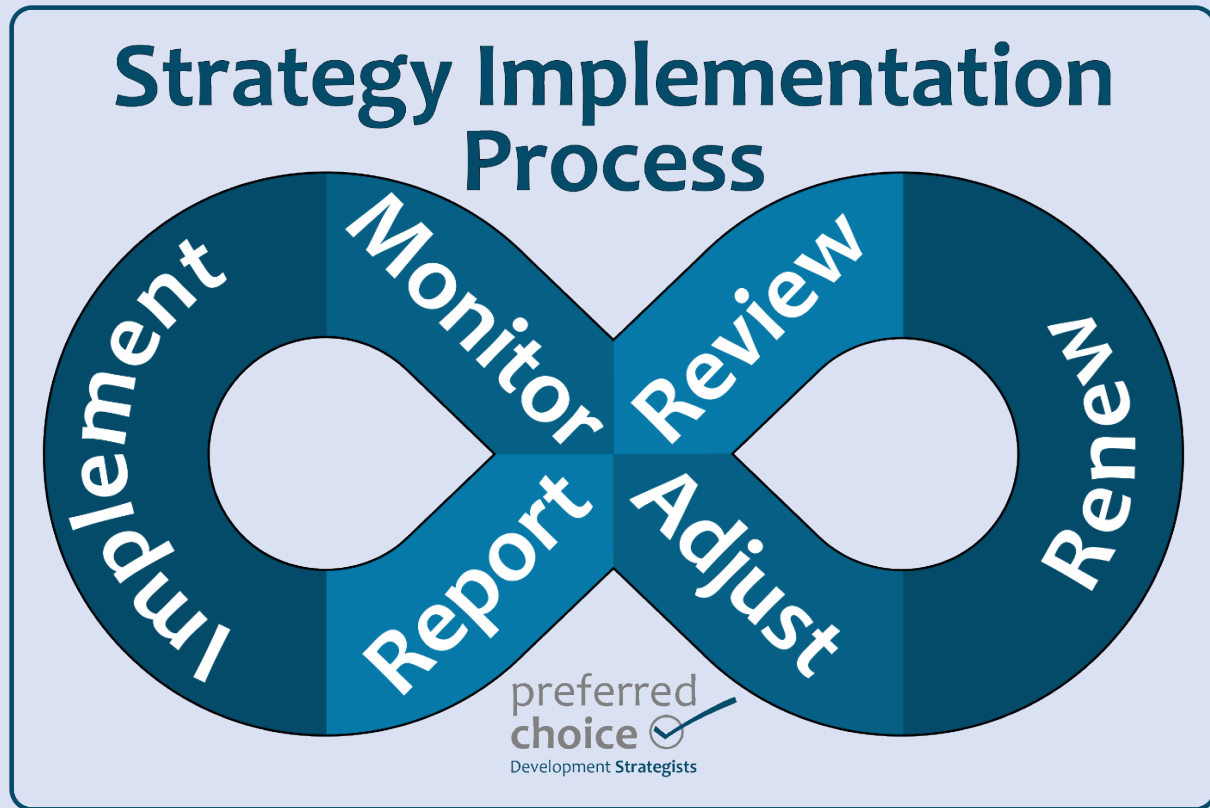
The action plan will be adjusted based on progress of components and sequencing of items related to prior action plan items.

5.4. Implementation and Monitoring

A detailed three-year implementation timeline has been established in the action plan. This action plan outlines key milestones, including the initiation of targeted attraction campaigns, the launch of business support programs, the commencement of priority infrastructure projects, and the rollout of branding and marketing initiatives. Regular monitoring, informed by continuous market analysis and business feedback, will ensure the Business Attraction and Retention (BAR) strategy remains agile and responsive to evolving needs and opportunities.

The adopted BAR Strategic Direction will achieve success by having a strong framework that is implemented, monitored, reported, reviewed, adjusted, and renewed going forward.

Exhibit 05.04 - Hornepayne Business Development Strategy Implementation Process



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

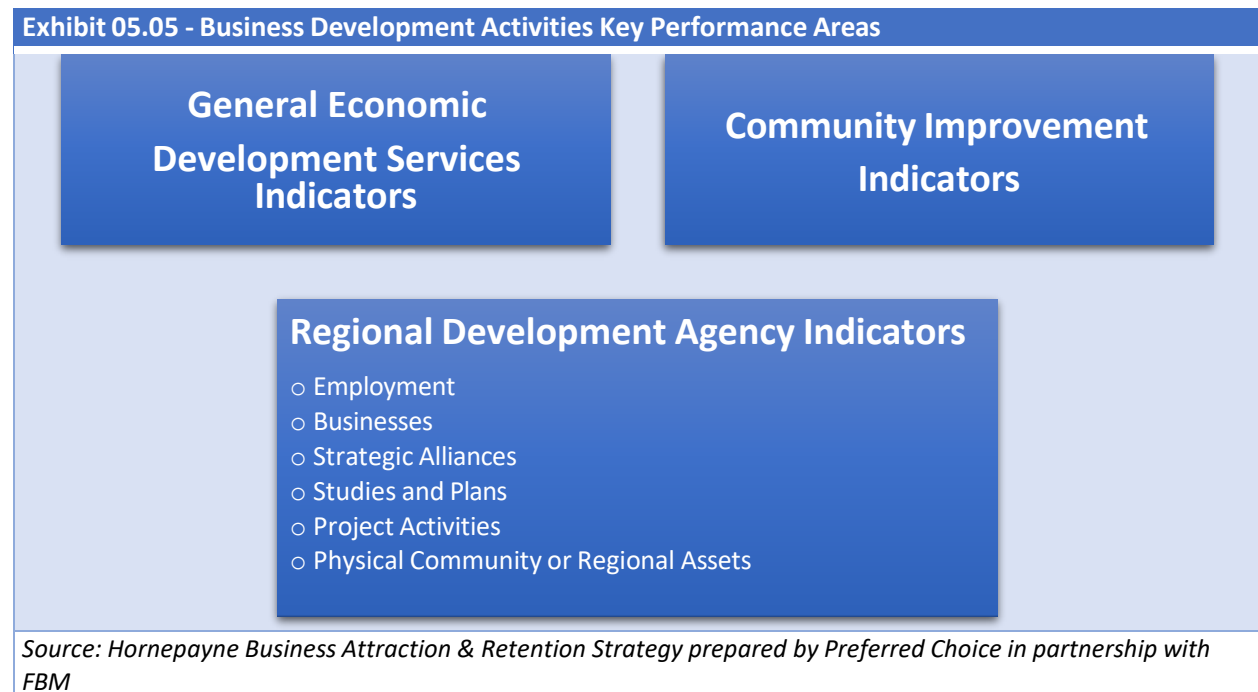
The Aspirations and Vision of the Township of Hornepayne Business Attraction and Retention Strategy will ultimately be realized through action on the goals, objectives, strategies, and the response to stimulate ongoing related opportunities. The Township of Hornepayne Economic Development Department has identified a number of priority areas to advance over the next several years.

The Bar Monitoring and Evaluation Process for Hornepayne includes these elements:

- **Quarterly Check ins:** Conduct regular meetings with businesses and relevant representatives to track progress, address challenges, and adapt strategies
- **Annual Assessments:** Review key performance indicators such as business growth, employment rates, satisfaction surveys, and economic impact analyses to evaluate the success of the BAR strategy
- **Feedback Loops:** Establish open channels for ongoing feedback from businesses, community members, and other relevant parties to ensure the BAR strategy remains responsive and effective

5.5. Business Development Services Performance Measurements

The Township of Hornepayne Economic Development Department has an extensive list of key performance indicators being tracked as noted in Appendix D. A brief overview of the indicator areas is highlighted in the next exhibit.



5.6. Next Steps in the Business Attraction and Retention Process

The strategy needs to be tracked with regular updates on the action and progress of the Business Attraction and Retention Plan. The next steps are to adopt the plan and its action plan strategies, resources, timeframes, and performance measures. This can be followed by a strategy monitoring and evaluation process.

The Business Attraction and Retention Strategy for Hornepayne represents a forward-thinking approach to economic development, harmonizing the township's strategic aspirations with actionable initiatives. By leveraging the insights from the Strategic Plan, the newly developed CIP, Market Gap Analysis, and Branding and Destination Marketing Plan, this comprehensive strategy aims to cultivate a thriving business ecosystem that propels Hornepayne toward a prosperous and sustainable future. Through this integrated and adaptive framework, Hornepayne is poised to attract and retain businesses that contribute to a vibrant local economy and enhance the community's quality of life.

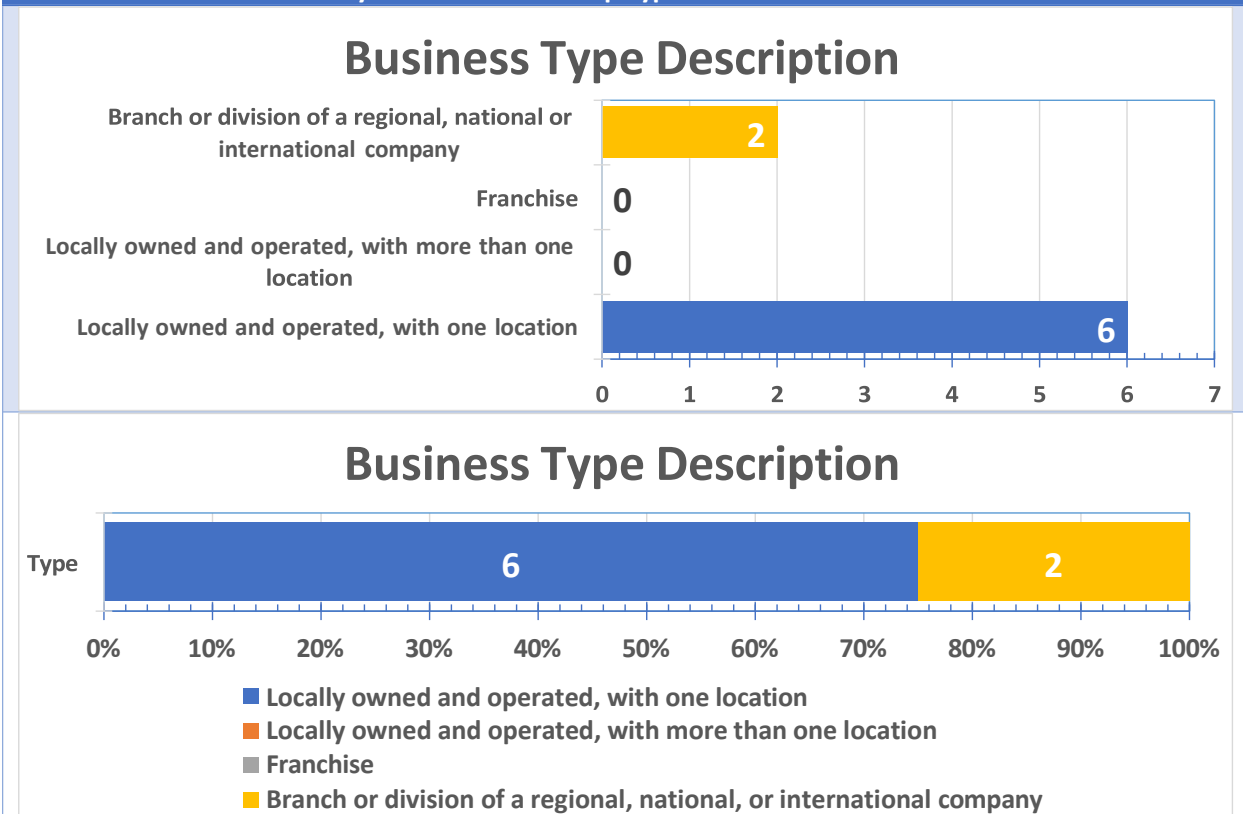
Appendix A: 2024 Business Survey

The Township of Hornepayne sent out a business survey in February and early March of 2024 to area businesses. A total of 9 firms responded to the survey.

