

THE CORPORATION OF THE TOWN OF WASAGA BEACH

Request for Proposal for #EDO2025/02

– Destination Waterfront Master Plan

Issue Date: June 26, 2025

Submission Deadline: July 18, 2025



Table of Contents

Part A – Introduction.....	2
Part B – Background Information	5
A Rich Legacy at the Waterfront Core	6
Background Overview of the Opportunity	8
Project Objectives.....	9
The Subject Lands and Their Context	11
Regional Context	12
Part C – Invitation & Submission Instructions.....	14
Invitation to Proponents	15
Evaluation and Award	17
Part D - RFP Particulars (Submission Requirements & Evaluation Criteria)	19
Scope of Work and Deliverables.....	20
Insurance Requirements.....	22
Mandatory Submission Requirements	24
Evaluation Criteria	25
Technical Proposal	25
Appendix A - Bidders Workbook.....	29

Part A – Introduction



General

This Request for Proposals ('RFP') is issued by the Town to secure the services of a multi-disciplinary consultant team to assist with the development of a master plan to guide the redevelopment of waterfront lands on the world's longest freshwater beach. The Province of Ontario will soon begin the process of transferring a portion of the provincially owned beachfront in Wasaga Beach Provincial Park to the Town in order to support its integration into the broader development of Destination Wasaga, under the condition that the beach remains public.

The terms Bidder and Proponent are used interchangeably within this RFP.

The Bidder shall bear all costs of participating in this RFP.

Disclaimer

The Town does not represent or warrant the accuracy or completeness of any information set out in the RFP Documents, any background information, or any other background or reference information or documents prepared by the Town, its employees, directors, officers, agents, representatives or by any third parties and which may be made available to Proponents or Proponent Team Members by or through the Town. Proponents and Proponent Team Members shall make such independent assessments as they consider necessary to verify and confirm the accuracy and completeness of all such information as any use of or reliance by Proponents or Proponent Team Members on any and all such information shall be at the Proponents' and Proponent Team Members' sole risk and without recourse against the Town or its Advisors.

In no event shall the Town or any of its employees, directors, officers, agents, representatives, any third parties, or elected officials, be liable to the Bidder for any damages, losses, costs, liabilities, expenses, claims or actions whatsoever which may arise directly or indirectly from any use of, reliance on, adoption of or application of the information in this document or in participating in this RFP.

Bidder Conduct Prior to and During Bid Process

The Town may set aside any proposal of a Bidder that has a history of poor performance, is not in good standing with the Town, does not maintain minimum standards of conduct, or does not comply with the Supplier Code of Conduct. Any violation of these standards may lead to disqualification.

Bid Submission

Proponents must submit their Bids through the Bidding System. Delivery by another means will result in Bid rejection.

Proponents may revise and resubmit their Bid Submission prior to the Submission Deadline. Proponents are solely responsible for making sure their Bid is fully received by the Bidding System

prior to the Submission Deadline and are advised to allow sufficient time to resolve any technological issues that may arise. If any technical questions or issues arise, the Proponent should contact the Bidding System's technical support for assistance.

Pre-Contract Verification

Prior to finalizing the contract with the selected Bidder, the Town may verify the information provided in the selected Bidder's proposal including verifying references provided or contacting third parties for references. The Town may choose not to contract with the selected Bidder if it is not in the best interest of the public or the Town to award the contract to the highest Bidder, such as where there is evidence of criminal activity, professional misconduct, insolvency, or a history of significant or persistent deficiencies in performance.

Confidentiality and Conflicts

The information provided by or obtained from the Town in any form in connection with this RFP is confidential and cannot be disclosed without authorization, unless such information is already in the public domain.

The Bidder represents and warrants that there is no actual, potential, or perceived conflict of interest in submitting a response to this RFP.

The Bidder represents and warrants that any of its advisors, employees and representatives have not discussed or communicated, directly or indirectly, with any other Bidders, any information regarding this RFP in a manner that would contravene any governing laws.

The Bidder agrees to provide submissions, including pricing, independently and without any connection, knowledge, comparison of information or arrangement, direct or indirect, with any other Bidders and shall not take any action for the purpose of restricting competition in connection with this RFP.

Acquisition of Goods or Services

The acquisition will be conducted through a process that promotes the best value for money and abides by the OPS Procurement Directive, including the Procurement Restriction Policy.

Bidder Acknowledgments

The Bidder acknowledges and agrees to comply with and be bound by the terms of this RFP.

Part B – Background Information



A Rich Legacy at the Waterfront Core

Wasaga Beach is celebrated for its rich and diverse history, natural beauty, and its unique status as the world's longest freshwater beach. Spanning more than 14 kilometres of pristine sand along the southern shore of Georgian Bay, Wasaga Beach welcomes millions of visitors annually, drawn by its panoramic views, clean, shallow waters, vibrant recreational opportunities and world-class sunsets.

Centuries before its rise as a modern tourist hotspot, the area was home to the Huron-Wendat Nation and recognized as part of the traditional territory of the Anishinaabe people of the Three Fires Confederacy, as well as the Wyandot Nation. The name "Wasaga Beach" is derived from the Algonquin word "Nottawasaga," meaning "mouth of the river," which highlights the region's significance as a meeting place for Indigenous cultures, commerce, and travel. The waterways here were vital for trade, sustenance, and cultural exchange long before European settlers arrived.

The region's historical significance grew during the War of 1812 when the British schooner HMS Nancy was intentionally scuttled in the Nottawasaga River to avoid capture. An event commemorated today at Nancy Island Historic Site, which preserves the ship's remains and tells the story of Wasaga's strategic role in Canadian history. The site offers interactive tours and educational exhibits, connecting visitors to this pivotal chapter in history.

By the late 1800s, permanent settlements began to take shape, with fishing, logging, and tourism forming the foundation of a growing community. In the early 1900s, Wasaga Beach emerged as a beloved summer destination, attracting visitors from across Ontario. Iconic venues such as the Capstan Inn and Dardanella Dance Hall contributed to a lively atmosphere of recreation, music, and social gatherings.





For nearly 80 years, Beach Area One, commonly referred to as the "Main End," was the heart of the town's social and cultural life. A bustling seasonal hub for families, tourists, and soldiers from nearby Base Borden. Carnival rides, bowling alleys, dance halls, and classic beachfront attractions created a vibrant, nostalgic experience. In 1972, Main Street was closed to vehicles and converted into a pedestrian mall. However, over time, the area lost its relevance to daily life as suburban development spread and investment in the downtown area declined. A devastating fire in 2007 destroyed much of the remaining Main Street, marking a turning point for the community.

Despite these challenges, Wasaga Beach remains one of Ontario's fastest-growing communities, with a strong sense of identity rooted in its shoreline and natural assets. Today, Wasaga Beach is reimagining its downtown as a vibrant, walkable, year-round destination. This transformation will be shaped by the creation of the destination waterfront master plan designed to foster investment, support the local economy, and create a source of pride for future generations.

What truly sets Wasaga Beach apart is its unique combination of history, natural beauty, and its record as the world's longest freshwater beach. Offering endless opportunities for relaxation, adventure, and connection. With Ontario's announcement in May 2025 of funding to support the redevelopment of Nancy Island Historic Site, along with the proposed transfer of administrative responsibility for the site from the Ministry of the Environment, Conservation and Parks (MECP) to the Ministry of Tourism, Culture and Gaming (MTCG), Wasaga Beach is poised to reclaim its legacy as a premier, world-class destination for all seasons.

Background Overview of the Opportunity

The Town of Wasaga Beach is seeking an innovative and visionary partner to help reimagine our waterfront into a globally recognized destination. We seek bold ideas, creative execution, and a commitment to cultivating a vibrant, year-round waterfront destination that attracts visitors, supports local businesses, and drives sustainable, long-term growth.

With the Province of Ontario's recent announcement that it will soon begin the process of transferring a portion of the provincially owned beachfront in Wasaga Beach Provincial Park to the Town in order to support its integration into the broader development of Destination Wasaga, the Town of Wasaga Beach, has a unique, once-in-a-generation opportunity to redefine the heart of this iconic area. This pivotal moment empowers the Town with the unprecedented ability to shape its waterfront's future, complementing ongoing redevelopment efforts and positioning Wasaga Beach as a premier, four-season destination.

Stretching along the shores of the world's longest freshwater beach, these lands provide the foundation for a bold, comprehensive Destination Waterfront Master Plan that reflects our community's aspirations while attracting new investment, tourism, and year-round activity.

This transformation builds upon significant projects already underway:

- The Town is rebuilding its iconic Beach Drive with a \$30 million investment to raise beach drive to address flooding issues and create a world class beachfront promenade. This will revitalize the public realm and strengthen shoreline resilience.
- Sunray Group is investing over \$45 million to build a premium-brand Marriott hotel with upscale amenities, a signature restaurant, convention facilities, and a public festival square, creating over 100 local jobs and raising the town's tourism profile. The hotel is the first of four phases of development.
- Stonebridge Building Group is building a dynamic mixed-use development with more than 150 residential units and 31 commercial spaces, complemented by public gathering areas and innovative live-work townhomes.

This is more than a redevelopment project. It is a rare opportunity to create a destination that draws global visitors, strengthens the local economy, and delivers lasting benefits for residents. Guided by the Destination Waterfront Master Plan, the Town aims to transform underutilized areas into a cohesive, welcoming, and future-focused waterfront that weaves together public space, culture, recreation, and business in a way that captures the unique spirit of Wasaga Beach – a place known for family-friendly fun.

With local leadership and community support, the Town is ready to move forward with a partner who shares our ambitious vision and can help bring it to life.

Project Objectives

This Destination Waterfront Master Plan will build on current and past initiatives to advance the following high-level objectives:

1. Sustainability, Resiliency and Urban Innovation

Urban innovation in Wasaga Beach's waterfront redevelopment will be defined by adaptable public spaces and forward-thinking design practices that respond to the evolving needs of the community. The Destination Waterfront Master Plan will champion compact, walkable, and mixed-use development patterns, fostering year-round activity, reducing car dependency and supporting a lively, accessible waterfront. It will also consider new technologies and digital infrastructure that can enhance visitor experience, streamline operations, and bolster local businesses.

Aiming to set a new benchmark for sustainable urban design, the Destination Waterfront Master Plan will integrate climate-conscious strategies with visionary planning principles. The master plan will explore opportunities to integrate green infrastructure, low-impact development techniques, and nature-based solutions to enhance shoreline health and mitigate climate-related risks, such as flooding, erosion, and extreme weather events.

This is a pivotal opportunity to demonstrate how the world's longest freshwater beach can evolve into a world-class destination that is environmentally responsible, economically dynamic, and socially connected. Delivering lasting value for residents, visitors, and future generations.

2. Complete Communities

The Destination Waterfront Master Plan design should foster the development of a complete community that is inclusive, vibrant, active, and resilient throughout the year. A key component of the plan will be to identify key anchor uses and attractions that can drive year-round tourism. The plan should also include a diverse mix of housing, employment opportunities, services, and community amenities, all thoughtfully integrated within a walkable and well-connected waterfront area. This design approach should ensure that the evolving needs of residents and visitors across all age groups and life stages are met.

At the heart of this vision is a steadfast commitment to keeping the beach public and accessible to everyone. The shoreline remains a defining feature of Wasaga Beach, and its preservation as a shared public asset will be safeguarded throughout the redevelopment process.

This objective underscores the importance of creating a place that feels authentic and deeply rooted in Wasaga Beach's unique identity, while opening new possibilities for people to live, work and thrive in a dynamic waterfront setting.

3. Economic Development and Prosperity

The Destination Waterfront Master Plan is envisioned as a powerful catalyst for sustained economic growth in Wasaga Beach. By attracting private investment, fostering local entrepreneurship, and promoting a vibrant mix of commercial activity, the redevelopment aims to generate new employment opportunities, broaden the municipal tax base and establish Wasaga Beach as a premier year-round destination.

A central objective is to cultivate a resilient local economy by strengthening core sectors such as tourism, hospitality, culture, and retail, while also exploring opportunities in emerging industries. The plan will prioritize high-quality, place-based development that stimulates local spending, encourages extended visitor stays, and elevates the town's appeal for both investors and residents alike.

Through a combination of strategic planning, thoughtful urban design, and dynamic public-private partnerships, the Destination Waterfront Master Plan will provide the framework to drive long-term prosperity and reinforce Wasaga Beach's identity as a vibrant, inclusive and forward-looking community.