In order to protect information regarding respondents, composite findings are summarized in this appendix.

Business Type Description

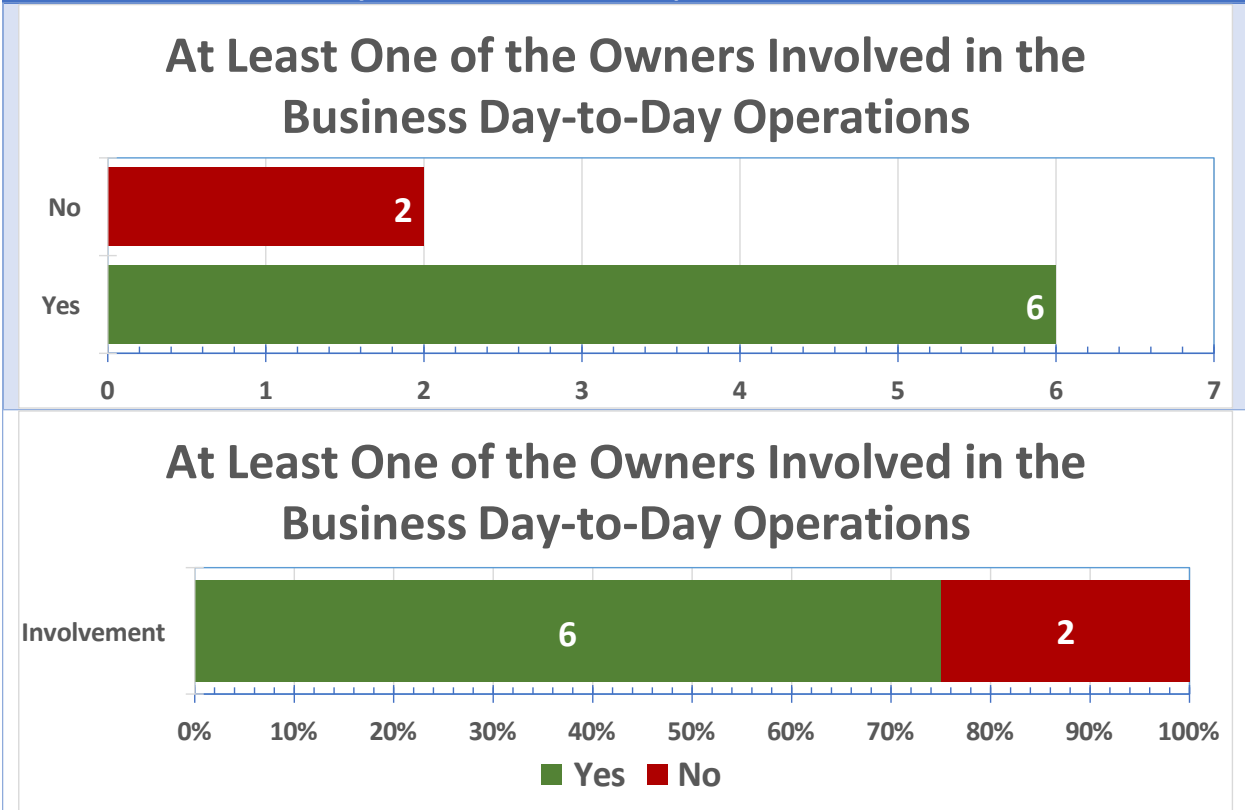
Exhibit A.01 - Business Survey Business Ownership Type



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Owner Involvement

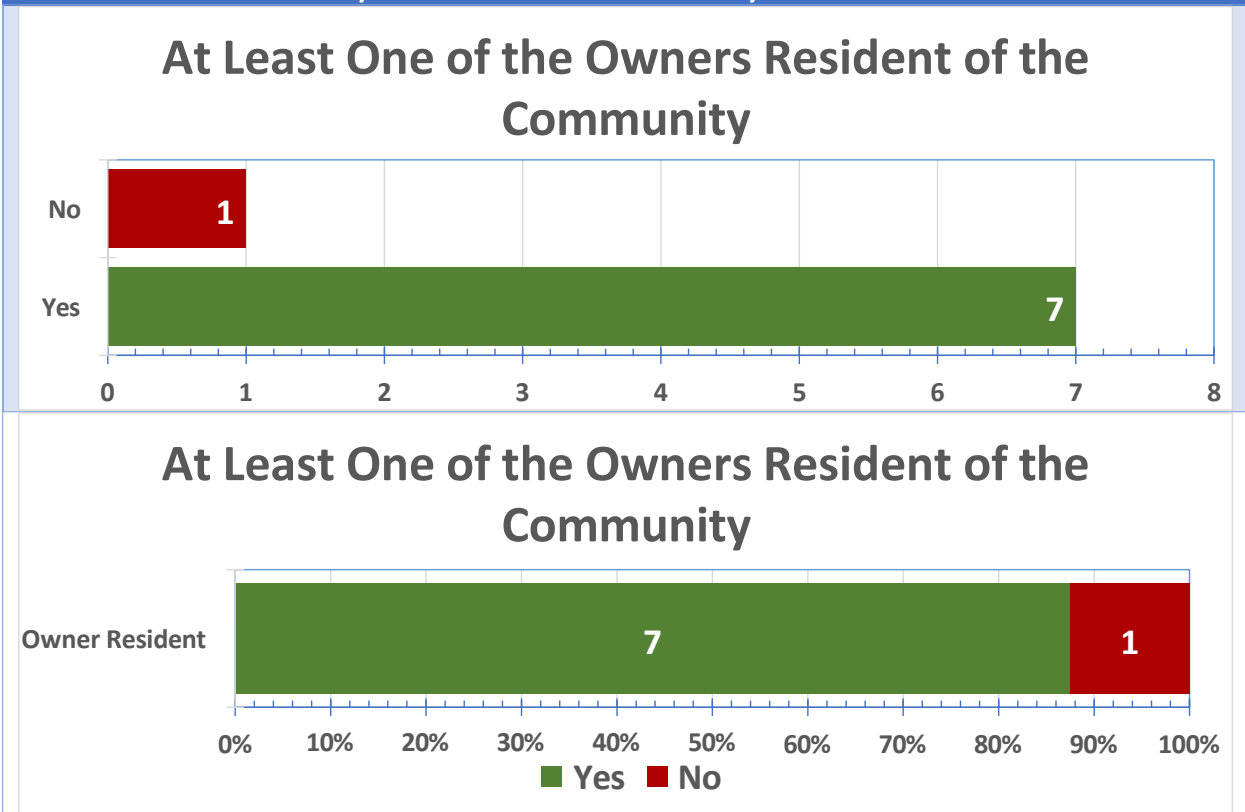
Exhibit A.02 - Business Survey Owner Involvement in Operations



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Local Owner Residence

Exhibit A.03 - Business Survey Owners Resident of Community



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Company Business Plan

Exhibit A.04 - Business Survey Business Plan

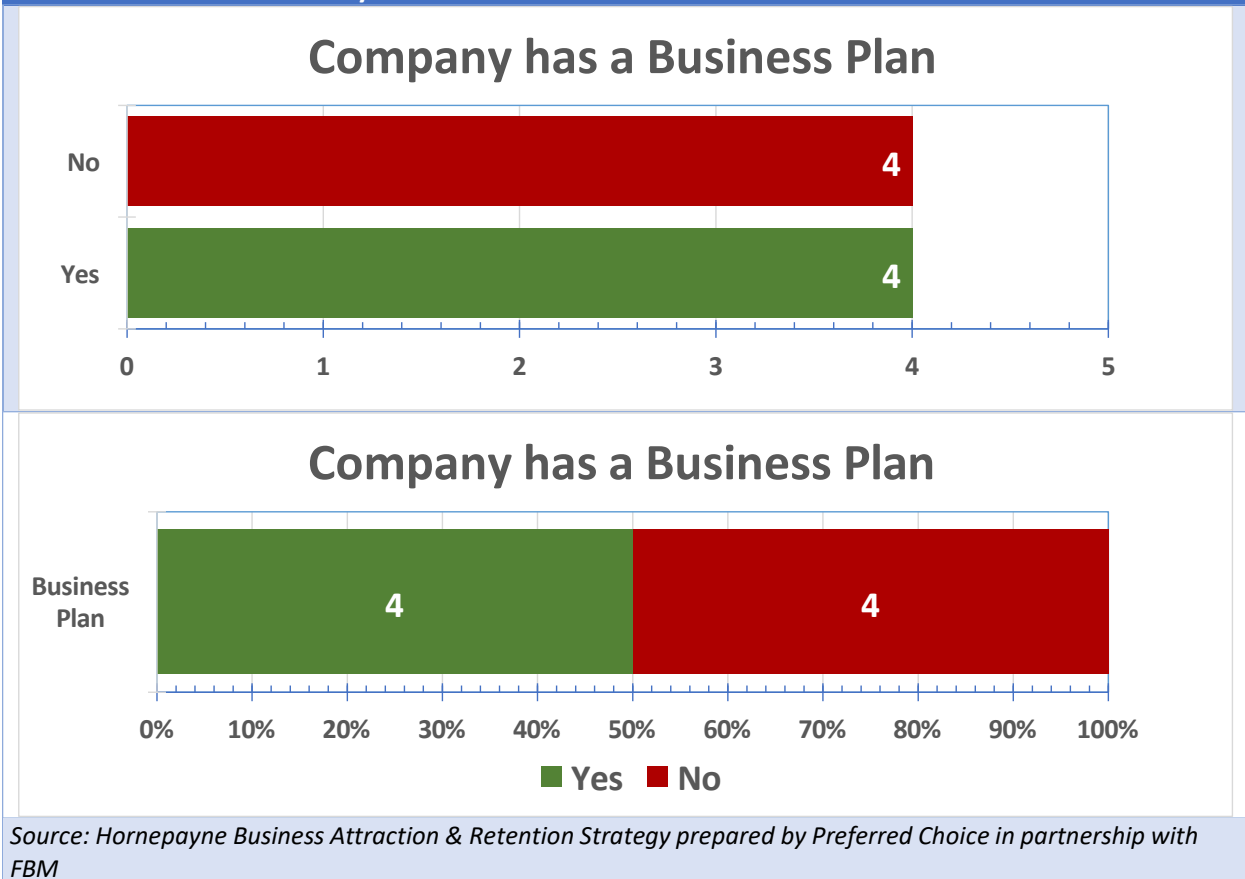
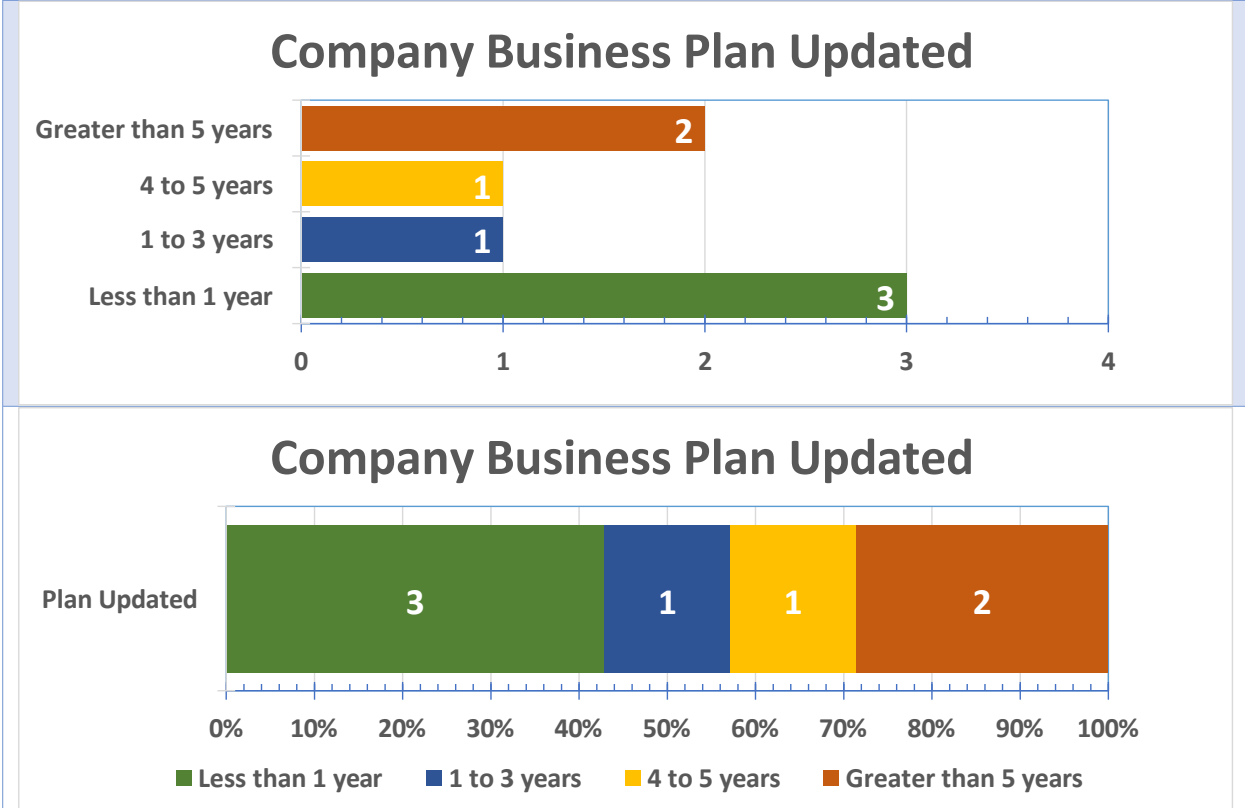


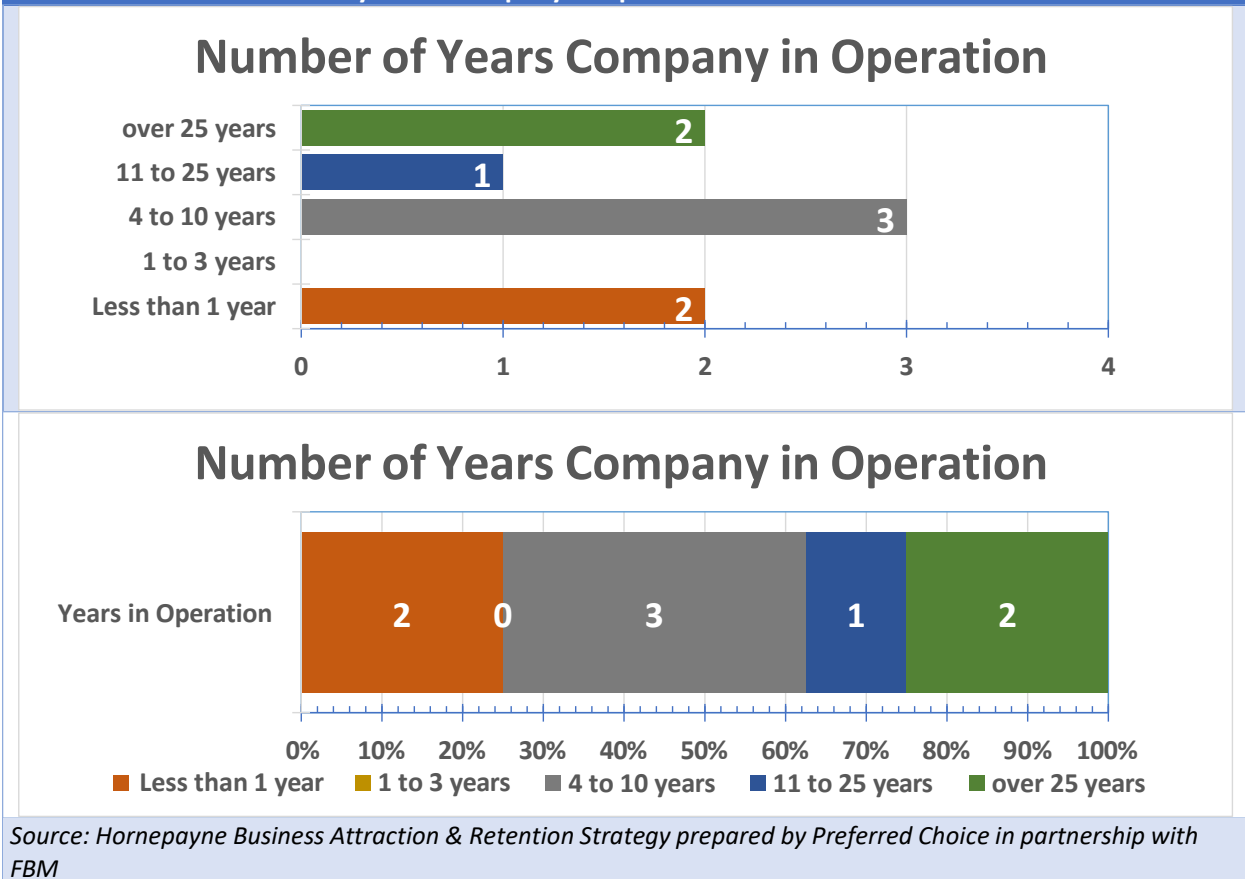
Exhibit A.05 - Business Survey Business Plan Last Update



Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Years in Operation

Exhibit A.06 - Business Survey Years Company in Operation



Number of People Working at Company

Exhibit A.07 - Business Survey Number of People Working at Business

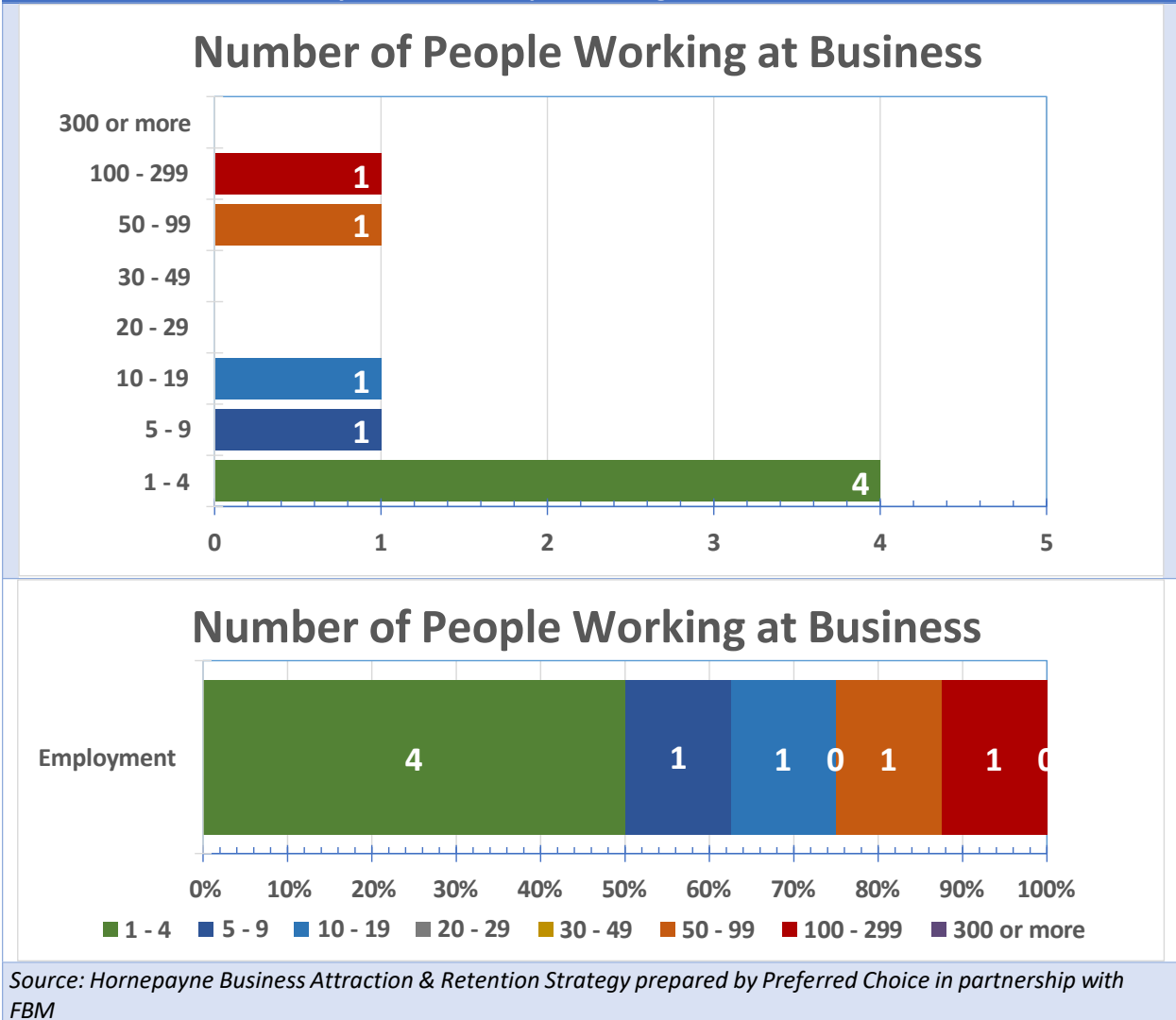
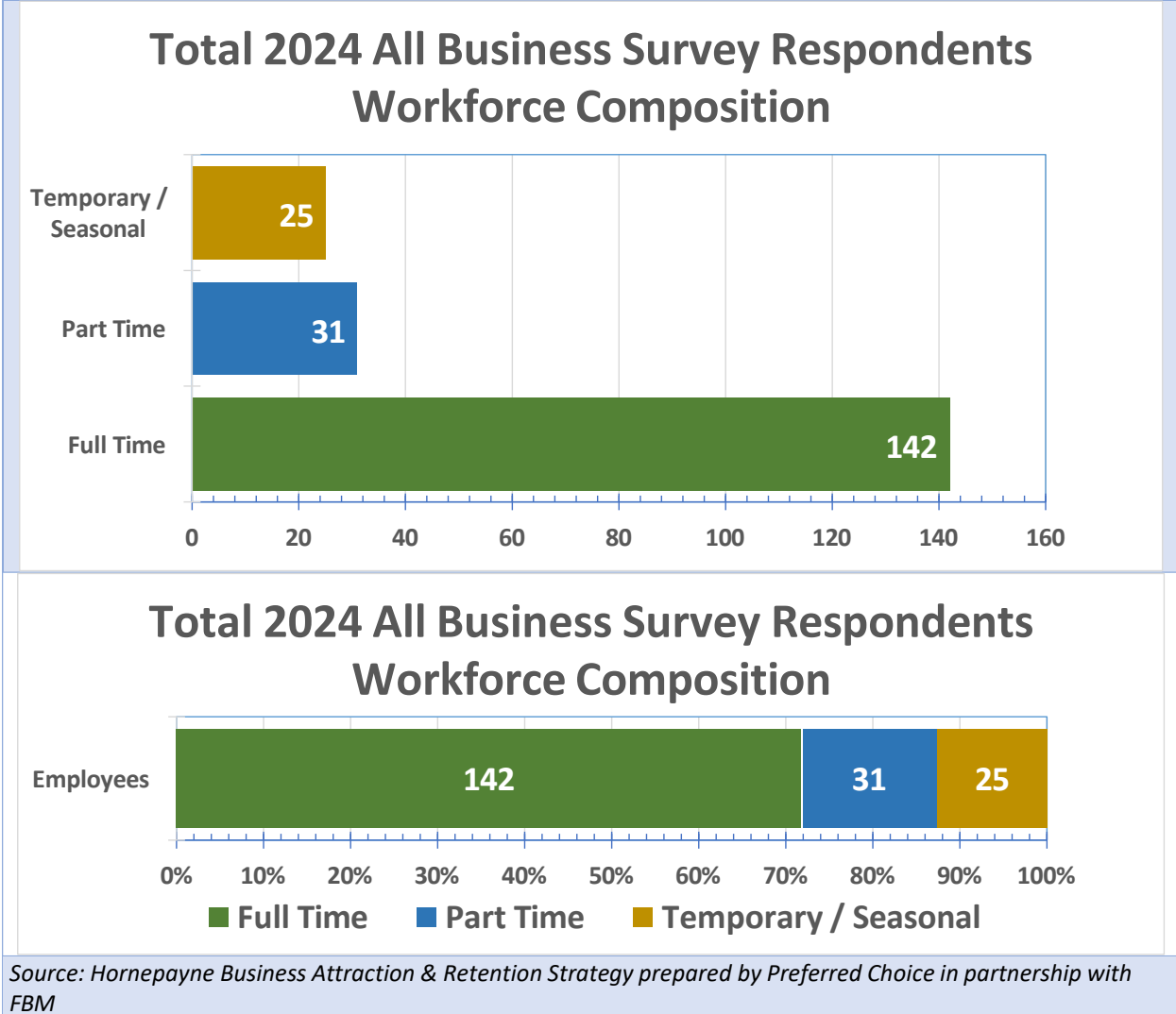
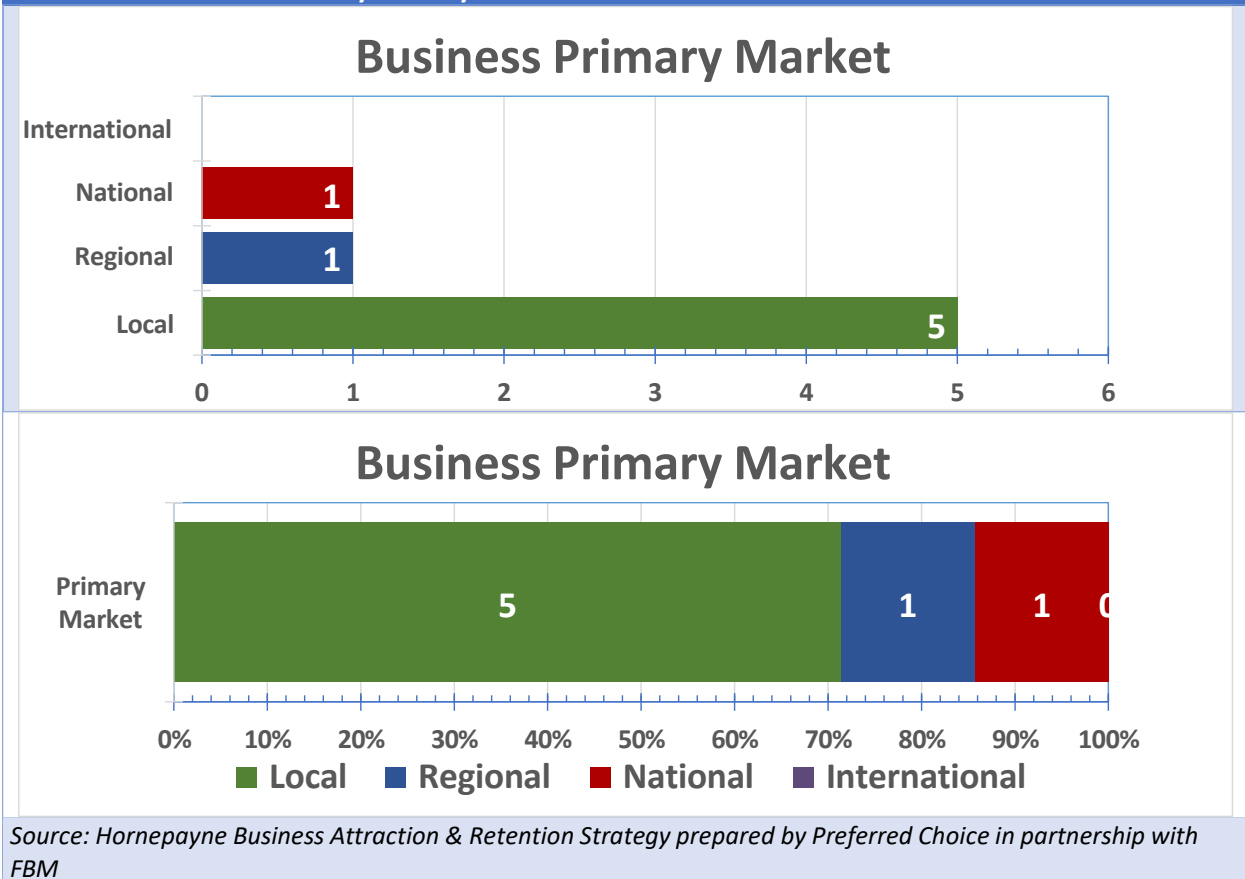