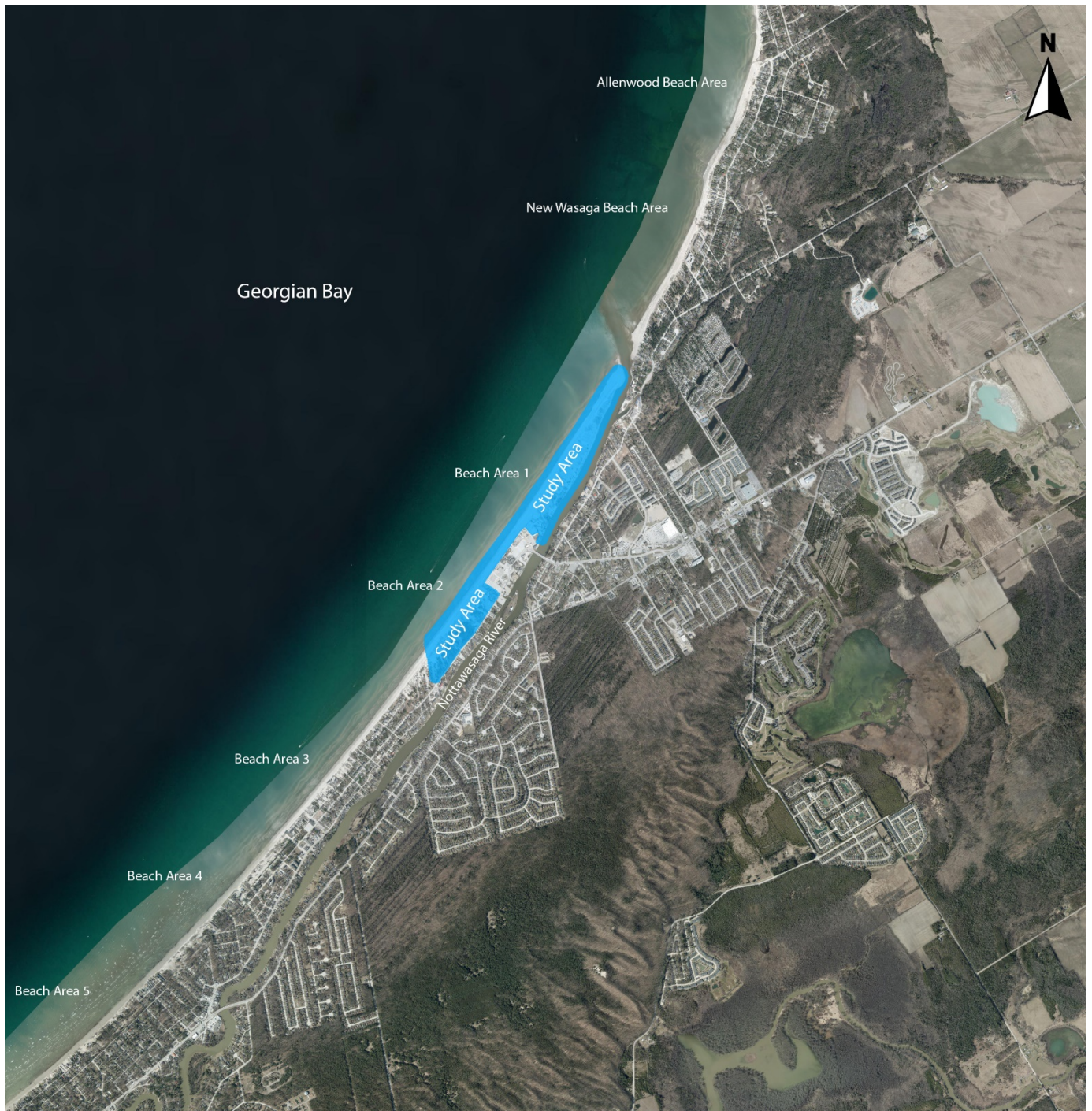
4. Partnership and Investment

A central objective of the Destination Waterfront Master Plan is to establish a clear, actionable implementation plan. The plan should provide a clear roadmap on how to unlock the value of the subject lands in a logical manner to drive economic growth through partnerships. A thoughtful phasing strategy will be critical.



The Subject Lands and Their Context

The map below depicts the various Beach Areas along Wasaga Beach's shoreline. The Study Area for the Destination Waterfront Master Plan will focus on Beach Areas 1 and 2. The Study Area is bounded by Georgian Bay to the west, Mosley Street to the east, the mouth of the Nottawasaga River to the north and 12th Street to the south. Applicants must be cognizant of how streets, public spaces, neighbourhoods, and corridors adjacent to and outside this study area interact with and connect to those within the study area.



Regional Context

Understanding the broader regional context is crucial for positioning Wasaga Beach as a competitive and complementary destination within a vibrant tourism corridor. Wasaga Beach is strategically located in close proximity to the GTA and significant regional destinations.

Regional Neighbours and Their Influence

- **The Greater Toronto Area (GTA)**, located approximately 1.5 hours from Wasaga Beach, is Canada's largest metropolitan region, encompassing the City of Toronto and surrounding municipalities such as Peel, York, Durham, and Halton. With a population exceeding 7 million, the GTA is a vibrant economic and cultural hub, known for its diverse communities, world-class attractions, and extensive infrastructure. The region offers a wide range of amenities, including major sports venues, theatres, museums, shopping districts, and a rich culinary scene that reflects its multicultural population. Wasaga Beach has been a choice destination for day-trippers and longer stay tourists and cottagers from the GTA for decades. Major infrastructure such as 400-series highways provide convenient access from the GTA to Wasaga Beach.
- **Collingwood** is the westerly neighbour of Wasaga Beach. It is recognized for its vibrant downtown, marina, and proximity to Blue Mountain Resort. Collingwood has successfully leveraged its natural setting and amenities to attract visitors year-round, offering a mix of cultural events, outdoor recreation, and dining experiences. Its growth as a tourism and residential center offers opportunities for Wasaga Beach and Collingwood to work together to grow regional tourism while ensuring that each community complements and not directly competes with one another.
- **Blue Mountains** is a premier resort community anchored by the Blue Mountain Resort, a major draw for both winter and summer tourism that attracts over 3 million visitors a year. Located approximately 30 minutes by car from Wasaga Beach, Blue Mountain's focus on outdoor adventure, wellness, and family-friendly activities complements Wasaga Beach's strengths.
- **Barrie** is a regional urban centre and gateway to Central Ontario. The city offers a range of amenities, including a vibrant waterfront along Kempenfelt Bay, featuring parks, marinas, and trails that attract residents and visitors. Its strategic location and strong transportation links make it a key source market for Wasaga Beach tourism.
- **Midland** serves as a regional hub with a strong focus on heritage tourism, cultural attractions, and access to the Huronia region. Its all-season attractions and amenities broaden the range of experiences available to visitors. While there is currently limited overlap in visitors between Midland and Wasaga Beach, there is potential to strengthen connections and expand the reach of both communities.
- **Horseshoe Valley Resort** is a permit four-season destination known for its extensive outdoor recreation offering. The resort features alpine and Nordic skiing, mountain biking,

golf, treetop trekking, and a full-service spa, attracting families and adventure seekers year-round.

- **Snow Valley** is a well-established winter recreation area. Renowned for its family-friendly atmosphere, Snow Valley offers skiing, snowboarding, snow tubing and snowshoeing, making it a popular choice for beginners and families. The resort's focus on accessible, inclusive winter fun adds to the region's diverse tourism mix and presents opportunities for cross-promotion with Wasaga Beach, particularly for visitors seeking multi-activity getaways.



Part C – Invitation & Submission Instructions



Invitation to Proponents

The Town of Wasaga Beach invites qualified firms to submit proposals for the development of a Destination Waterfront Master Plan. Through this Request for Proposals (RFP), the Town seeks to select a firm with the vision, expertise, and capacity to help transform Wasaga Beach into a world-class destination, in alignment with the objective outlined in Part B.

This RFP process is open to all interested firms (hereinafter referred to as “Proponents”) possessing the necessary experience, qualifications, and resources, as detailed below. Proponents may be individual firms or multidisciplinary teams with demonstrated expertise across the required disciplines.

The ideal Proponent team will include, but not be limited to, the following areas of expertise:

- Architecture
- Planning, Urban Design, Space Planning
- Landscape Architecture
- Civil Engineering
- Transportation Expert
- Waterfront Specialists and Shoreline Engineering
- Environmental/Ecological Specialists
- Graphic Design
- Market Economist
- Tourism

The Town of Wasaga Beach intends to identify one (1) successful Proponent to undertake this transformative project, as further specified in the section below.



RFP Timetable

Completion Date	Activity
June 26, 2025	RFP Issue Date
July 11, 2025	Deadline for Questions
July 18, 2025	Bid Closing Date
July 21-25, 2025	Rectification Period / Interviews

The above timetable is subject to change in the Town's sole discretion. In the event a change is made to any of the above dates, the Town will post any such change in an addendum online.

Bidder Questions

Proponents should submit questions, clarifications or request for changes to this RFP ("inquiries) through the Bidding System before the Deadline for Questions. Questions received after the Deadline for Questions may not be addressed.

Responses to inquiries received by the Deadline for Questions will be provided through an addendum posted on the Bidding System. Addenda will not identify the Proponents that submitted the inquiry.

The Town will respond to any reasonable request for relevant information. All questions and any responses will be recorded by the Town. If a response will include new information or clarification of prior information, then the response will be incorporated into an addendum and will be made available simultaneously to all Proponents, in a timely manner.

Addenda

This Bid Document may only be amended by an Addendum, in accordance with this section. If the Town, for any reason, determines it is necessary to provide additional information relating to this Bid Document, such information will be communicated to all Proponents by Addenda. Each Addendum shall form an integral part of this Bid Document.

Such Addenda may contain important information, including significant changes to their Bid Document. Proponents are responsible for obtaining all Addenda issued by the Town.

Proponents are instructed to acknowledge receipt of any addenda in their submission.

In the event an Addendum is issued forty-eight (48) hours prior to the Bid Closing Date, it may include an extension of the Closing Date. It is the responsibility of the Proponent to have received all Addendum/Addenda that have been issued. It is the sole responsibility of the Proponent to check online prior to submitting their Bid and up until the closing date and time, just in case an additional addenda is posted.

If an addendum is posted online following the submission of their Bid, Proponents are solely responsible for:

- a) making any required adjustments to their bid;
- b) acknowledging the addenda;
- c) ensuring the resubmitted bid is *received* by the Town servers before the closing date and time.

Evaluation and Award

The Town will evaluate each proposal based on the Proponent's responsiveness to the RFP requirements, utilizing a matrix scoring system as detailed in Part D (Evaluation Criteria), ensuring the process is impartial, objective and fair.

An evaluation team, comprised of the CAO, Deputy CAO, General Manager of Infrastructure Services, General Manager, Legislative & Development Services/Clerk, Chief Financial Officer, Director of Planning and the Project Manager, will conduct the review and scoring of all submissions.

Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all the mandatory submission requirements, the Town will issue a rectification notice to the Proponent, identifying the deficiencies, and provide the Proponent with an opportunity to rectify them.

If the Proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be excluded from further consideration. The Rectification Period will begin to run from the date and time that the Town issues a rectification notice to the Proponent. The mandatory submission requirements are set out in Part D (Mandatory Submission Requirements).

Stage II – Evaluation of Technical Proposal

The Town will evaluate each compliant proposal on the basis of the rate criteria as set out in Part D (Evaluation Criteria).

This stage of evaluation may include a written request for clarification from any or all Proponents, and the Town may invite any or all Proponents to participate in an interview to discuss and clarify

the details of their proposal. Information received through written clarifications and/or interviews, if any, will be considered in the evaluation and scoring of the rated criteria.

Stage III – Evaluation of Financial Proposal

At this stage, the Town will assess the financial proposals of Proponents who have advanced from the previous stages. Each financial submission must comply with the format and requirements outlined in Part D (Evaluation Criteria).

Evaluation will focus on total cost, transparency of pricing, and how well the budget supports the proposed work. The Town reserves the right to seek clarification on any aspects of the financial proposal.

Part D - RFP Particulars (Submission Requirements & Evaluation Criteria)



Scope of Work and Deliverables

PHASE 1: RECONNAISSANCE & STARTER IDEAS

Objective:

Establish a shared vision, clarify key project objectives and begin to articulate the framework around which the plan will evolve.

Scope of Work:

1. Prepare a community engagement strategy for the project that includes at minimum a design charrette or series of charrettes, public workshops and/or other appropriate engagement tools to develop the overall master plan.
2. Phase 1 work should include the following:
 - Identification of “Opportunities and Constraints” for the study area lands based upon a solid understanding of the study area history, initiatives that are already underway and social, cultural and market opportunities and background information that will be supplied to the successful consultant.
 - Preparation of a community-based vision and objectives to guide the plan development.
 - Prepare a “starter ideas” plan that includes at minimum the following:
 - Conceptual street and block structure for the study area.
 - Conceptual open space network (parks, trails, beach, river).
 - Emerging big ideas and potential anchor uses.
 - Identification of key economic and tourism drivers that will influence the plan.

Deliverables:

- Detailed PowerPoint presentation that summarizes the Phase 1 work.
- Presentation to the community and Town Council.
- Supporting Economic and Tourism Analysis.

PHASE 2: PLAN REFINEMENT

Objective:

Layer buildings and land uses onto the Starter Idea framework plan.

Scope of Work:

- In an iterative manner, test the framework plan by layering on land uses and buildings.
- Identify conceptual building massing.
- Identify key anchor uses and attractions that will drive visitation.
- Identify key commercial areas.
- Prepare conceptual density and unit take-offs for infrastructure modelling purposes.
- Begin to articulate a parking strategy.

Deliverables:

- Draft Land Use Plan.
- Conceptual Massing Model.
- Conceptual trails and open spaces.
- Density and unit take-off assumptions (residential GFA, number of residential units, non-residential GFA, density, parks and open space areas, etc.).
- Conceptual parking strategy.
- Green strategies.
- Shoreline approaches.

PHASE 3: PLAN TESTING AND REFINEMENT

Objective:

Confirm plan assumptions through infrastructure testing and market analysis.

Scope of Work:

- Test the plan to identify infrastructure implications.
- Develop a project phasing strategy.
- Confirm market analysis assumptions that informed the plan (residential and non-residential)
- Prepare an Economic Impact Assessment of the plan.
- Refine the plan as appropriate.

Deliverables:

- Project Phasing Strategy.
- Infrastructure assessment, including servicing capacity assessments.
- Economic Impact Assessment.
- Market Analysis.

PHASE 4: PLAN FINALIZATION & IMPLEMENTATION

Objective:

Finalize the plan, prepare marketing collateral and identify the implementation strategy.

Scope of Work:

- Prepare the final illustrative master plan.
- Prepare the final land use plan.
- Prepare multiple project character sketches/renderings
- Prepare a computer 3D model of the final plan.
- Finalize the Phasing Strategy.
- Develop an Implementation Plan that identifies key first moves to make the plan real.

- Finalize the Parking Strategy
- Prepare Urban Design/Green Building Guidelines
- Prepare Investment Attraction Collateral

Deliverables:

- Illustrative Master Plan
- Land Use Plan
- Character Sketches/Renderings
- 3D Computer Simulation
- Phasing Strategy
- Implementation Plan
- Parking Strategy
- Urban Design/Green Building Guidelines
- Marketing Collateral

NOTE: The above Scope of Work should be considered a best attempt by the Town of Wasaga Beach to identify how best to achieve a world-class destination plan. The Proponent has liberty to adjust the Scope of Work and add to it should they believe that there are additional deliverables that have been missed or that can add value to the plan.

THE DESTINATION PLAN MUST BE COMPLETED PRIOR TO JULY 31, 2026.

Insurance Requirements

In order to proceed with finalization of the contract, the selected Bidder will be required to provide proof of insurance, as required based on proposal submission. Insurance guidelines are provided below;

a. Insurance Requirements

Insurance	Minimum Coverage Limits
<p>Commercial General Liability insurance, underwritten by an insurer licensed to conduct business in the Province of Ontario for a limit of not less than <i>[see next column]</i> per occurrence, an aggregate limit of not less than <i>[see next column]</i>, within any policy year with respect to completed operations, and a deductible of not more than <i>[see next column]</i>. This policy shall include but not be limited to:</p> <p>(a) Name the Town as an additional insured</p> <p>(b) Cross-liability and severability of interest</p>	<p>\$2M per occurrence</p> <p>\$5M minimum aggregate limit within a policy year</p> <p>\$100,000 maximum deductible</p>

(c) Blanket Contractual (d) Products and Completed Operations (e) Premises and Operations Liability (f) Personal Injury Liability (g) Contingent Employers Liability (h) Owners and Contractors Protective (i) Non-owned automobile liability (j) The policy shall include 30 calendar days' notice of cancellation.	
---	--

Professional Liability or Errors and Omissions insurance in the amount of not less than [see <i>next column</i>] providing coverage for acts, errors and omissions arising from their professional services performed under this Agreement. The policy deductible shall not exceed [see <i>next column</i>] per claim and if the policy has an aggregate limit, the amount of the aggregate shall be not less than double the required per claim limit. The policy shall be underwritten by an insurer licensed to conduct business in the Province of Ontario. The policy shall be in place for the Term of the Contract and shall be renewed for 2 years after termination or expiration of the Contract. A certificate of insurance evidencing renewal is to be provided each year. If the policy is to be cancelled or non-renewed for any reason, 30 calendar day notice of said cancellation or non-renewal must be provided to the Town.	\$1M coverage \$100,000 maximum deductible
--	---

Certificate of Insurance

The Proponent shall provide a Certificate of Insurance evidencing the required coverage before the commencement of Work and shall be required to ensure the coverage is maintained throughout the Term of the Contract. Any claims-made policy needs to be maintained for at least 24 months following termination or expiration of the Agreement.

Additional Insured.

At Contractor's sole expense, the Town, its affiliates and each of their respective officers, councillors, directors, agents and employees shall be named as Additional Insureds on a primary basis on all liability policies with the exception of professional liability/errors and omissions.

Notice of Cancellation or Changes.

Except as otherwise approved by the Town, the policies shall be endorsed to provide the Town with not less than 30 calendar days written notice in advance of any cancellation, change or amendment which restricts coverage such that the Contract requirements are no longer met.

Insurance Not to Affect Other Contract Obligations.

Insurance procured by Proponent shall not reduce or limit Proponent's contractual obligation to indemnify and defend the Town as provided in the Contract.

b. Workers Safety Insurance Requirement

As a condition precedent to entering into the Contract, the selected Proponent must deliver to the Town a clearance certificate from the Workers' Safety and Insurance Board ("WSIB"). The Town may provide written notice to the Proponent of waiving the requirement for a clearance certificate upon receiving proof satisfactory to the Town that WSIB coverage is not required. The selected Proponent shall indemnify and save harmless the Town from all WSIB fines and penalties related to the Proponent's failure to provide a clearance certificate or pay WSIB premiums when due.

Mandatory Submission Requirements

Appendix A contains the RFP Submission Forms, which should be completed as part of the Proponent's submission. Each proposal should include Submission Forms completed and signed by an authorized representative of the Proponent. Proponents must submit their complete proposal through the Bidding System. Delivery by another means will result in a proposal rejection.

Bidders may revise and resubmit their Bid Submission prior to the Submission Deadline. Bidders are solely responsible for making sure their Bid is fully received by the Bidding System prior to the Submission Deadline and are advised to allow sufficient time to resolve any technological issues that may arise. If any technical questions or issues arise, the Bidder should contact the Bidding System's technical support for assistance.

Proponents should submit an RFP submission documents that contains the following information, in two separate parts:

Part 1:

- Cover Letter
- Table of Contents
- Technical Proposal
- RFP Submission Forms

Part 2:

- Pricing Proposal

Evaluation Criteria

The following sections outline the categories, weightings, and proposal content requirements of the rated criteria for the RFP. As explained in Part B of the RFP, the rated criteria provided below will be evaluated by the evaluation team in an impartial, objective and fair manner.

Rated Criteria Category	Weighing (Points)	Minimum Threshold
Strategic Capability & Experience (40 points)		
Demonstrated Expertise in Destination Waterfront Master Planning	10	
Proven Track Record of Community-Engaged Planning	5	
Quality and Relevance of Case Studies	5	
Team Experience and Qualifications	10	
Economic Insight & Market Analysis	5	
Knowledge of the Ontario Tourism Landscape	5	
Methodology & Approach (45 points)		
Statement of Understanding	10	
Methodology	10	
Comprehensive Stakeholder Engagement Strategy	5	
Integration of Community Input	5	
Project Management & Communication Framework	5	
Alignment with Economics & Tourism Development Strategies	10	
Implementation Framework (15 points)		
Clarity of Proposed Timeline and Milestones	10	
Resource Allocation & Management Plan	5	
Rated Criteria	100	75%
Pricing Proposal (20 points)		N/A
Direct Project Costs	5	
Clarity & Transparency	5	
Cost Effectiveness	10	
Total Points	120	N/A

Technical Proposal

The following area technical submission requirements corresponding to the rate criteria above that Proponents should address:

1. Strategic Capability & Experience (40 points)

Assessment of qualifications, relevant experience, and capacity to deliver a successful destination waterfront master plan.

- **Demonstrated Expertise in Destination Waterfront Master Planning (10 points)**
Clear evidence of knowledge and application of best practices in destination waterfronts development, including design, tourism integration, and place-based strategies.
- **Proven Track Record of Community-Engaged Planning (5 points)**
Documented success in facilitating inclusive, transparent, and impactful engagement processes for complex, high-profile projects, ensuring diverse community voices shape outcomes.
- **Quality and Relevance of Case Studies (5 points)**
Case studies with references should be comparable in scale and complexity, with a clear articulation of the proponent's role, innovative approaches, and measurable project outcomes.
- **Team Experience and Qualifications (10 points)**
Depth, diversity, and interdisciplinary strength of the project team, covering urban design, tourism, planning policy, economic development, and related fields.
- **Economic Insight & Market Analysis (5 points)**
Demonstrated understanding of economic drivers, market trends, and financial modeling relevant to waterfront redevelopment.
- **Knowledge of the Ontario Tourism Landscape (5 points)**
Familiarity with Ontario's tourism trends, opportunities, and regulatory frameworks, with proven experience aligning master plans with tourism development goals.

2. **Methodology & Approach (45 points)**

Evaluates the clarity, innovation, and suitability of the proposed approach for delivering a successful master plan

- **Statement of Understanding (10 points)**
Demonstrate a clear and comprehensive grasp of the project's objectives, context, and desired outcomes. The proponent should articulate the understanding of the unique challenges and opportunities associated with the Wasaga Beach waterfront, referencing relevant background information and project intent.
- **Methodology (10 points)**
Present a well-structured and innovative approach tailored to the project's needs. The methodology should outline the technical processes, data collection and analysis methods to be used throughout the master planning process. It should also address how

the approach aligns with best practices in waterfront development and sustainable urban design.

- **Comprehensive Stakeholder Engagement Strategy (5 points)**
A robust plan for engaging a broad spectrum of stakeholders, including residents, businesses, tourism partners, and seasonal users.
- **Integration of Community Input (5 points)**
Clear mechanisms for meaningfully incorporating stakeholder and public feedback into design alternatives, recommendations, and final deliverables.
- **Project Management & Communication Framework (5 points)**
Clear structure for communications, reporting, decision-making, and coordination with Town staff and project partners.
- **Alignment with Economics & Tourism Development Strategies (10 points)**
A methodical approach for identifying economic opportunities, enhancing tourism potential, and ensuring the master plan aligns with broader economic and tourism objectives.

3. Implementation Framework (15 points)

- **Clarity of Proposed Timeline and Milestones (10 points)**
A detailed and realistic work plan, including key decision points, deliverables, and public engagement touchpoints.
- **Resource Allocation & Management Plan (5 points)**
Appropriate use of internal and external resources, team roles, and time allocation aligned with project complexity

4. Pricing Proposal (20 points)

- **Direct Project Costs (5 points)**
Proponents must provide clear and detailed breakdown of all direct project costs associated with the delivery of the destination waterfront master plan. This should include, but is not limited to, professional fees, sub-consultant costs, travel and meeting expenses, materials, and other expenses directly attributable to the project.
- **Clarity & Transparency (5 points)**
The pricing proposal should demonstrate transparency in how costs are allocated across project phases and deliverables, ensuring alignment with the proposed work plan and resource allocation.

- **Cost Effectiveness (10 points)**

Proposals will be evaluated on their cost competitiveness and the value offered in relation to the scope and complexity of services proposed.

Appendix A - Bidders Workbook



Submission Confirmation Form

Bidder Information

The full legal name of the Bidder:	
The jurisdiction under which the Bidder was incorporated or otherwise established:	
Bidder Address:	
Bidder Contact Person (name, title):	
Telephone:	
Email:	

No Public Statements or Lobbying

The Bidder must not publish, issue or make any statements or news release, electronic or otherwise, concerning its Bid, or any other Bid, the RFP process, or the award of the Contract, without the express prior written consent of the Town.

The Bidder must not engage in any form of political or other lobbying whatsoever with respect to this RFP, or otherwise attempt to influence the outcome of the RFP process directly or indirectly by any manner whatsoever other than by submitting a Bid. This includes contacting any Town staff outside the Bidding System.

A failure to respect the above restrictions may lead to disqualification of the Bidder.

Certification: No Collusion or Bid Rigging

The Bidder certifies that:

- (a) the prices in their Bid have been arrived at independently from those of any other bidders;
- (b) the prices in their Bid have not been knowingly disclosed by the Bidder, and will not knowingly be disclosed by the Bidder prior to award, directly or indirectly to any other bidder or competitor; and
- (c) no attempt has been made, nor will be made, to induce any other person to submit, or not to submit a Bid, for the purpose of restricting competition.

Confidential Information, MFIPPA and Supplier Code of Conduct

The Town will use reasonable efforts to protect pricing, commercial terms and other sensitive and confidential information provided by the Bidders and identified as being confidential information ("**Bidder Confidential Material**"), however the Town accepts no liability in the event that the Bidder Confidential Material, or any part of it, is disclosed even if the Town, its advisors, staff, or consultants may have been negligent with respect to such disclosure.

The Bidder acknowledges that its name and total contract value will be publicly disclosed and that the Bid and any related information may be:

- a. disclosed to the Town's staff, advisors and consultants for the purposes of conducting the RFP process;
- b. disclosed to the Town's elected officials for the purposes of oversight and decision-making; and
- c. subject to public disclosure in accordance with the Municipal Freedom of Information and Protection of Privacy Act, RSO, 1990 or any other applicable information or privacy legislation.

The Bidder acknowledges and agrees to comply with and be bound by the Supplier Code of Conduct available at: <https://www.wasagabeach.com/en/business-and-development/bid-opportunities.aspx>

Non-binding RFP Process

The Bidder acknowledges and agrees that:

- a. The RFP process is non-binding and does not create contractual obligations between the Town and the Bidder. There is no intention to enter into what is commonly referred to as "Contract A", and no contractual relationship will be formed until the Town enters into contract with the selected Bidder for performance of the Work.
- b. The Town is not obligated to award a contract to the highest ranked Bidder or any Bidder. The Town may accept or reject any Bid and may award a contract to any Bidder for all or part of the Work.
- c. The Town may cancel the RFP at any time prior to execution of a contract for the Work for any reason deemed appropriate and in Town's or the public interest. Following cancellation, the Town may re-advertise for new bids or negotiate a contract for the same or similar Work.

ON BEHALF OF BIDDER, I UNDERSTAND AND ACCEPT THE TERMS OF THE RFP PROCESS:

Signature:	
Name:	
Title:	
Date:	

This form may be executed by hand-written or electronic signature.



**RFP #EDO2025/02
DESTINATION WATERFRONT MASTER PLAN**

ADDENDUM No. 1

The following are clarifications to inquiries made to date. Please acknowledge the receipt of this Addendum by signing and dating the acknowledgement section below, and include a copy of this Addendum with your RFP submission.

This Addendum consists of 2 pages.

1. Questions & Answers

Question 1: We are excited about this opportunity; however, given the need to coordinate a large consultant team as well as vacation schedules, we would respectfully request an extension by at least two weeks.

Answer 1: Yes, the Town will grant a two-week extension. The revised closing deadline is now Friday, August 1, 2025 at 4:00 PM EST.

Question 2: Would the client consider granting a two-week extension to the RFP deadline?

Answer 2: Please refer to Question and Answer number 1.

Question 3: Will the City consider a two week extension to the deadline, given the coordination required to assemble and obtain input from the full consultant team, and given that offices were closed for the July 1 statutory holiday and many staff are away on summer vacation?

Answer 3: Please refer to Question and Answer number 1.

Question 4: Could you clarify who the Town would prefer as Prime Consultant, an architect or a planner?

Answer 4: The Town does not have a strict preference regarding the professional background of the Prime Consultant. Our primary consideration is that the Proponent select a firm that demonstrates the necessary qualifications, experience, and capacity to lead and coordinate the project team effectively. The individual designated to lead the project should be a capable leader, equipped to manage the

project's scope and complexity. Their ability to deliver the project effectively is the key consideration, regardless of whether they are an architect, planner, or other qualified professional.

Question 5: Can the Town provide an indication of the budget available for the Destination Waterfront Master Plan?

Answer 5: The Town will not be disclosing a specific budget figure for the Destination Waterfront Master Plan. Proponents should propose a work plan and fee structure that is appropriate to deliver the scope and objectives outlined in the RFP.

Question 6: What is the Town's budget for the Waterfront Master Plan?

Answer 6: Please refer to Question and Answer number 5.

Question 7: Given the recent long weekend, would the Town grant proponents an extension to the submission deadline?

Answer 7: Please refer to Question and Answer number 1.