Exhibit A.08 - Business Survey Respondents Workforce Composition



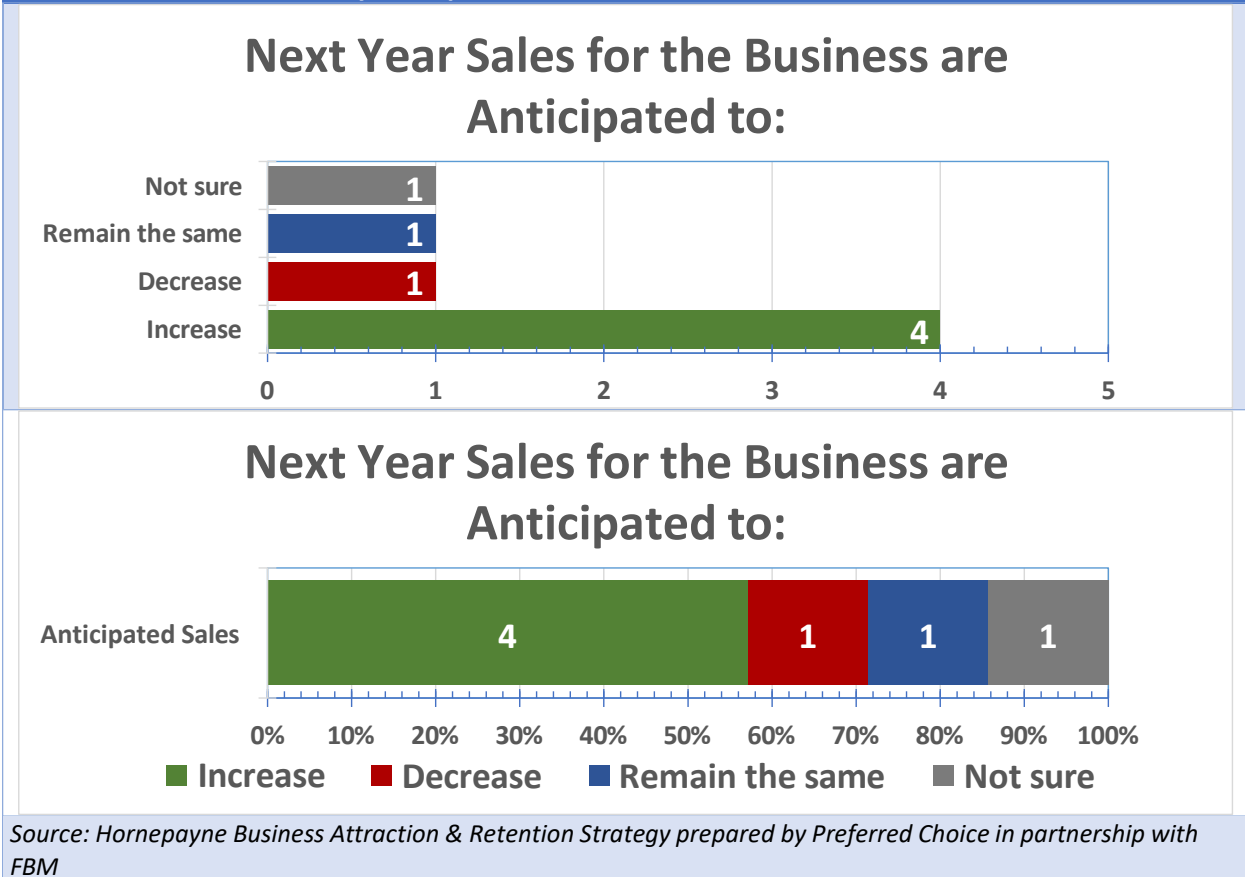
Primary Market

Exhibit A.09 - Business Survey Primary Market



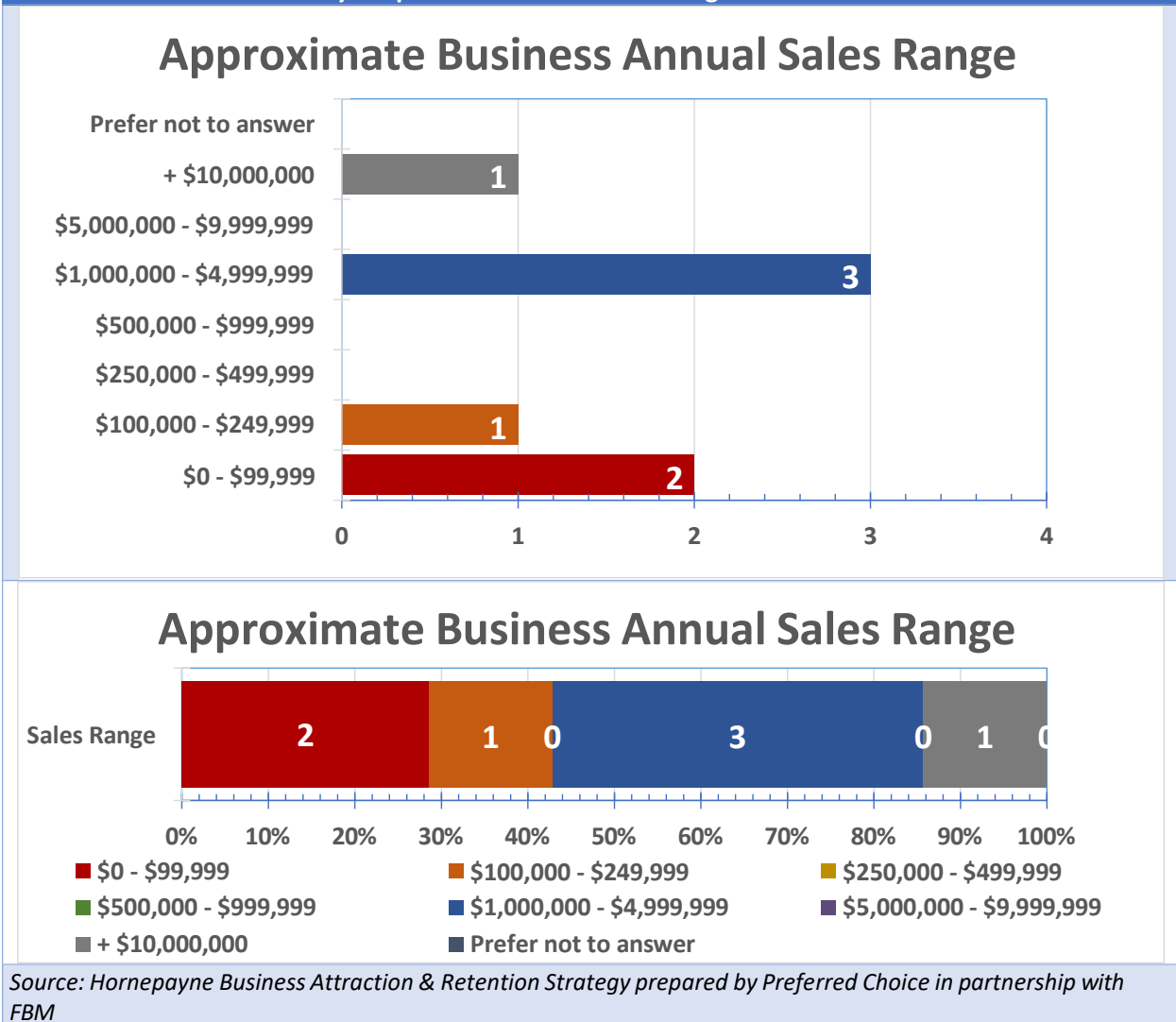
Sales Outlook

Exhibit A.10 - Business Survey Anticipated Sales



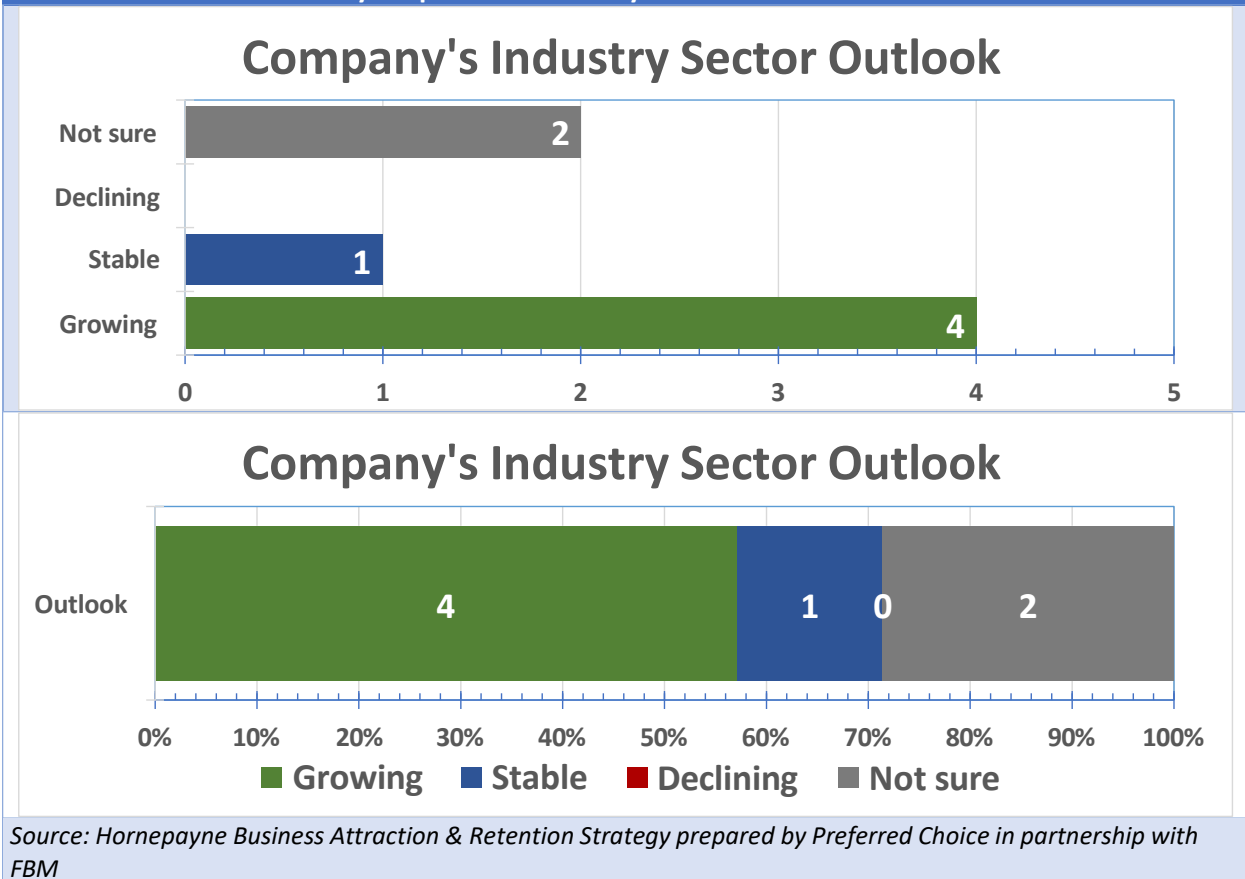
Respondents Annual Sales Range

Exhibit A.11 - Business Survey Respondents Annual Sales Range



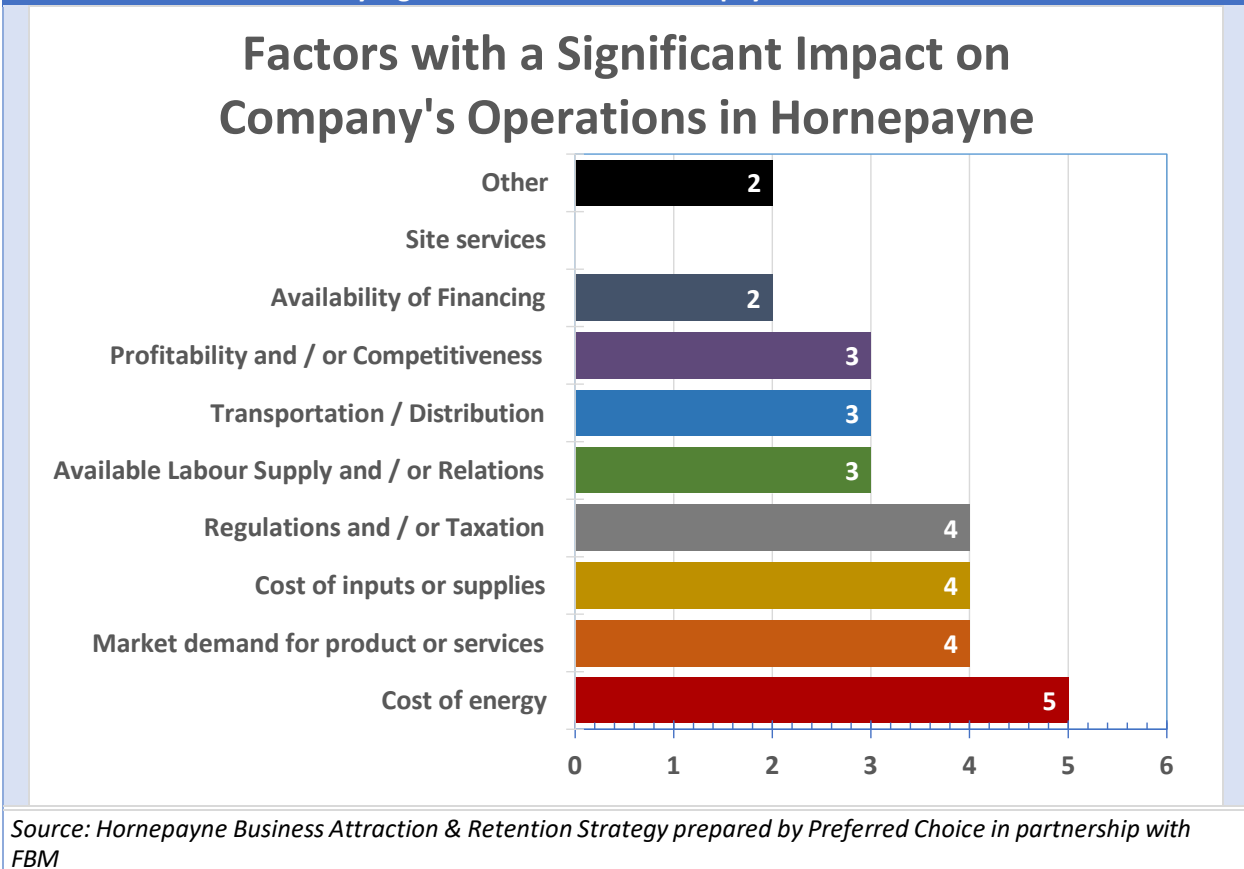
Industry Sector Outlook

Exhibit A.12 - Business Survey Respondents Industry Sector Outlook



Significant Factors Affecting Company Operations

Exhibit A.13 - Business Survey Significant Factors for Hornepayne Businesses



Additional Comments

Business Survey Respondents provided the following additional comments:

- Housing and accommodations needs are also impacting labour attraction and retention
- It is hard to compete with home-based businesses
- We need an increased tax base
 - Bring in more industries to provide good jobs and thus increase population and tax base
 - Abandoned properties, that the township owns, could be given away for free
 - A signed contract that housing be built in a fixed time period, thus providing a bigger tax base
- To attract and maintain business in our community we need a multi pronged approach that includes affordable utilities, taxes, and opportunities
- I wanted to participate in the survey to see how we are interacting with business owners

Appendix B: 2024 Business Interviews Highlights

Township of Hornepayne Business Retention & Expansion Planning Process

The Township of Hornepayne has undertaken a process to develop a business retention & expansion strategy. A number of interviews were held to gain insight into the community position and opportunities to retain & grow businesses over the next few years.

Select input from these interviews is presented regarding general matters concerning the Business Environment of the area.

Area Economy Perspective

Business representatives were asked to describe their views of the status of the Hornepayne area economy and its outlook over the next few years. Highlights included:

Positive Outlook: Many respondents expressed a fondness for Hornepayne and highlighted it as a favorable location for investment.

Stability and Growth Potential: Despite its small size, the town boasts three significant businesses - CN, Hornepayne Lumber, and Hornepayne Power (Biomass) - along with the hospital. This stability suggests potential for growth.

Challenges and Concerns: However, there are challenges on the horizon, such as the potential impact of closures or downsizing, like that of the lumber mill. CN's cutbacks and the declining population also pose concerns.

Need for Diversification: Respondents emphasized the need for diversification, suggesting the town should attract another major industry to supplement existing businesses.

Geographic Advantage: Despite being centrally located in Ontario, the town struggles to attract people, potentially due to a lack of highway signage and amenities.