Question 8: May we please request an extension to the submission deadline to allow for more time for coordination due to the summer vacations of prospective team members?

Answer 8: Please refer to Question and Answer number 1.

I, _____ of _____ acknowledge the receipt of Addendum No. 1.

(signature)

(company)

Date: _____

****PLEASE RETURN A COPY OF THIS ADDENDUM WITH YOUR SUBMISSION****



**RFP #EDO2025/02
DESTINATION WATERFRONT MASTER PLAN**

ADDENDUM No. 2

The following are clarifications to inquiries made to date. Please acknowledge the receipt of this Addendum by signing and dating the acknowledgement section below, and include a copy of this Addendum with your RFP submission.

This Addendum consists of 81 pages.

1. Questions & Answers

Question 1: What is the Municipality's budget for this project?

Answer 1: Please refer to Addendum No. 1.

Question 2: Has an implementation budget been identified for taking actions on the recommendations/results of this project, for items that relate specifically to municipal responsibilities/initiatives/capital investments?

Answer 2: No, the Town has not prepared a implementation budget for taking actions on the recommendations/results of this project at this time. As part of the Implementation Plan, the Proponent should prepare a partnership and investment strategy that outlines potential funding tools and opportunities for private sector involvement.

Question 3: Can the Municipality provide more clarity on the expectations around the "Marketing Collateral" that is defined as a deliverable in the RFP? For example, is this related to promotion of the entire "vision" of the community, or site-specific marketing associated with development opportunities?

Answer 3: "Marketing Collateral" refers to materials that visually and clearly communicate the key elements of the final plan. These may include summary graphics, infographics, promotional materials, or presentation-ready content that can support the Town's efforts in communicating the vision to stakeholders, potential investors, and the public.

Question 4: Can the deadline for RFP proposal submissions be extended to July 25th?

Answer 4: Please refer to Addendum No. 1.

Question 5: What sort of data does the municipality have to support the market and demographic analysis component of the project (e.g. PRIZM data, population and household growth forecasts, info on the tourism market, etc.)?

Answer 5: The Town has a Socio-Economic Profile 2022, 2024-2027 Tourism Destination Management Plan Refresh, and Tourism Simcoe County Visitor Insights Update 2024 Report. These documents have been attached to the addendum for reference.

Question 6: Regarding the economic impact analysis in Phase 3, does the municipality have its own model? Or is TREIM or some other formulation acceptable?

Answer 6: The municipality does not have its own economic impact model. Use of TREIM or another recognized methodology is acceptable.

Question 7: The RFP does not explicitly mention identifying the capital or operating cost requirements of the waterfront plan. Is this seen to be an element of the work, or is the costing to be a subsequent exercise?

Answer 7: Capital and operating cost estimates should be prepared as part of the Implementation Plan. High-level costing assumptions for major infrastructure, public realm elements, and key anchor projects are required to demonstrate feasibility and guide the Town's next steps.

Question 8: One of the items in the scope of work in Phase 4 is the "preparation of investment attraction collateral" and one of the deliverables is "marketing collateral". Can you further articulate your expectations in this regard?

Answer 8: Please refer to Question and Answer No. 3.

I, _____ of _____ acknowledge the receipt of Addendum No. 2.

(signature)

(company)

Date: _____

****PLEASE RETURN A COPY OF THIS ADDENDUM WITH YOUR SUBMISSION****

Socio-Economic Profile

of the
Town of
Wasaga Beach



McSWEENEY
inspiring economic sustainability®



Socio-Economic Profile

for the Town of Wasaga Beach

December 2020

Revised December 2022



inspiring economic sustainability®

McSweeney & Associates
201-900 Greenbank Road
Ottawa, ON K2J 1A8
T: 1-855-300-8548
E: consult@mcsweeney.ca
W: www.mcsweeney.ca



Town of Wasaga Beach

Economic **SNAPSHOT**



20,675	24,860	20%	56	12%	54%	35%
2016 Population	2021 Population	2016-2021 Population Growth	Median Age	Aged 0-14	Aged 15-64	Aged 65+

Educational Attainment

For the population aged 25-64

Apprenticeship/trades
certificate/diploma **9%**

University diploma/
degree - bachelor or above **13%**

No certificate, diploma/
degree **16%**

College or other non-
university certificate **25%**

High school certificate
or equivalent **34%**



Top 6 Major Fields of Study



Business,
management, marketing and
related support services



Health professions
and related programs



Construction
trades



Mechanic and repair
technologies/technicians



Education



Engineering/
engineering-related
technologies/technicians

Household & Earnings



Average
Household Income

\$103,300

Average Annual
Home Sale Prices

\$766,854

2016

2021

MEDIAN EARNINGS
\$29,545

MEDIAN EARNINGS
\$36,800



Increased Median
Earnings by
24.6%
between
2016-2021

2.3

**Average
Household Size**



**Median earnings for all residents 15+ with any hours worked.

All data sourced from StatsCan 2021 Census.

Town of Wasaga Beach Economic **SNAPSHOT**



Labour Force & Local Economy

Top 5 Employment Industries



15%
Retail Trade



12%
Health Care &
Social Assistance



11%
Construction



9%
Manufacturing



8%
Accommodation &
Food services

Top 5 Employment Occupations



29%
Sales & Service



22%
Trades, Transport
& Equipment
Operators



15%
Business, Finance
& Administration



11%
Education, Law & Social,
Community &
Government



7%
Health
Occupations

Labour Force Status:

47.0%
Participation Rate

40.5%
Employment Rate

13.9%
Unemployment Rate

Entrepreneurship

Tax Filers with Self-Employment Income

Female



■ Ontario
■ Wasaga Beach

Male



■ Ontario
■ Wasaga Beach

Full-time or Part-time weeks worked

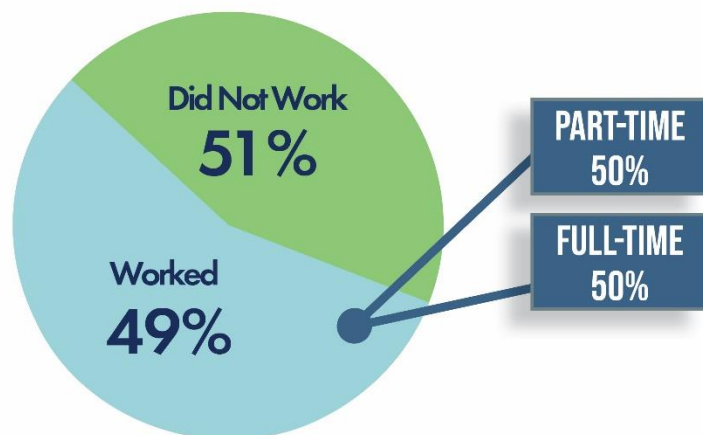


Table of Contents

Executive Summary.....	1
1. Demographic Analysis.....	4
1.1. Population Growth	4
1.2. Income, Households and Affordability.....	8
1.3. Education, Skills and Training	12
2. Labour Force Profiling & Analysis.....	15
2.1. Workforce Commute and the Labour Shed	15
2.2. Labour Force Status.....	17
2.3. Labour Supply in Wasaga Beach	19
3. Economic Base Analysis.....	22
3.1. Employer Structure.....	23
3.2. Employment Profile	27
3.3. Location Quotient Analysis.....	31
3.4. Shift-Share Analysis	36
3.5. Exports and Imports: Supply Chain Gaps	39
4. Target Industry Selection.....	42



List of Tables & Figures

Table 1: Recent Population Changes, Wasaga Beach vs. Simcoe and Ontario (ON), 2015-2019	4
Table 2: Historic Population Changes, Wasaga Beach vs. Simcoe and Ontario (ON), 2001-2016	4
Table 3: Key Employment and Household Income Comparisons, 2016	8
Table 4: Households Affordability, Suitability, and Adequacy, Wasaga Beach, 2016	10
Table 5: Place of work for Wasaga Residents, 2016	15
Table 6: Place of residence of persons who work in Wasaga Beach, 2016	16
Table 7: Key Labour Force Statistics by Gender, Wasaga Beach, 2016	17
Table 8: Class of Workers, Wasaga Beach and Ontario, 2018	18
Table 9: Total number of Tax Filers and Income by Sex, 2018	18
Table 10: Largest Employment Occupations, Wasaga Beach (SL) and Ontario (ON), 2018	21
Table 11: Business Patterns in Wasaga Beach, 2014-2019	24
Table 12: Fast Growing Industries by % Change in Number of Businesses, 2020	26
Table 13: Employment by Sector, Wasaga Beach, and Ontario, 2020	28
Table 14: Concentrated Sub-Sectors in Wasaga Beach (WS), 2020	33
Table 15: Concentrated Industries in Wasaga Beach, 2020	35
Table 16: Shift-Share Analysis: Competitive Industries, Wasaga Beach, 2015-2020	37
Table 17: Wasaga's Top Export Dollar-Generating Industries	39
Table 18: Supply Chain Gaps Analysis, Wasaga Beach.	41
Figure 1: Factors Affecting Population Growth, Wasaga Beach, 2006 to 2019	5
Figure 2: Population by Age, Wasaga Beach, 2001 -2019	6
Figure 3: Percent Population by Age, Wasaga Beach vs. Simcoe County and Ontario, 2019	7
Figure 4: Household Income Levels, 2016	8
Figure 5: Residential Average Prices, 2001 -2020	9
Figure 6: Occupied Dwellings by Structure Type, 2016	11
Figure 7: Educational Attainment for Wasaga Beach Ages 25 to 64, 2001 - 2016	12
Figure 8: Residents aged 24- 65 with Post-Secondary Attainment	13
Figure 9: Work Activity, Full-time/Full-year vs. Part-time/Part-Year, 2016	19
Figure 10: Resident Labour Force by Occupation by 1-digit NOCs codes, 2006-2016	20
Figure 11: Jobs by location, Wasaga vs. Simcoe County and Ontario, 2001 to 2027	27
Figure 12: Largest Subsectors by Number of Jobs, 2014-2019	29
Figure 13: Concentrated Sectors in Wasaga Beach, 2019	32

EXECUTIVE SUMMARY

Wasaga Beach has had a fast-growing population for the past 20 years. Historically, persons nearing or beyond the retirement age chose to move to Wasaga. More recently, since 2016, the population of young adults (ages 15 to 29) and mature adults (ages 30 to 44) have started growing faster. The main factor propelling population growth over the past 15 years has been migration from within Ontario.

Overall, residents face similar levels of housing affordability, when compared to the provincial standards. However, renters in Wasaga Beach face worse levels of housing affordability, compared to Simcoe County and Ontario. Wasaga Beach also has a lower level of diversity in existing dwelling structures, compared to Simcoe County and Ontario, which poses a challenge to renters and employers, as this is a critical piece of infrastructure needed to sustain a diverse workforce.

The workforce has a strong supply of technical/midlevel—skills (usually requiring a college diploma or apprenticeship certificate), similar to that of Simcoe County. College level is the most common type of postsecondary education in Wasaga Beach. Moreover, Wasaga Beach has a larger share of postsecondary graduates with knowledge in engineering technologies and engineering-related fields, mechanic and repair technicians, construction trades, and precision production, compared to Simcoe County and Ontario.

Wasaga Beach has a smaller percentage of entrepreneurs earning self-employment income compared to Ontario. Entrepreneurship can be defined by self-employed workers such as commission salespersons, professionals running unincorporated firms such as doctors and lawyers, and owners of corporations. The incorporated self-employed are a large and important group of entrepreneurs in Wasaga Beach. Owned-operated businesses make up 73% of businesses in Wasaga Beach, compared to 70% in Ontario and 68% in Canada, which indicates that there are many small start-up/home-based businesses in Wasaga Beach. The municipality can support owner-operated businesses in developing employment opportunities by ensuring that home-based business policies are flexible and competitive, industrial land/office space is available, and business development resources and training are available and well promoted.

Examining the economic base shows that the service industries have added the most businesses over the past 5 years. Particularly, the following knowledge-based and creative industries had the fastest growth (as measured by percentage change) in the total number of businesses:

- Health care and social assistance;
- Professional, scientific and technical services;

- Finance and insurance;
- Arts, entertainment and recreation; and
- Information and cultural industries.

Employment concentrations reflect the fact that Wasaga Beach has strengths in the construction, healthcare and tourism-related sectors. Moreover, several professional, scientific, and technical services industries are also specialized/concentrated, relative to Simcoe County and the Province. Lastly, the manufacturing and information and cultural industries sectors, which are important growth engines in Simcoe County and Ontario, respectively, are underrepresented in Wasaga Beach. Considering that there is ample talent in the region to support the concentrated and underrepresented industry/sectors, there is an opportunity to support the development of clusters and new industry specializations by ensuring that critical infrastructural like broadband, public transportation, light industrial/commercial/office spaces, and diversity of housing are in place to support growth.

In consideration of the existing and surrounding labour force and educational assets, the business patterns, employment concentrations, and industry trade the following target market opportunities have been identified as strong possibilities for investment attraction, once the community is investment ready (given that the needed infrastructure is in place):

Professional, scientific and technical services.

- I. Management, scientific and technical consulting services
- II. Computer Systems and Design Services
- III. Advertising, public relations, and related services

Information and cultural industries

- I. Motion pictures and television
- II. Interactive digital media
- III. Data processing, hosting, and related services

Craft and Small-Scale Manufacturing

- I. Household and institutional furniture and kitchen cabinet manufacturing
- II. Clothing and apparel manufacturing
- III. Cannabis, food and beverage products manufacturing

Health and Wellness

- I. Corporate Wellness Services
- II. Fitness, recreational and sports services
- III. Residential developmental handicap, mental health and substance abuse facilities

1. DEMOGRAPHIC ANALYSIS

1.1. Population Growth

This subsection illustrates the socio-demographics of the Town of Wasaga Beach. The wider economic landscape relevant to the town is explored by using **Simcoe County and Ontario as benchmarks**.

The population in Wasaga Beach is currently growing faster than the surrounding region. The Wasaga Beach population grew by 11% between 2017 and 2021, compared to 8% and 5% growth in Simcoe County and Ontario, respectively (Table 1).

Table 1: Recent Population Changes, Wasaga Beach vs. Simcoe and Ontario (ON), 2017-2021

	2017	2018	2019	2020	2021	5 Year Change
Wasaga Beach	22,054	22,624	23,086	23,725	24,554	
% Change	4%	3%	2%	3%	3%	11%
Simcoe County	506,268	517,463	528,226	538,775	548,703	
% Change	2%	2%	2%	2%	2%	8%
Ontario	14,070,141	14,308,697	14,544,718	14,726,022	14,809,257	
% Change	1%	2%	2%	1%	1%	5%

Source: Statistics Canada. Table 17-10-0005-01 Population estimates on July 1st, by age and sex
 Statistics Canada. Table 17-10-0135-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries.
 Statistics Canada. Table 17-10-0139-01 Population estimates, July 1, by census division, 2021 boundaries.

The Town's population growth is not a recent trend. The census population counts over the past 20 years illustrate Wasaga Beach is a rapidly growing community (Table 2). Over the last 4 census periods, the Wasaga Beach population grew by 67%, compared to 17% in Ontario.

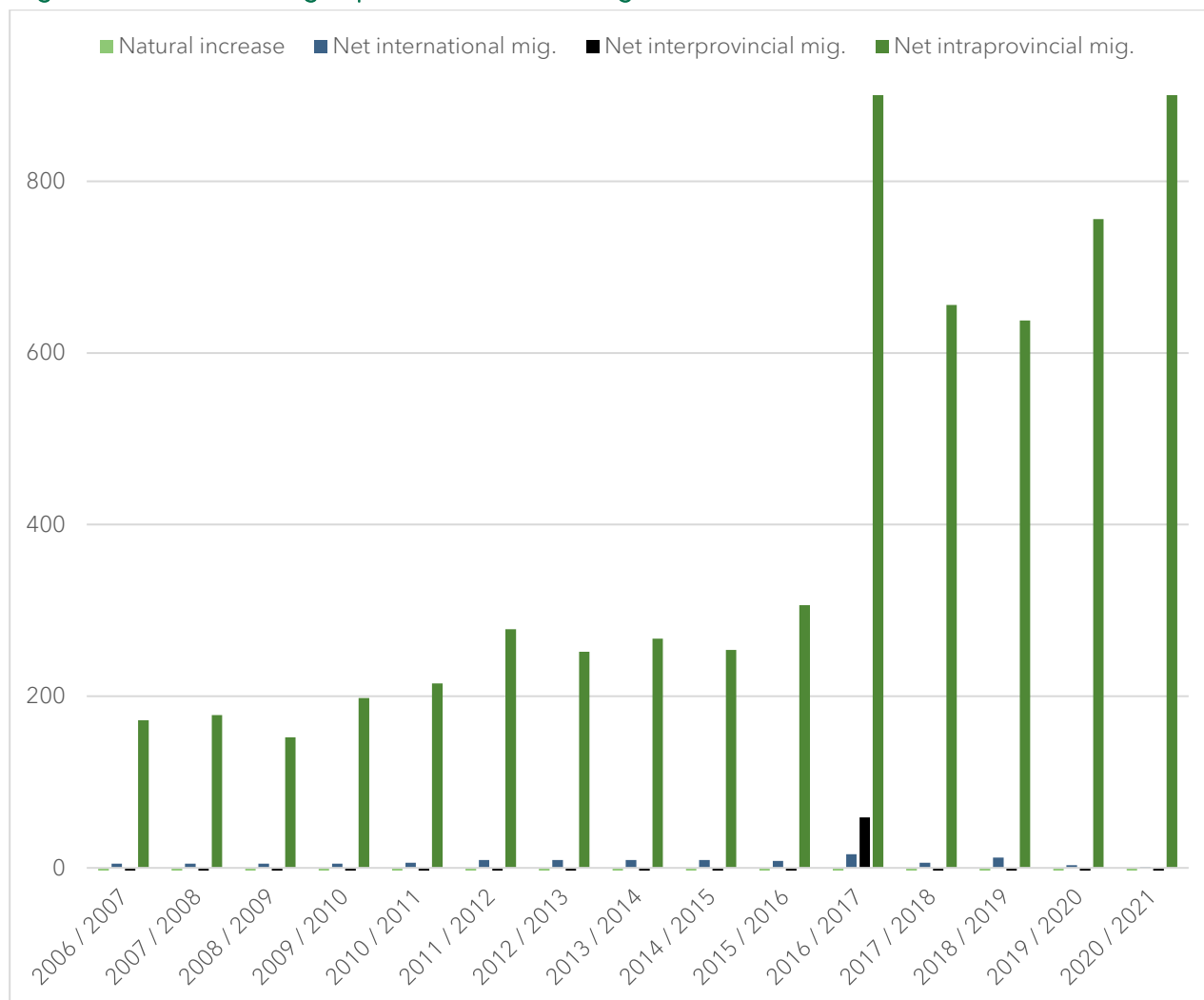
Table 2: Historic Population Changes, Wasaga Beach vs. Simcoe and Ontario (ON), 2006-2021

	2006	2011	2016	2021	15-year Change
Wasaga Beach	15,234	17,537	20,675	24,862	% Change
% Change	23%	15%	18%	20%	63%
Simcoe County	422,205	446,063	479,635	533,169	
% Change	12%	6%	8%	11%	26%
Ontario	12,160,282	12,851,821	13,448,494	14,223,942	
% Change	7%	6%	5%	6%	17%

Source: Statistics Canada: 2006, 2011, 2016 and 2021 Census of Population
 Please note 2021 estimates differ between the two graphs due to different sources and timestamps within 2021.

As Illustrated in Figure 1, the population growth over the past 15 years is primarily related to, and increasingly so, the result of persons moving to Wasaga Beach from within Ontario.

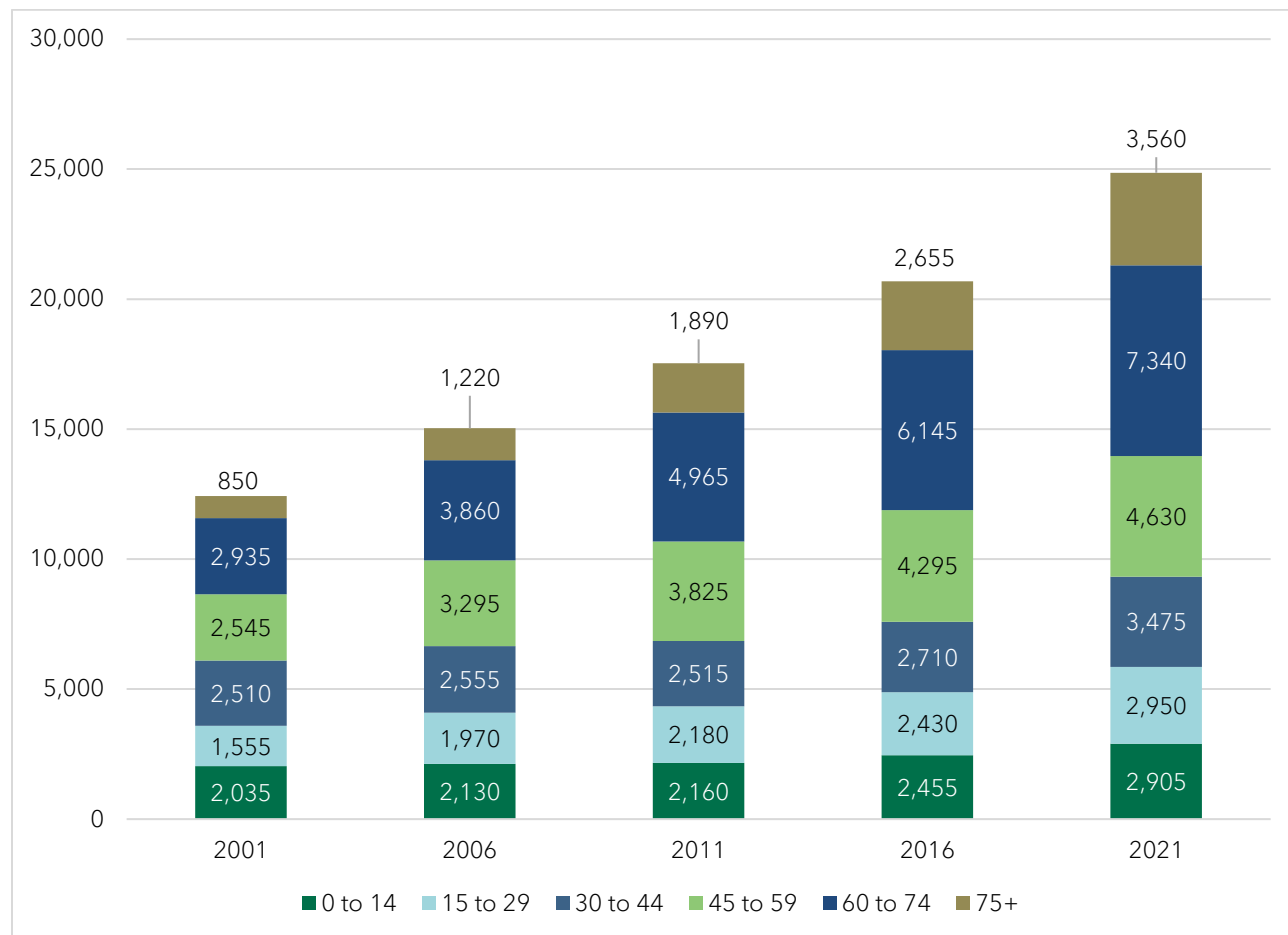
Figure 1: Factors Affecting Population Growth, Wasaga Beach, 2006 to 2021



Source: Statistics Canada, Table 17-10-0136-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries

Figure 2 illustrates changes to the age profile of the population in Wasaga Beach over the last five census periods. The most significant growth in the population, over the past 20 years, came from adults ages 60 to 74 (growth of 4,405 individuals). More recently, between 2016 and 2021, the largest relative growth (percentage increase) was seen within the 30 to 44 cohort, which saw growth of 28%, from 2,710 residents to 3,475 residents.

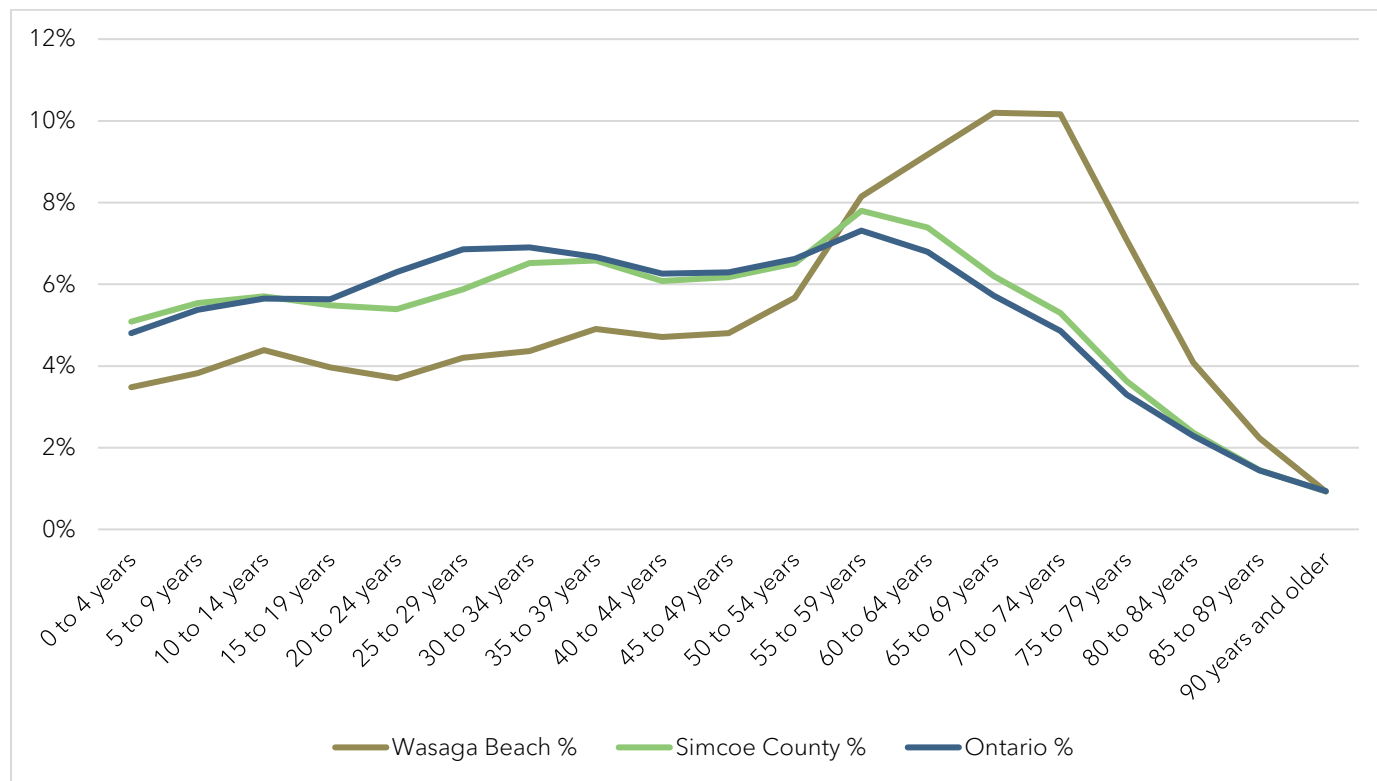
Figure 2: Population by Age, Wasaga Beach, 2001 -2021



Source: McSweeney & Associates from Statistics Canada Census data 2001, 2006, 2011, 2016 and 2021.

Figure 3 contrasts the age profile of residents in Wasaga Beach to that of Simcoe County and Ontario, in 2021. Wasaga Beach has a lower proportion of youths (0-14), young adults (aged 15 to 29), and mature adults (30 to 44) compared to Simcoe County and Ontario. The town has a similar proportion of middle-aged adults (45 to 59) and a larger proportion of persons in retirement age and older folks (60 and older), compared to Simcoe County and Ontario.