Supportive Measures: While facing challenges, there is optimism fueled by supportive measures such as grants for infrastructure upgrades and ongoing projects like the new hotel.

Housing Shortage: Despite positive economic indicators, there is a shortage of housing and apartment rentals, which may hinder further growth.

Community Leadership: Positive sentiment was expressed towards the forward-thinking mayor and hopes for further development projects like the new hotel.

Risks to Existing Firms and the Economic Position of Hornepayne

Interviewees indicated the biggest risk to existing companies and the economic position of the Hornepayne area over the next few years. Highlights included:

Infrastructure Deficiencies: A lack of adequate infrastructure was identified as a potential risk, which could lead to employment shortages and future challenges. Participants stressed the importance of robust infrastructure and services for the community's future development.

Impact of Automation and Job Losses: Respondents expressed concerns about the downgrading of industries due to factors such as automation and job cuts. They highlighted the potential consequences of further job losses, particularly if industries like the lumber mill were to automate operations due to cost pressures.

Retiree Outflow: The outflow of retirees, particularly those with good pension plans from CN, was noted as a risk. Respondents expressed concerns that there are lower pension funds available from the lumber mill and the burden of taxes prompting retirees to move away.

Youth Retention and Industry Growth: Participants emphasized the need to retain youth in the community by fostering more job opportunities through the growth of industries. They underscored the importance of attracting and retaining younger residents to sustain economic vitality.

Challenges for Local Retailers: Local retailers face challenges from online competition, particularly from e-commerce giants like Amazon and Walmart. The convenience and aggressive promotion of online platforms pose a threat to local businesses, impacting sales and revenue.

Decline in Tourism: Despite efforts to boost tourism, there were concerns about its stagnation, particularly since the closure of the mall, which eliminated accommodation options. Lodges in the area reported decreased activity, indicating a potential decline in tourism-related revenue.

Opportunities to Expand Existing Firms and the Economic Position of Hornepayne

Interviewees indicated the biggest opportunity to expand existing businesses and the economic position of Hornepayne area over the next few years. Highlights included:

New Hotel and Apartments: The forthcoming new hotel and an 8-unit apartment complex are seen as opportunities to attract more visitors and residents to the town. These developments are expected to bring in guests for events like hockey tournaments, enhancing social cohesion and local spending.