Figure 3: Percent Population by Age, Wasaga Beach vs. Simcoe County and Ontario, 2021



Source: McSweeney & Associates from Statistics Canada Census data 2021

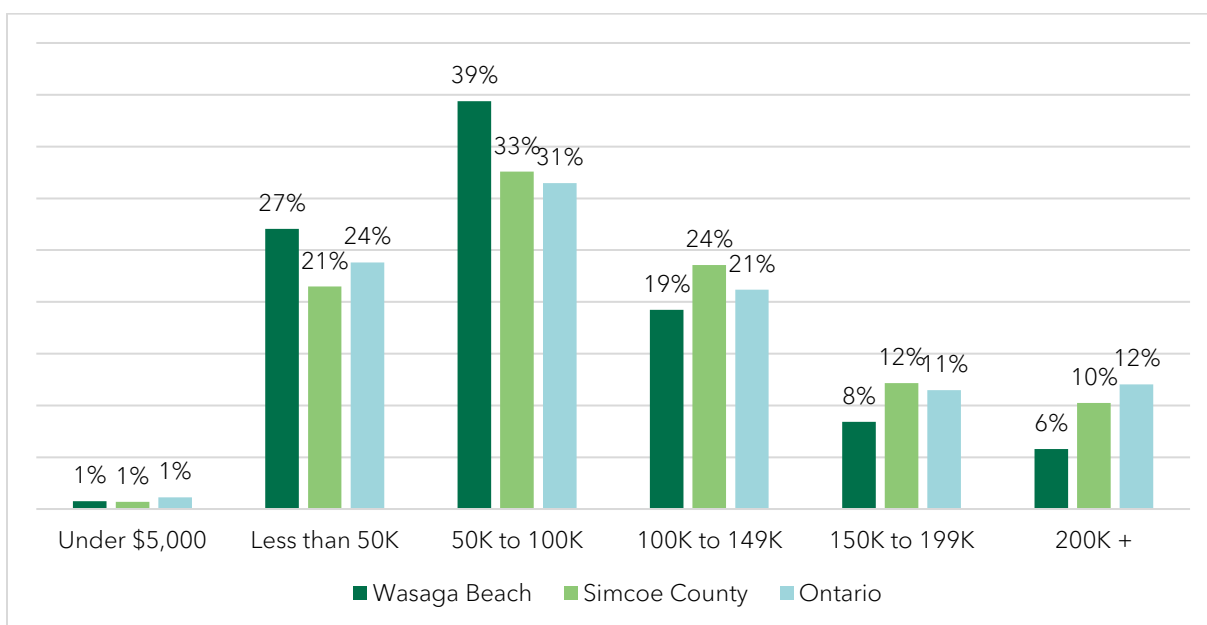
Ultimately, Wasaga Beach has a lower percentage of persons within the working-age group (15 to 65) compared to Simcoe and Ontario, due to a larger percentage of a retirement age (65+) population in the town. Overall, Wasaga Beach has an older population relative to the benchmarks (median age is 56 compared to 41 in Ontario/43 in Simcoe, and average age is 50 compared to 42 in Ontario/43 in Simcoe).

2021 Age Profile Snapshot			
Age Group	Wasaga %	Simcoe %	Ontario%
0-14	11.7%	16.3%	15.8%
15-64	53.7%	63.8%	65.6%
65+	34.7%	19.9%	18.5%

1.2. Income, Households and Affordability

The household income distribution below shows that over 55% of households have an annual income of less than \$100,000 in Ontario; Simcoe County; and Wasaga Beach. On average, the residents of Wasaga Beach face lower levels of household income (Table 3) compared to the benchmarks. The average income levels are lower primarily because there are fewer folks at the very high end of the earnings distribution when compared to Ontario and Simcoe.

Figure 4: Household Income Levels, 2021



Source: Statistics Canada: 2021 Census of Population

The following table illustrates the median and average earning levels for full-time/full-year workers alongside household incomes.

Table 3: Employment Income and Household Income Comparisons, 2021

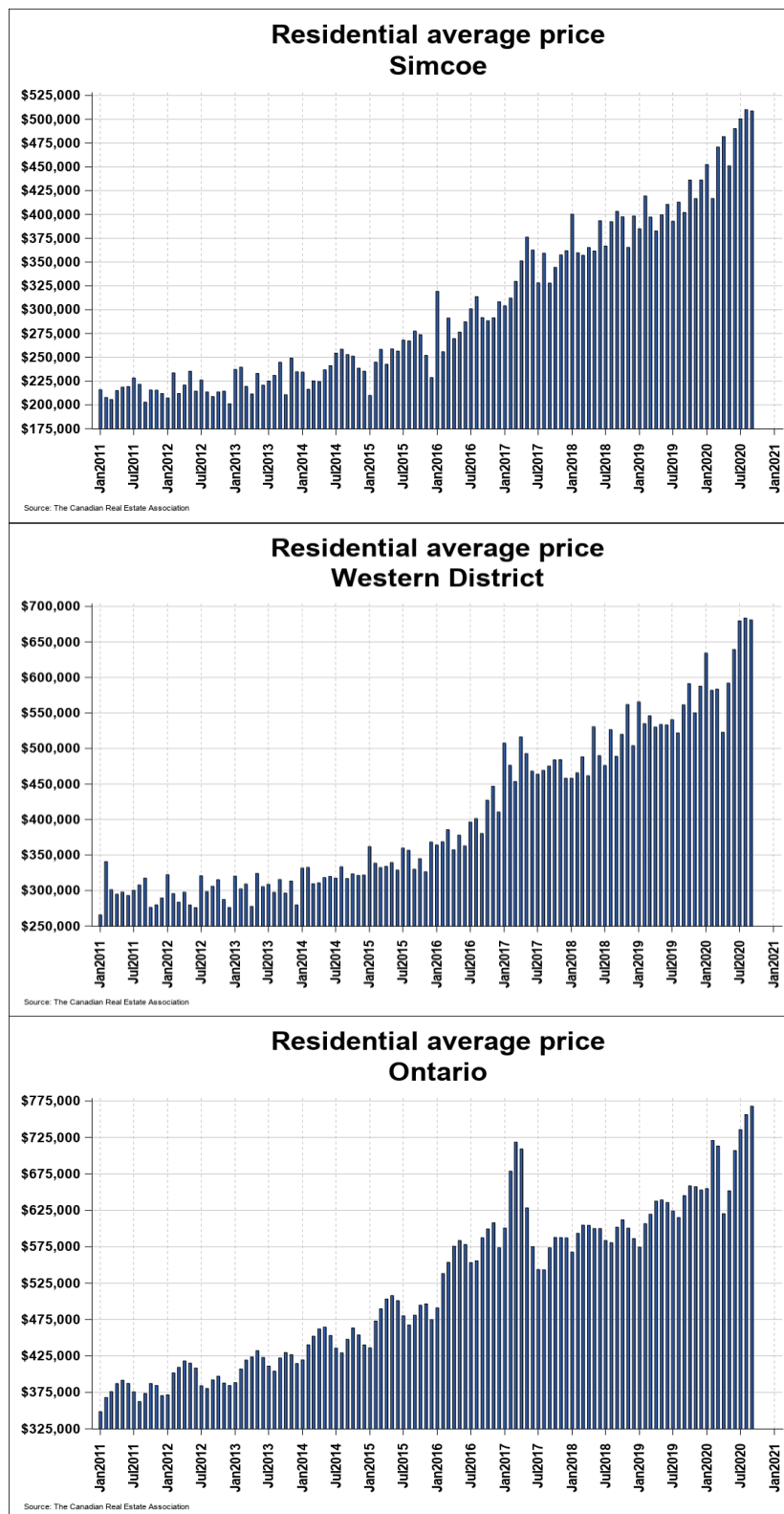
	Wasaga Beach	Simcoe County	Ontario
Median Earnings - Persons who worked full year, full time (\$)	\$60,400	\$64,000	\$67,000
Average Earnings - Persons who worked full year, full time (\$)	\$65,300	\$70,300	\$77,800
Median Household Total Income	\$76,000	\$93,000	\$91,000
Average Household Total Income	\$90,100	\$110,900	\$116,000

Source: Statistics Canada: 2021 Census of Population

Figure 5: Residential Average Prices, 2001 -2020

The affluence of this community and its location relative to the GTA affects both the housing types available and the cost of housing. The images on this page illustrate the market value of homes over the past 10 years, as measured by the Simcoe & District Association of Realtors and the Western District of the South Georgian Bay Association of Realtors (SGBAR). The Western Region includes Wasaga Beach, Clearview Township, Collingwood, The Blue Mountains, the Municipality of Meaford, and Grey Highlands.

Both real-estate associations saw tremendous growth in average residential prices between January 2016 and January 2020. Average residential prices in the Western District SGBAR fluctuated between \$500,000 and \$550,000 in 2019. Average housing prices have been volatile in 2020 due to COVID-19 but remain higher in the Western District of SGBAR than for the rest of Simcoe & District, yet lower than Ontario.



Source: The Canadian Real Estate Association. Online:

<https://creastats.crea.ca/board/orea>

Table 4 and Figure 6 highlight key housing indicators for Wasaga Beach. Compared to Simcoe County and Ontario, Wasaga Beach offers an overall higher level of affordability, as measured by the share of households spending 30% or more of household income on shelter costs (20% in Wasaga, compared to 23% and 24% in Simcoe and Ontario, respectively).

In Wasaga Beach, approximately 85% of households are owners, while 15% rent. Concerning households renting, Wasaga beach has worse rates of affordability compared to Ontario and Simcoe (44% of households that rent spend 30% or more of household income is spent on shelter costs, compared to 41% and 38% in Simcoe County and Ontario, respectively).

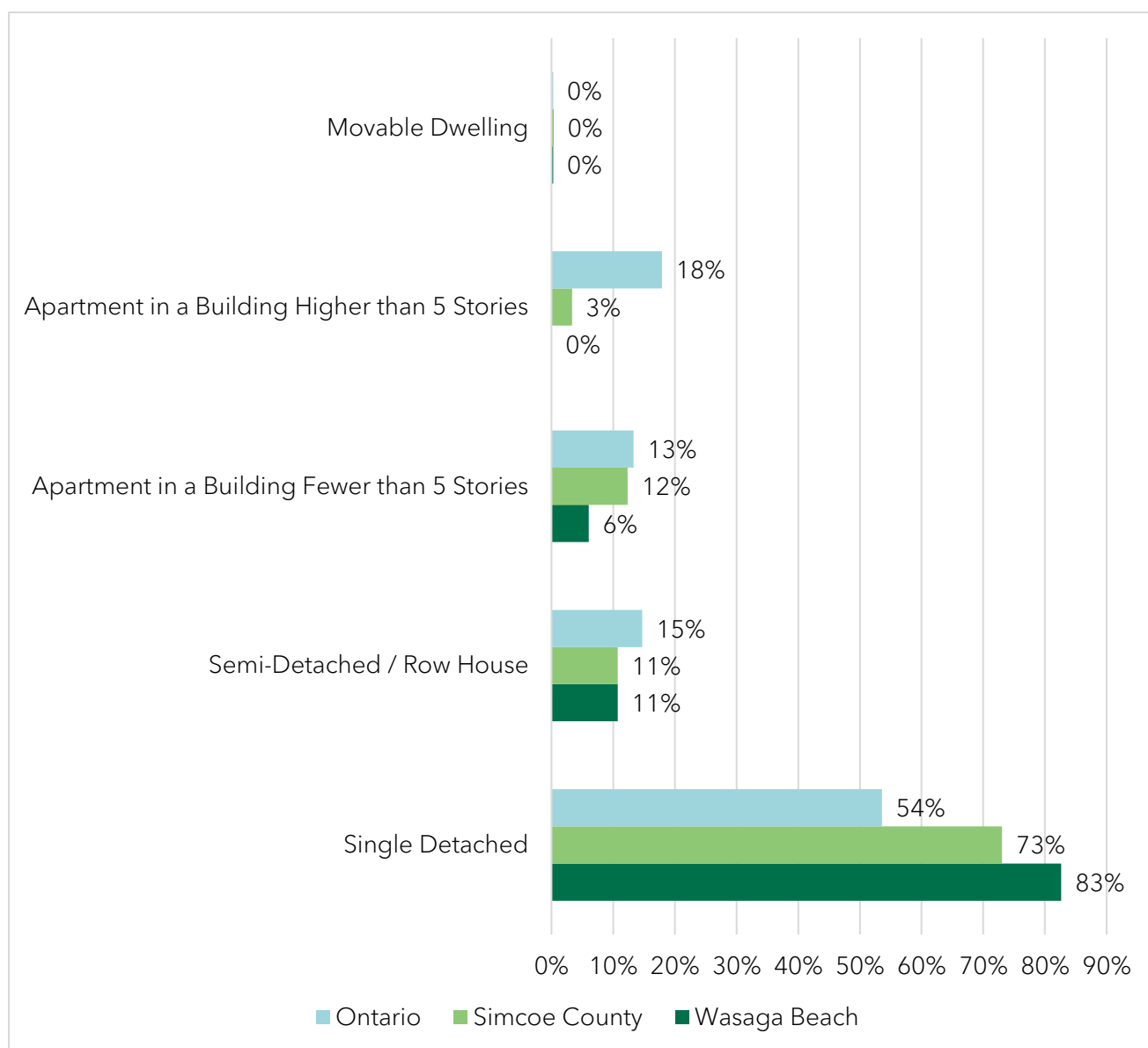
Table 4: Households Affordability, Suitability, and Adequacy, Wasaga Beach, 2021

Indicator	Total	Owner	With mortgage	No mortgage	Renter	Subsidized housing	Not subsidized housing
Total Households	10,810	9,235	5,524	5,286	1,575	145	1,430
Adequacy: major repairs needed	4%	3%*	4%*	1%*	7%*	0%*	7%*
Suitability: size not suitable	2%	1%*	2%*	0%*	9%*	0%*	9%*
Affordability: 30% or more of household income is spent on shelter costs	20%	16%	30%*	7%*	44%	60%*	51%*
One of adequacy, suitability, or affordability challenge	26%	20%	36%	8%	60%	60%	67%

Source: Source: Statistics Canada, 2021 Census of Population, Statistics Canada Catalogue no. 98-400-X2016230. Reflects 2016 data due to incomplete 2021 Census Release.

Lastly, when looking at occupied dwellings by structure type, living in Wasaga Beach means less housing diversity, compared to Ontario (see Figure 6). **This could pose a real issue in terms of economic development, as housing diversity supports a diverse workforce.** Here, renters are disproportionately affected by the lack of housing options since single detached houses are overrepresented in the housing stock, which is the most expensive rental option. More high-density housing, rowhouses, or semi-detached homes are needed to ensure affordable housing is available for all segments of the population.

Figure 6: Occupied Dwellings by Structure Type, 2021



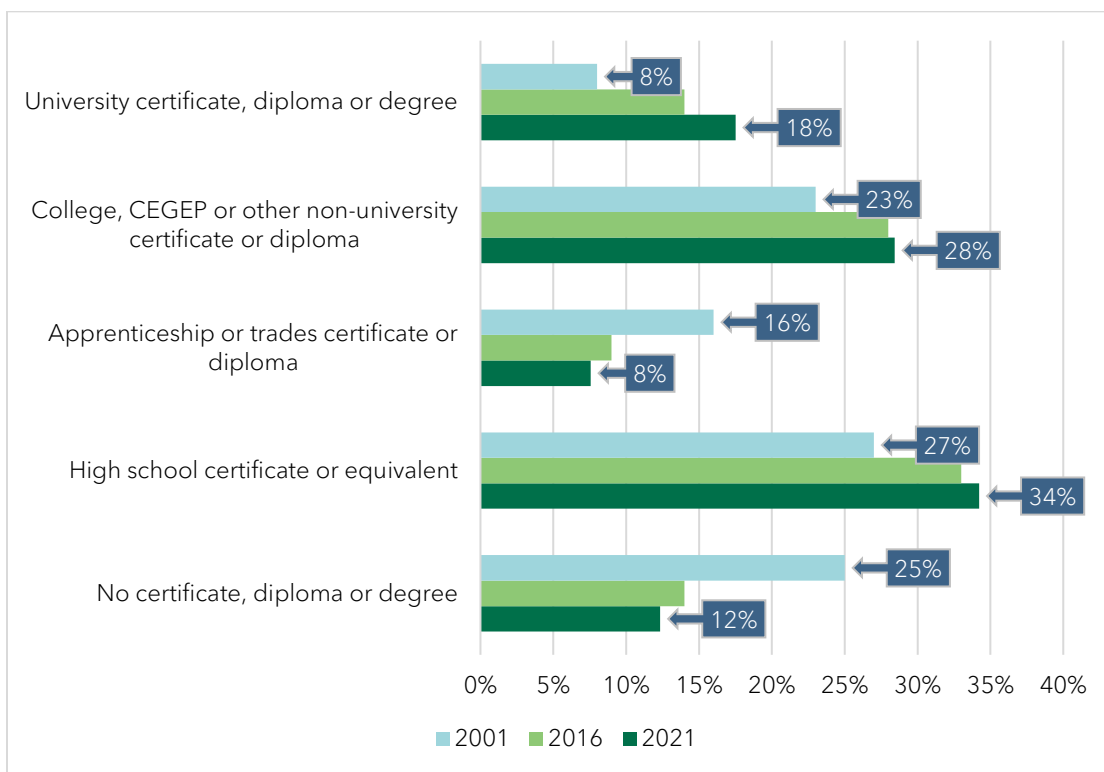
Source: Statistics Canada: 2021 Census of Population

1.3. Education, Skills and Training

This subsection reviews the level of education and major fields of study for residents of Wasaga Beach over time, and relative to Ontario and Simcoe County (Figure 8). Figure 7 first outlines the changes to the education levels attained by Wasaga Beach residents of ages 25-64, over the last five census periods. The most significant decline in attained education levels is in apprenticeships and trades, where there were 8% less residents with this type of education in 2021 compared to 2001.

The population with a university certificate, diploma or degree has grown significantly, rising from 8% in 2001 to 18% in 2021. At the same time, a College certificate or diploma is still the largest post-secondary education attainment in Wasaga Beach, attained by 28% of residents.

Figure 7: Educational Attainment for Wasaga Beach Ages 25 to 64, 2001 - 2021¹



Source: Statistics Canada Census data 2001, 2016, and 2021.

¹'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree.

'Post-secondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas'.

'College CEGEP or other non-university certificates or diplomas' and university certificates diplomas and degrees.

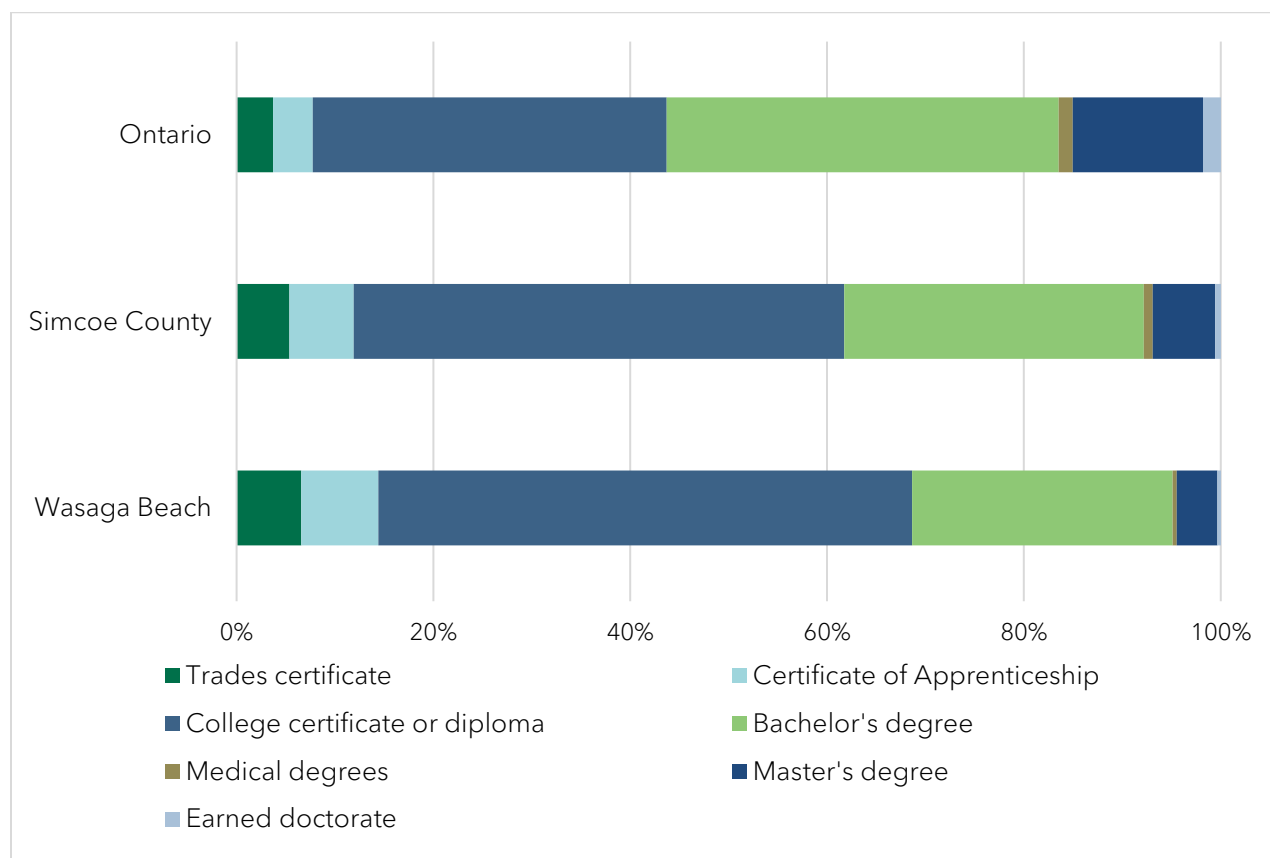
'Apprenticeship or trades' includes Registered Apprenticeship certificates and trades certificates or diplomas.

'Medical degree' includes 'Degrees in medicine, dentistry, veterinary medicine or optometry'.

Figure 8 illustrates the post-secondary educational attainment of Wasaga Beach's residents, compared to Ontario and Simcoe County. The following can be concluded about the town's postsecondary education levels:

- Employers in Wasaga Beach have access to 6,045 residents who have postsecondary education, and over 169,545 postsecondary graduates that reside within Simcoe County.
- A College diploma is the most common type of postsecondary in the region (within the municipality and the County).
- Wasaga Beach and Simcoe County have a stronger supply of technical/midlevel -skills (college diploma or apprenticeship certificate), compared to Ontario.

Figure 8: Residents aged 24- 65 with Post-Secondary Attainment



Source: Statistics Canada 2021 Census Profile.

Table 5 illustrates the top 25 major fields of study² for all residents 15 years and older, from most prominent to least. The largest field of study in the population is Business, management, marketing. Moreover, Wasaga Beach has a larger share of postsecondary graduates in Health professions and related programs; Legal professions and studies; Biological and biomedical sciences; and Natural resources and conservation, compared to Simcoe and Ontario.

Table 5: Post-Secondary Major Field of Study, Wasaga Beach, 2021

Description	Wasaga Beach	Simcoe County	% Wasaga Beach	% Simcoe County	% ON
Total 15 years and over	21,685	438,145	54%	48%	42%
No postsecondary	11,620	210,840	8.4%	8.9%	11.4%
Business, management, marketing	1,830	38,825	6.8%	7.5%	7.0%
Health professions and related programs	1,475	33,035	2.9%	2.5%	1.7%
Engineering technologies and engineering-related fields	620	10,930	2.4%	2.4%	1.8%
Mechanic and repair technicians	515	10,630	2.3%	3.1%	3.0%
Construction trades	500	13,650	2.3%	2.5%	2.4%
Education	490	11,125	1.9%	1.9%	1.5%
Precision production	420	8,410	1.5%	1.7%	2.0%
Social sciences	330	7,445	1.5%	1.3%	2.4%
Personal and culinary services	320	5,870	1.4%	1.4%	1.0%
Visual and performing arts	305	5,960	1.3%	2.0%	2.9%
Security and protective services	285	8,835	1.3%	1.5%	3.5%
Family & consumer /human sciences	275	6,475	1.2%	1.6%	1.3%
Engineering	270	6,940	1.2%	1.6%	0.9%
Computer and information sciences	265	6,815	0.9%	1.1%	1.2%
Psychology	205	4,865	0.8%	1.0%	1.0%
Legal professions and studies	180	4,340	0.8%	0.7%	0.5%
Parks, recreation, leisure and fitness	170	3,030	0.8%	0.7%	0.9%
Transportation and materials moving	165	3,185	0.7%	1.1%	1.2%
Communications technologies & services	155	4,970	0.7%	0.9%	0.7%
Public admin. & social service professions	145	4,025	0.6%	0.8%	0.7%
Communication, journalism and related	140	3,550	0.6%	0.6%	0.8%
English language and literature/letters	125	2,675	0.5%	0.6%	1.0%
Agriculture, agriculture and related sciences	115	2,605	0.5%	0.6%	1.1%
Liberal arts and sciences, general studies and humanities	100	2,660	0.4%	0.4%	0.6%
Biological and biomedical sciences	80	1,830	0.3%	0.2%	0.2%
Natural resources and conservation	70	715	0.3%	0.2%	0.2%

Source: Statistics Canada. Census Profile 2021.

² 'Major Field of study' is defined by Classification of Instructional Programs (CIP) 2016 for the population aged 15 years and over in private households. It is collected for the highest certificate, diploma or degree above the high school or secondary school level: www.statcan.gc.ca/concepts/classification-eng.htm.

2. LABOUR FORCE PROFILING & ANALYSIS

2.1. Workforce Commute and the Labour Shed

This subsection describes commuting patterns for persons that live and/or work in Wasaga Beach. The aim is to understand the boundaries of the labour shed and establish a labour recruitment area for businesses locating in Wasaga Beach.

Commuting flows for persons reporting a “usual place of work other than in their home or outside of Canada”, reveal that Wasaga Beach is a net exporter of labour (3,865 residents leave for work, while 840 non-residents come to work in Wasaga Beach).

Wasaga Beach’s resident labour force commutes primarily within Simcoe County: Collingwood, Barrie, Clearview, etc., and to a lesser extent, the Greater Toronto Area (Table 6).

Table 6: Place of work for Wasaga Residents, 2021

	Total	Male	Female
Wasaga Beach	1,695	740	960
Collingwood	1,250	530	720
Barrie	550	275	270
Clearview	350	175	170
New Tecumseth	285	220	65
Essa	245	170	70
Toronto	155	120	30
Vaughan	125	100	30
Brampton	105	70	35
The Blue Mountains	105	60	45
Mississauga	90	70	20
Springwater	90	45	40
Midland	85	45	45
Orillia	65	35	35
Caledon	55	40	15
Adjala-Tosorontio	40	25	10
Innisfil	35	35	0
Markham	30	10	20
Penetanguishene	25	15	10
Richmond Hill	20	10	15
Newmarket	20	10	10
Oro-Medonte	20	10	15
Total # of residents with a usual place of work	5,560	2,840	2,640
# or residents leaving Wasaga Beach for work	3,865	2,100	1,680
% of residents leaving for work	70%	74%	64%

Source: Statistics Canada, Commuting Flows Tables 2021.

In terms of labour attraction, Wasaga Beach pulls labour primarily from Simcoe County (Table 7). Most commonly, workers come from Collingwood, Clearview, and Springwater, to work in Wasaga Beach.

Table 7: Place of residence of persons who work in Wasaga Beach, 2016

Place of Residence	Total	Male	Female
Wasaga Beach	1,695	740	960
Collingwood	160	45	115
Clearview	140	60	80
Springwater	130	35	100
Barrie	115	60	50
Tiny	100	50	45
Oro-Medonte	30	0	25
Essa	25	15	10
Brampton	20	10	15
The Blue Mountains	20	0	20
Penetanguishene	20	10	15
Total labour force employed within a usual place in the town	2,535	1,025	1,450
# or workers coming from out of town	840	285	490
% of the workforce coming from out of town	33%	28%	34%

Source: Statistics Canada, Commuting Flows Tables 2016

2.2. Labour Force Status

This section analyses labour force data estimated for the Municipality of Wasaga Beach using the Statistic Canada's Census data. Wasaga Beach is estimated to have a labour force of 10,200 persons, however, businesses have access to the wider labour pool of Simcoe County, as shown by the commuting flows, which is a 275,620-person labour force.