Youth Retention and Social Activities: Participants emphasized the importance of retaining youth by providing job opportunities and enhancing social activities. Suggestions included creating more nightlife options, expanding the operating hours of community venues like the Legion, and developing additional recreational amenities such as walking trails.

Diversification and Business Development: There is a consensus on the need to diversify the local economy by attracting another industry. Leveraging the town's strategic location, infrastructure, and available land, participants suggested establishing a dedicated business development area to attract investors and entrepreneurs.

Retail Competitiveness: Enhancing retail competitiveness was highlighted as crucial for retaining local spending. Participants emphasized the importance of offering diverse shopping experiences to attract residents and visitors, thereby reducing the tendency to travel out of town for purchases.

Community Growth and Tourism Development: Increasing the town's population through housing initiatives and promoting tourism were identified as priorities. Participants emphasized the need to capitalize on Hornepayne's central location in Ontario and improve utilization of the area's natural attractions to drive tourism growth.

Role of the Township of Hornepayne in Business Retention and Expansion

Interviewees described the role the Township of Hornepayne should play in encouraging business retention and growth in the area. Highlights included:

Collaborative Engagement: Participants acknowledged the positive role the town has played thus far, highlighting its collaboration with developers to ensure suitable locations for business ventures. They emphasized the importance of the township acting as a facilitator in business-related initiatives.

Supportive Services: The Economic Development Officer was commended for their outstanding efforts in supporting local businesses. Interviewees noted that the township should continue to provide resources and information to make operating businesses in Hornepayne viable.

Advocacy and Promotion: There was consensus on the township's importance in advocating for the interests of local businesses and promoting the town's advantages. Participants stressed the need for a dedicated focus on business development and encouraged the township to take a proactive stance in this regard.

Addressing Past Reluctance: Some interviewees noted reluctance from past councils to implement necessary measures for business development. They emphasized the importance of overcoming such barriers and ensuring the township takes proactive steps to improve the business environment.

Initiatives for Improvement: Suggestions included organizing events like the housing symposium in March, which was viewed positively as a means to address housing challenges. Additionally, interviewees supported increased advertising efforts to attract businesses and residents to Hornepayne.

Suggestions for the BR&E Strategy

Interviewees identified suggestions of community needs or target areas / projects / initiatives that should be priorities for addressing in the business retention & expansion strategy. Highlights included:

Leveraging New Developments: Emphasize building upon the upcoming hotel and apartment developments to attract more visitors and residents to the area, thereby boosting local businesses.

Seniors' Housing: Consider addressing the need for seniors' housing as a potential priority for future development projects.

Utilizing Township Properties: Explore options for making township properties more attractive for businesses, such as offering incentives like tax phase-ins or offsets, particularly for expansions of existing businesses.

Addressing Housing Challenges: Recognize the pressing need for more housing, particularly affordable housing, to accommodate current and future residents. Strategies should aim to alleviate high property taxes and attract more people to spur economic growth.

Community Considerations for the BR&E Strategy

Interviewees identified community items / services / or infrastructure needs impacting businesses that the Township should be aware of in developing the business retention & expansion strategy. Highlights included:

Infrastructure Funding: Acknowledge the importance of infrastructure needs and the challenge of funding. While the township aims to avoid raising taxes, finding alternative ways to support infrastructure development is crucial to enhancing the community's attractiveness.

Post-Mall Closure Challenges: Address the impact of the mall closure on community cohesion and consider initiatives such as new recreational facilities or upgrades to existing ones, like a baseball diamond or the curling rink, to bring people together.

Diverse Activities for Families: Recognize the need for a variety of family-friendly activities and events, ensuring that the community caters to all demographics beyond adult-focused activities involving alcohol.

Other Observations

Interviewees offered other observations or comments that you would like to provide for the Township of Hornepayne as it develops a business retention & expansion strategy. Highlights included:

Positive Sentiments: Many interviewees expressed their satisfaction with the town, offering nothing but praise and displaying a bullish outlook on its future. While they may not have specific suggestions at present, they remain optimistic.

Community Support: There was widespread acknowledgment of the great support available within the community.

Attitude Towards Progress: Interviewees emphasized the importance of perseverance and continuous effort, advocating for a mindset of resilience and progress.

Community Spirit: Participants described Hornepayne as a grand community, highlighting its strong sense of unity and cohesion.

Economic Outlook: The general consensus was positive regarding the local economy and employment opportunities.

Enhancing Professional Services: Efforts are underway to attract more professionals to the area, such as dentists, to meet the community's needs.

Concerns About Taxes: There were concerns raised about the affordability of property taxes. While recognizing the necessity of funding for essential services, interviewees urged for solutions that do not burden residents and businesses excessively.

Call for Assistance: Some interviewees suggested the need for additional support mechanisms that alleviate the tax burden without solely relying on ratepayers.

Addressing Taxation Issues: The sentiment regarding property taxes was strong, with some describing current tax levels as “atrocious” and indicating a need for reform or relief measures.

Appendix C: Market Highlights

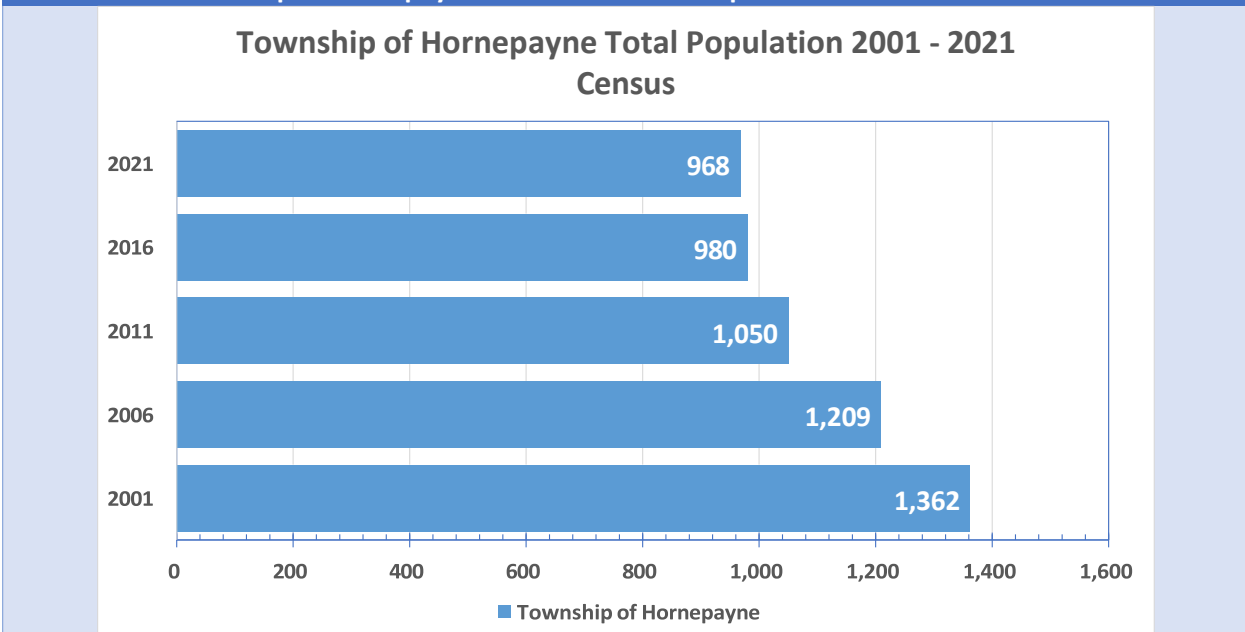
Select secondary data pertinent to the economic position of Hornepayne is included for reference information.

Businesses Size

Exhibit C.01 - Hornepayne December 2023 Canada Business Counts by Employment Size									
Number of Businesses by Employment Size and Industry Type	Total, with employees	1 to 4 employees	5 to 9 employees	10 to 19 employees	20 to 49 employees	50 to 99 employees	100 to 199 employees	200 to 499 employees	500 plus employees
North American Industry Classification System (NAICS) 6									
Total, all industries [1]	28	11	6	8	1	1	1
Unclassified [2] 7	1	..	1
Sub-total, classified [3]	27	11	5	8	1	1	1
Agriculture, forestry, fishing, and hunting [11]
Mining, quarrying, and oil and gas extraction [21]
Utilities [22]	1	1
Construction [23]
Manufacturing [31-33]	1	1
Wholesale trade [41]
Retail trade [44-45]	5	1	2	2
Transportation and warehousing [48-49]	1	1
Information and cultural industries [51]	1	1
Finance and insurance [52]
Real estate and rental and leasing [53]
Professional, scientific, and technical services [54]	2	2
Management of companies and enterprises [55]
Administrative and support, waste management and remediation services [56]	2	1	..	1
Educational services [61]
Health care and social assistance [62]	5	1	2	1	1
Arts, entertainment, and recreation [71]
Accommodation and food services [72]	5	3	..	2
Other services (except public administration) [81]	2	1	1
Public administration [91]	2	1	1
Source: Statistics Canada. Table 33-10-0808-01 Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, December 2023									

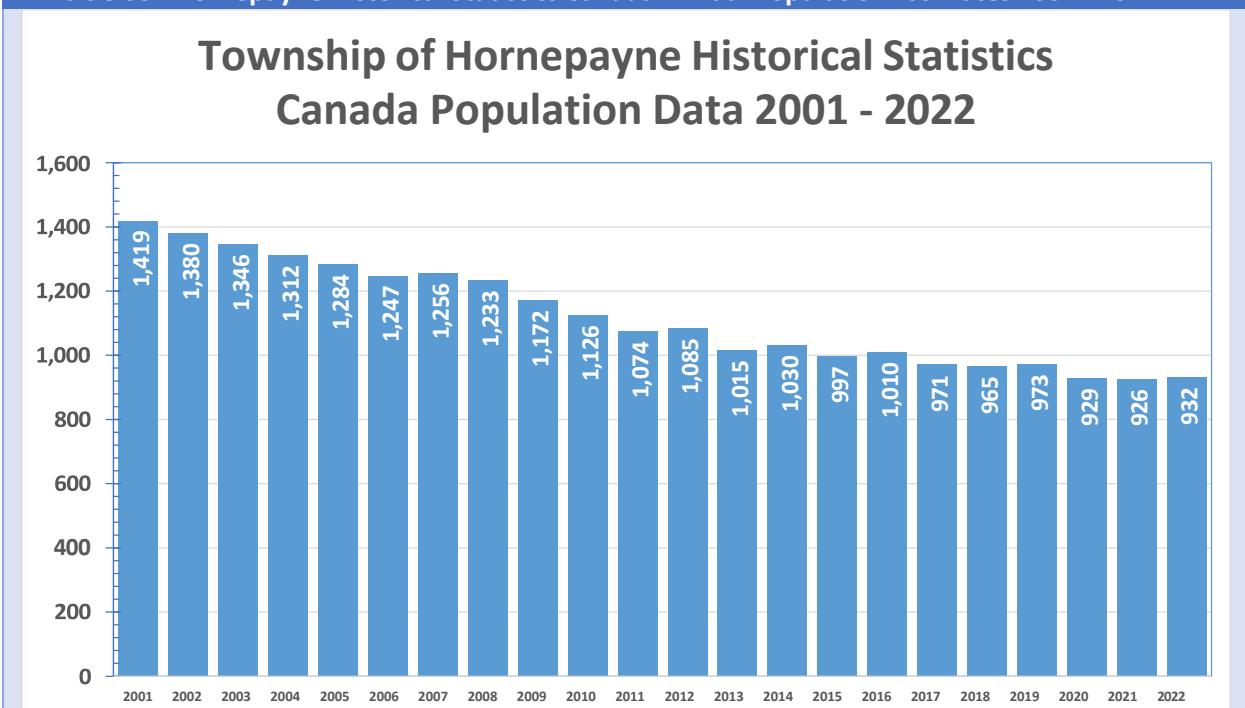
Historical Census Population

Exhibit C.02 - Township of Hornepayne Historical Census Population 2001 - 2021



Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census Data

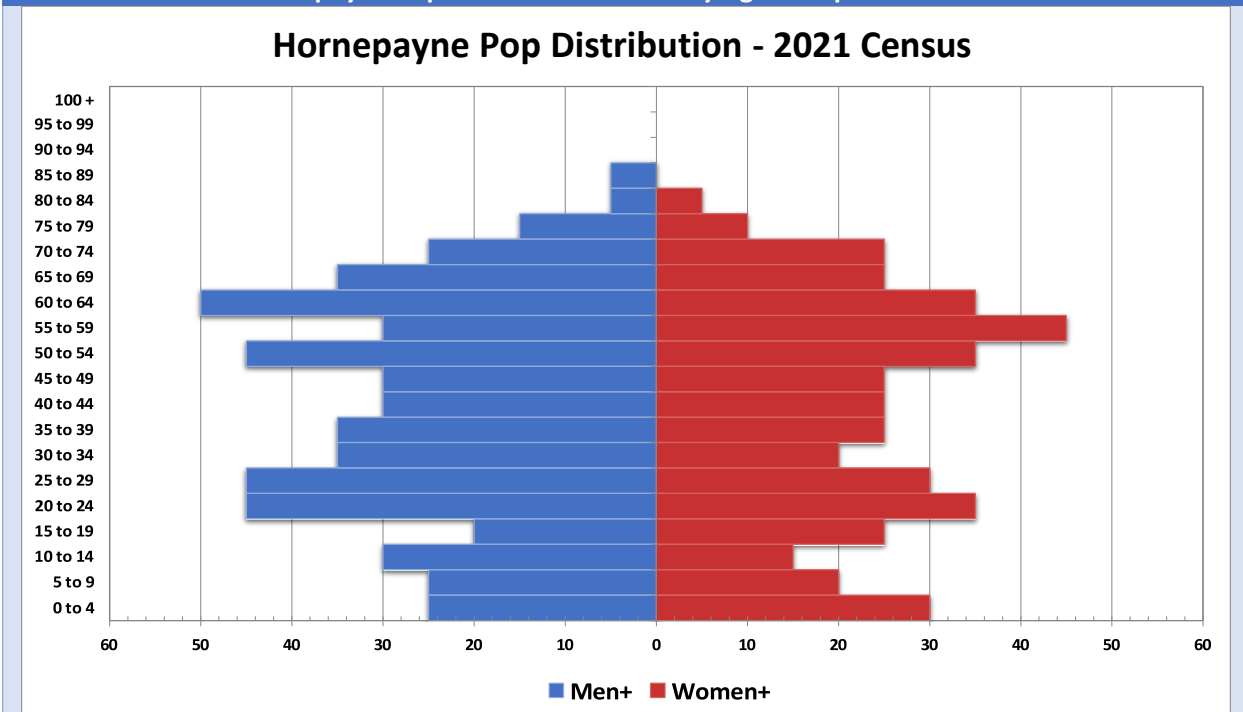
Exhibit C.03 - Hornepayne Historical Statistics Canada Annual Population Estimates 2001 - 2022



Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada Annual Population Estimates 2001 - 2022 Table: 17-10-0142-01

2021 Census Demographics

Exhibit C.04 - 2021 Hornepayne Population Distribution by Age Group

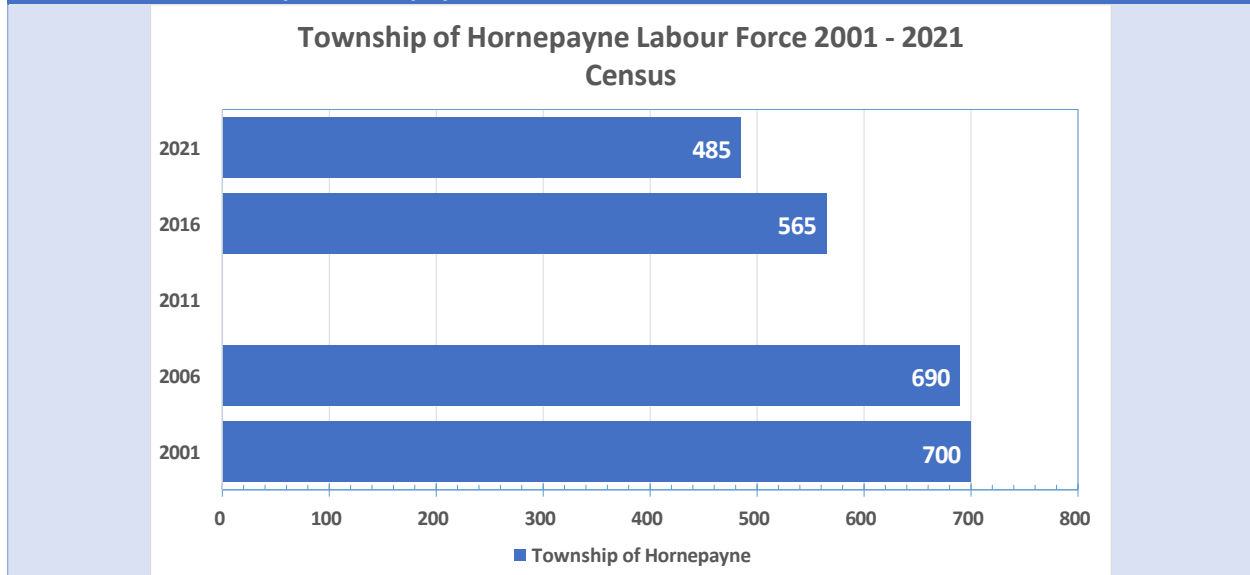


Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2021 Census Data

Historical Labour Market

Historical Labour Force

Exhibit C.05 - Township of Hornepayne Historical Census Labour Force Levels 2001 - 2021

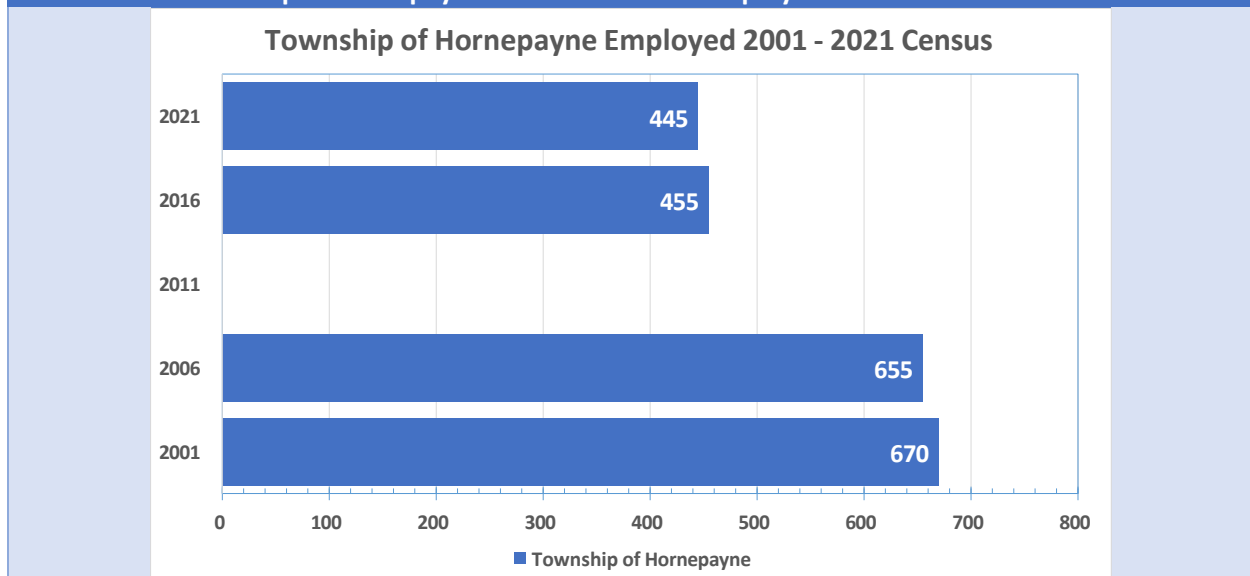


** Note 2011 NHS Data Not Available for the Township of Hornepayne*

Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census & 2011 National Household Survey Data

Historical Employment Levels

Exhibit C.06 - Township of Hornepayne Historical Census Employment Levels 2001 - 2021

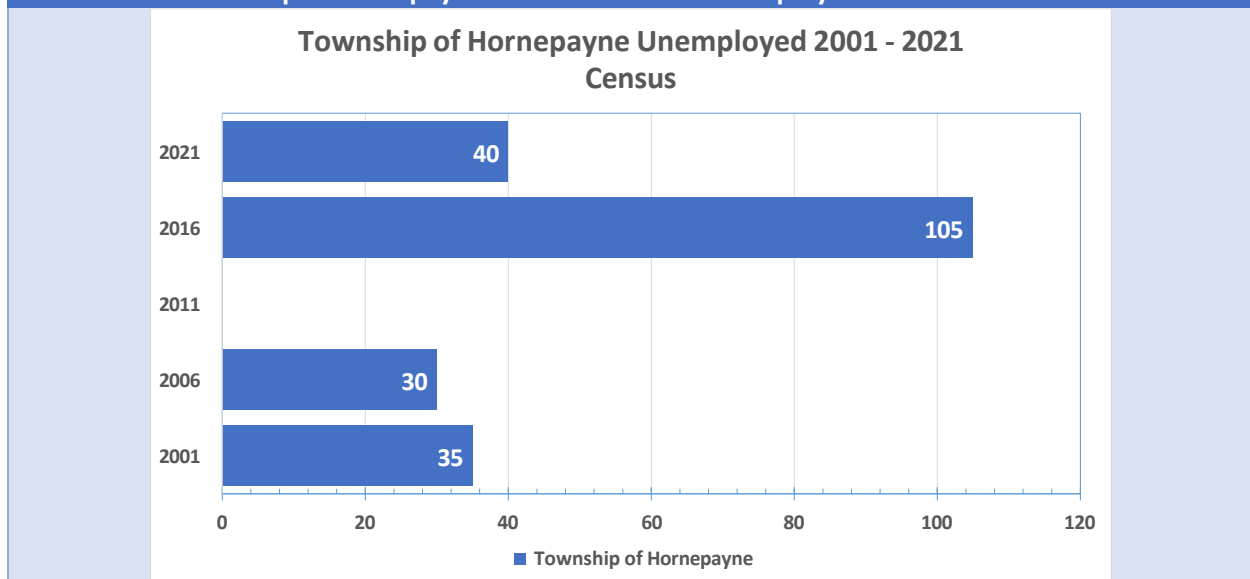


** Note 2011 NHS Data Not Available for the Township of Hornepayne*

Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census & 2011 National Household Survey Data

Historical Unemployment Levels

Exhibit C.07 - Township of Hornepayne Historical Census Unemployment Levels 2001 - 2021



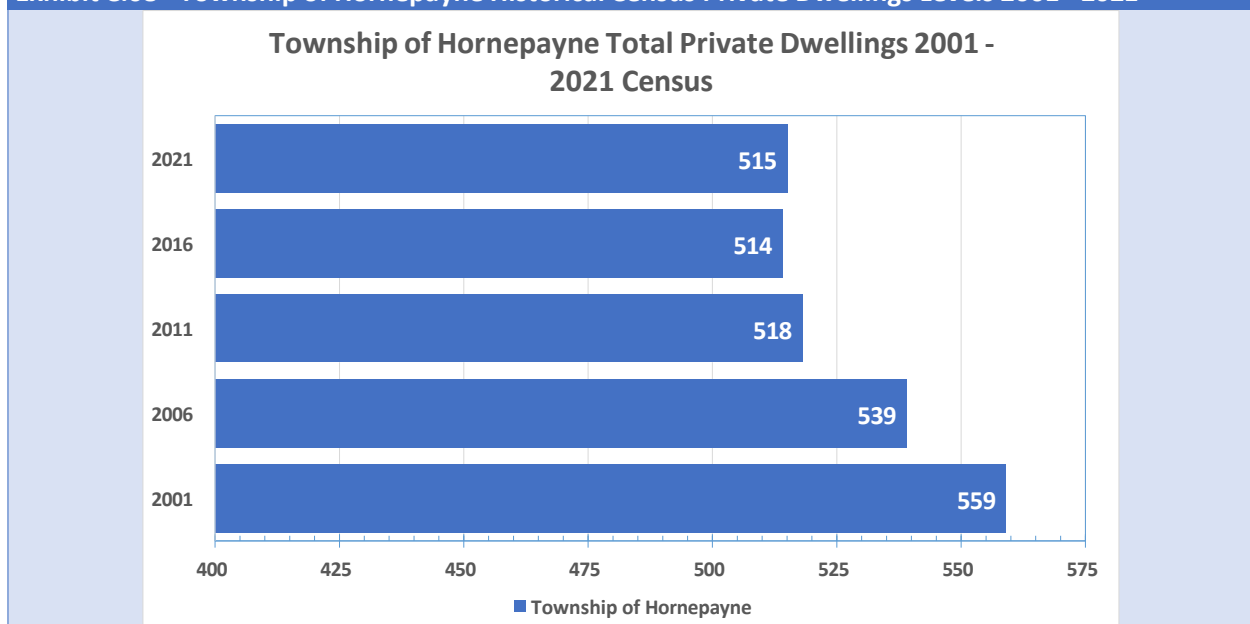
** Note 2011 NHS Data Not Available for the Township of Hornepayne*

Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census & 2011 National Household Survey Data

Historical Dwellings

Historical Private Dwellings

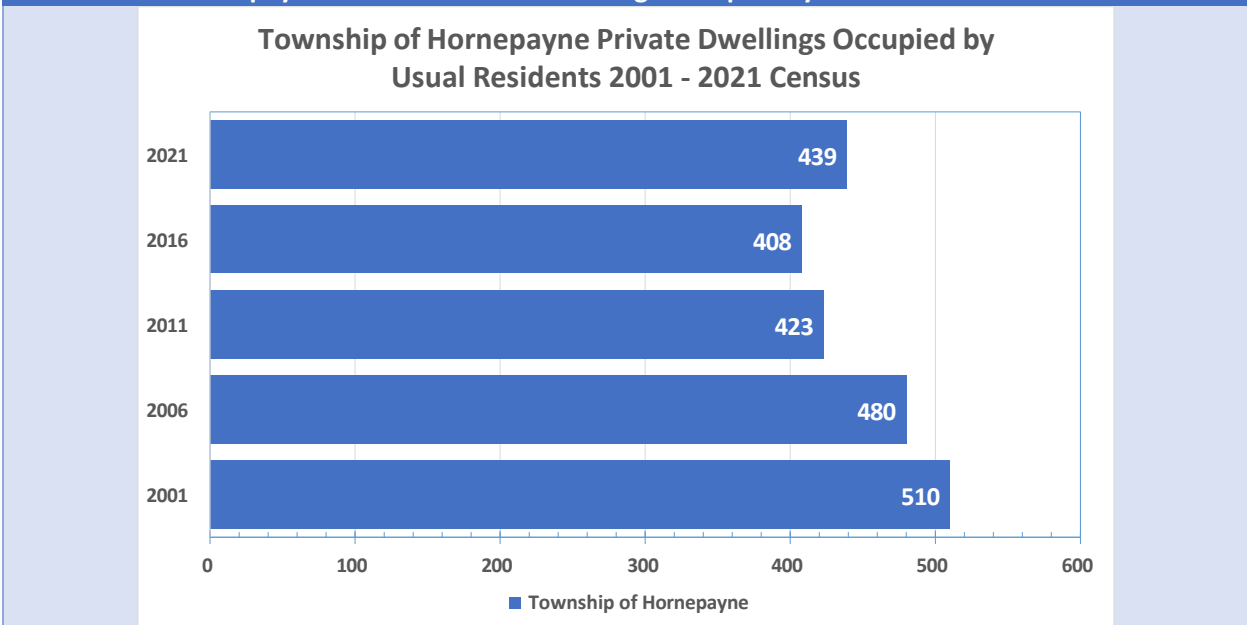
Exhibit C.08 - Township of Hornepayne Historical Census Private Dwellings Levels 2001 - 2021



Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census Data

Historical Dwellings Occupied by Usual Residents

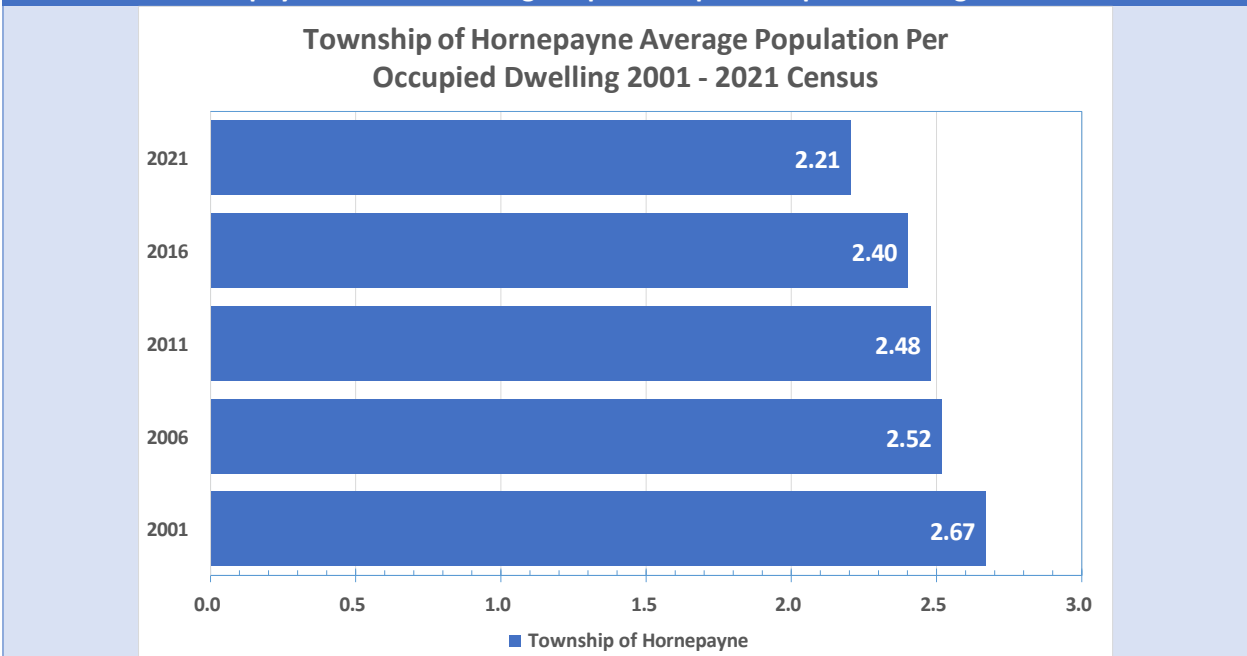
Exhibit C.09 - Hornepayne Historical Census Dwellings Occupied by Usual Residents 2001 - 2021



Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census Data

Historical Average Population per Occupied Dwelling

Exhibit C.10 - Hornepayne Historical Average Population per Occupied Dwelling 2001 - 2021



Source: Graphs prepared by Preferred Choice & FBM based on Statistics Canada 2001, 2006, 2011, 2016, 2021 Census Data

Appendix D: Key Performance Indicators

The Township of Hornepayne has a number of Key Performance Indicators (KPIs) being tracked for Economic Development. Hornepayne tracks progress for Federal Economic Development Agency for Northern Ontario (FedNor), Hornepayne's Community Improvement Plan (CIP), and general economic development indicators.

Highlights of areas tracked are noted in this appendix.

General Economic Development Indicators

General indicators utilized by the Hornepayne Economic Development Office are noted in the following exhibit.

Exhibit D.01 - General Economic Development KPIs

Economic Development Services

- Number of New Businesses Attracted
- Time to Assist
- Number of Jobs Created
- Retention Rate of New Businesses
- Time to Assist
- Investment Capital Attracted
- Time to Assist
- Number of Training/Workshop
- Number of Training/Workshop Participants
- Number of Business Assistance Requests
- Number of Business Visits
- Number of Business Networking Events Held
- Number of Business Networking Events Participants
- Number of Outreach Events
- Attendance at Outreach Events
- Number of Stakeholder Meetings
- Number of Partnerships Established
- Number of Collaboration Projects Initiated
- Participation in Advisory Boards or Committees
- Participation in Conferences

Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Community Improvement Indicators

Community Improvement Plan indicators tracked by the Hornepayne Economic Development Office are noted in the following exhibit.

Exhibit D.02 - Community Improvement KPIs

Strategic Monitoring

- Number of applications received
- Number of new businesses established in the community
- Number of new industries established in the community
- Number of Residential Properties Sold
- Number of Commercial Properties Sold
- Number of Industrial Properties Sold
- Number of Tax Rebates Approved
- Amount of CIP Grants approved
- Number of Success CIP projects completed
- Increase in the number of accessible infrastructure (e.g., wheelchair ramps)
- Reduction in the number of vacant and abandoned properties
- Increase in the property tax revenue
- The total value of CIP investments made in the area by businesses and investors
- Number of New jobs
- Number of remote workers that are new residents
- Increase in Consumer spending locally

Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

Regional Development Indicators

The Township of Hornepayne tracks a number of indicators for FedNor as highlighted in the next exhibit.

Exhibit D.03 - Regional Development Agency KPIs		
Employment <ul style="list-style-type: none"> ○ Jobs Created <ul style="list-style-type: none"> ▪ Occupation Type ▪ Number of Jobs ▪ Full-Time-Equivalents ▪ Sector ○ Jobs Maintained <ul style="list-style-type: none"> ▪ Occupation Type ▪ Number of Jobs ▪ Full-Time-Equivalents ▪ Sector 	Studies and Plans <ul style="list-style-type: none"> ○ Number of Business Plans ○ Number of Community Investment Plans ○ Number of Community Profiles ○ Number of Engineering Studies ○ Number of Export and International Market Studies ○ Number of Feasibility Studies ○ Inventory of Community Assets ○ Investment Attraction Strategy ○ Number of Marketing Studies ○ Number of Operational Assessments ○ Number of Recovery Plans ○ Number of Regional Based Plans ○ Number of Sector or Industry Analyses ○ Number of Strategic Community Economic Development Plans ○ Number of Tourism Development and / or Marketing Strategies ○ Number of Workforce Attraction and Retention Strategies ○ Other Studies or Plans 	Project Activities <ul style="list-style-type: none"> ○ Training sessions ○ Community consultations ○ Workshops/seminars ○ Trade shows/missions ○ Tourism events ○ Other
Businesses <ul style="list-style-type: none"> ○ Businesses Created ○ Businesses Maintained ○ Businesses Expansions or Modernizations ○ Business Sectors 		
Strategic Alliances <ul style="list-style-type: none"> ○ Alliances Created <ul style="list-style-type: none"> ▪ Number of Business Alliances ▪ Number of Innovation Alliances ▪ Number of Other Alliances ▪ Alliance Partners by Type ○ Alliances Maintained <ul style="list-style-type: none"> ▪ Number of Business Alliances ▪ Number of Innovation Alliances ▪ Number of Other Alliances ▪ Alliance Partners by Type 		Physical Community or Regional Assets <ul style="list-style-type: none"> ○ Developed, Modernized, or Expanded ○ Industrial / Business Parks ○ Downtown Revitalization ○ Waterfront Development ○ Broadband / ICT Infrastructure ○ Other

Source: Hornepayne Business Attraction & Retention Strategy prepared by Preferred Choice in partnership with FBM

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