In 2021, the municipality was experiencing a slightly higher unemployment rate and much lower employment and participation rates compared to Simcoe County and Ontario (Table 8). Considering the negative effects of the pandemic, this is to be expected.

Table 8: Key Labour Force Statistics by Gender, Wasaga Beach, 2021

	Wasaga Beach	Simcoe County	Ontario
Population aged 15+	21,685	438,145	11,782,820
In the labour force	10,200	275,620	7,399,200
Employed	8,785	242,975	6,492,895
Unemployed	1,415	32,650	906,310
Not in the labour force	11,485	162,525	4,383,620
Participation rate	47.0	62.9	62.8
Employment rate	40.5	55.5	55.1
Unemployment rate	13.9	11.8	12.2

Source: Statistics Canada, Census Profile 2021

When looking at the class of workers living in Wasaga Beach, self-employed workers are more common for males than females (Table 9). This metric can be used as a proxy for entrepreneurship, and in this case, Wasaga Beach has higher levels of entrepreneurship within the male population. Overall, Wasaga has a higher level of entrepreneurship for both males and females when compared to the rest of Ontario. **There may be an opportunity to increase the number of small businesses/ entrepreneurship levels by providing residents, particularly females, with added supports to enable self-employment (i.e., technical and managerial skills development, women in business groups, e-commerce training, etc.).**

Table 9: Class of Workers, Wasaga Beach and Ontario, 2021

Number Of Tax Filers With Self-Employment Income		
	Wasaga Beach	Ontario
Number of tax filers with income	21,685	11,782,820
Female with self-employment income	15%	12%
Male with self-employment income	20%	18%

Source: Statistics Canada. Census Profile 2021

In Wasaga Beach, the estimated median earnings for tax files with employment income vary significantly with males earning 34% more than females. This income gap is notably higher than in Ontario, where males with employment income had a median income level 24% higher than females. The larger wage differential in Wasaga Beach could be due to more women working part-time, in sales and service occupations, and/or lack of access to child and elder care services, which results in women doing this type of unpaid work.

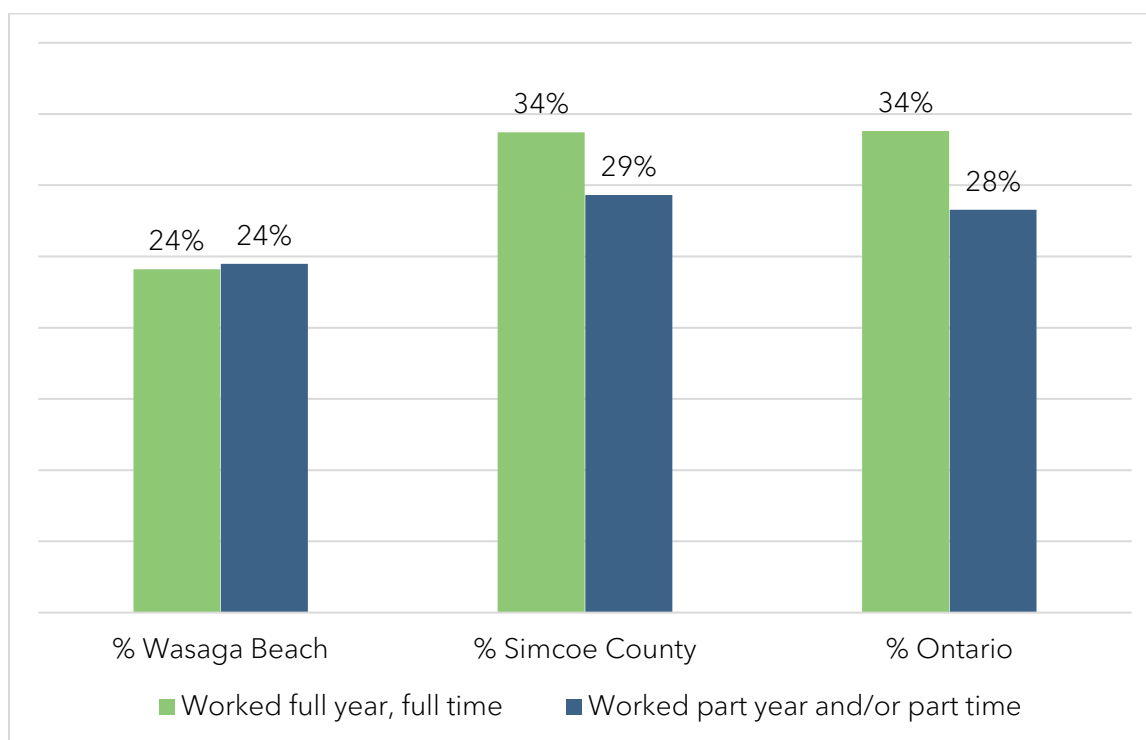
Table 10: Total Number of Tax Filers and Income by Sex, 2021

Income profile of tax filers by sex	Wasaga Beach		Ontario	
	Male	Female	Male	Female
Median total income of tax filers with income	\$42,800	\$32,000	\$46,000	\$37,200
Male-female income differential	34% difference		24% difference	
Median after-tax income of tax filers with employment income	\$38,800	\$29,800	\$41,200	\$34,000
Male-female employment income differential	30% difference		21% difference	

Source: Statistics Canada Census Profile 2021

The following table illustrates the work activity for the resident population during the census reference year. As can be seen in Figure 9, a smaller percentage (48%) of the local population worked at all compared to the benchmark regions (63% in Simcoe County and 62% in Ontario). According to the 2016 census, of the women who worked at all, 53% worked part-time; comparatively, 48% of males worked part-time in Wasaga Beach. Generally speaking, similar levels of people work-part time and full-time in Wasaga Beach.

Figure 9: Work Activity, Full-time/Full-year vs. Part-time/Part-Year, 2021



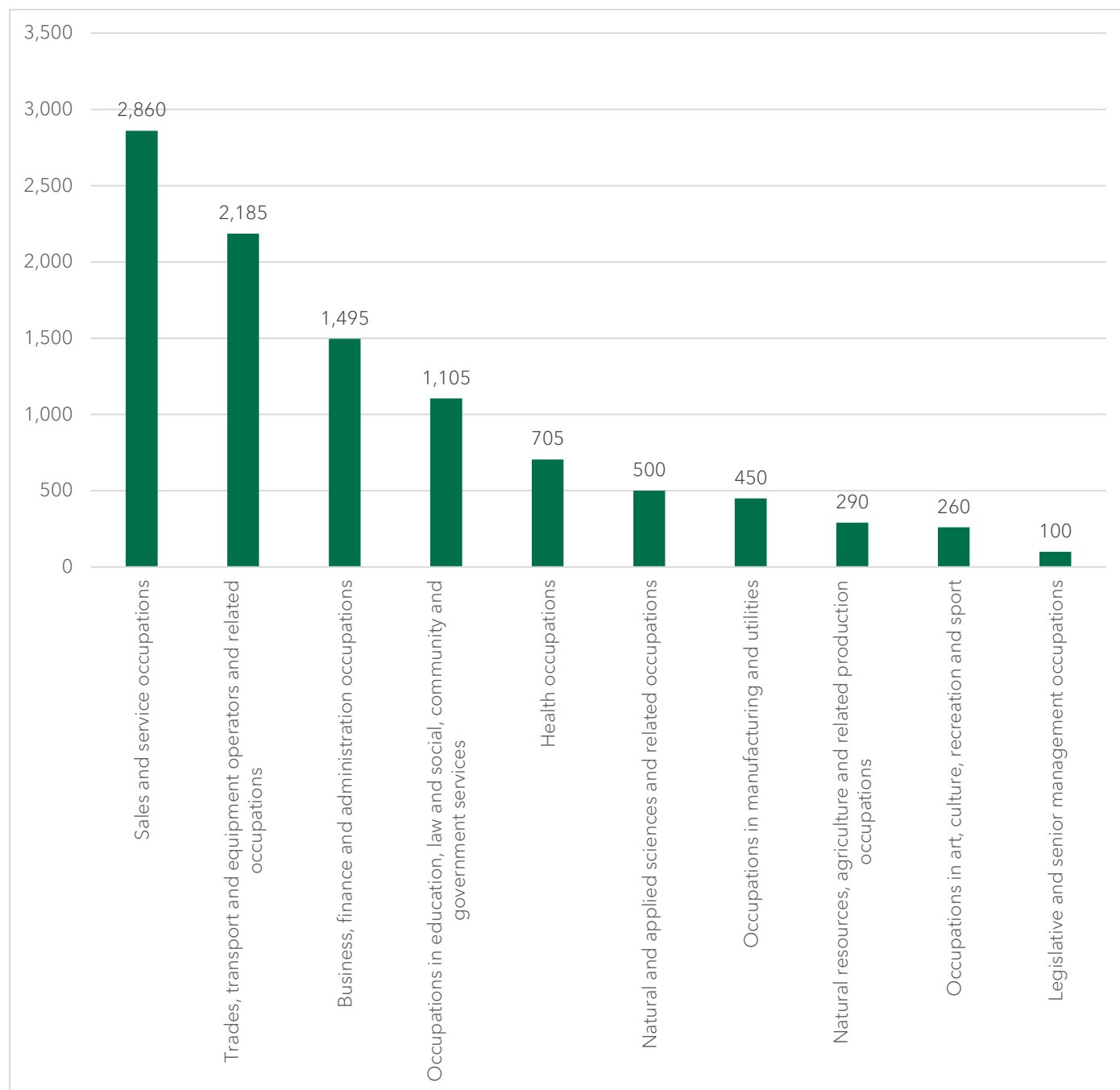
Source: Statistics Canada, Census Profile 2021

2.3. Labour Supply in Wasaga Beach

This subsection illustrates the type of employment residents of Wasaga Beach held in 2021. Please note, changes to Census NOC classifications in 2021 render historical comparisons moot. Figure 10 shows Wasaga Beach residents were most commonly employed within:

- Sales and service occupations;
- Trades, transport and equipment operators and related occupations; and
- Business, finance and administration occupations

Figure 10: Resident Labour Force by Occupation by 1-digit NOCs³ codes, 2021



Source: Statistics Canada Census Program 2021.

³ National Occupational Classification System 2021: <https://www12.statcan.gc.ca/census-recensement/2021/dp-prof/details/page.cfm?Lang=E&SearchText=simcoe&DGUIDlist=2021A00053543064,2021A000235,2021A00033543&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

Looking at the industry employment of residents of Wasaga Beach from the most recent Tax Filer data shows that over 20% of residents are employed by tourism-related industries (accommodation, food and retail) (Table 11). Furthermore, residents also have expertise related to administration, the healthcare sector, manufacturing and construction. The highest paying industries are highlighted with green colour text.

Table 11: Largest Employment Occupations, Wasaga Beach and Ontario, 2020

Main industry based on the North American Industry Classification System (NAICS)	Wasaga Beach		Ontario	
	Count of tax filers with wages, salaries and commissions	Median wages, salaries and commissions	Count of tax filers with wages, salaries & commissions	Median wages, salaries and commissions
All industries	9,490	\$30,390	6,863,390	\$40,590
Retail trade	13.9%	\$20,780	10.4%	\$20,290
Not available	12.4%	N/A	7.6%	N/A
Health care and social assistance	9.1%	\$39,550	9.7%	\$46,060
Public administration	8.7%	\$68,690	7.4%	\$71,790
Accommodation and food services	8.4%	\$14,280	5.8%	\$11,470
Manufacturing	8.0%	\$59,700	9.8%	\$50,940
Construction	7.2%	\$43,920	5.4%	\$50,710
Business, building and other support services	5.2%	\$25,980	6.3%	\$28,520
Educational services	5.0%	\$45,530	7.3%	\$49,960
Transportation and warehousing	3.8%	\$39,150	4.3%	\$40,000
Wholesale trade	3.6%	\$53,320	4.5%	\$54,120
Professional, scientific and technical services	3.6%	\$41,020	6.7%	\$61,540
Other services (except public administration)	3.0%	\$27,960	3.2%	\$30,600
Finance and insurance	2.0%	\$52,100	5.0%	\$71,100
Real estate and rental and leasing	1.9%	\$36,760	1.5%	\$42,880
Arts, entertainment and recreation	1.5%	\$10,780	1.2%	\$13,100
Agriculture, forestry, fishing and hunting	1.1%	\$39,110	0.9%	\$29,950
Information and cultural industries	0.9%	\$59,580	2.0%	\$69,500
Utilities	0.8%	\$75,330	0.6%	\$108,580
Mining, quarrying, and oil and gas extraction	0.2%	\$75,680	0.4%	\$94,880

Source: Statistics Canada. Table 11-10-0073-01 Wages, salaries and commissions of tax filers aged 15 years and over by main industry sector

3. ECONOMIC BASE ANALYSIS

This section investigates the local economy in the Town of Wasaga Beach; that is, the jobs and businesses that drive the local economy. As such, the central focus of this section will be Wasaga Beach as a place of work, benchmarked by Simcoe County and Ontario.



This section reports industry statistics related to exports, employment, and business growth for the local economy to uncover key industries that either exist or are emerging in the region today.

The Statistics Canada “North American Industry Classification System” (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called sectors, which are broken down into sub-sectors, which are then further broken down into Industries. An example of this breakdown follows:



3.1. Employer Structure

This subsection illustrates the number and size of employers by industry in the town. The data in this section comes from Statistics Canada's Canadian Business Patterns dataset. Employers in this dataset include businesses in the Business Registry, which are all Canadian businesses that meet at least one of the three following criteria:



- Have an employee workforce for which they submit payroll remittances to Canada Revenue Agency; or
- Have a minimum of \$30,000 in annual revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Statistics Canada divides businesses into two major groupings:

1. Businesses with a determinate number of employees; and
2. Businesses with an indeterminate number of employees.

Businesses without employees correspond to the "indeterminate" employment category from the previous reference periods. During times of economic decline, there is a rise in the number of indeterminate businesses, as people set up business enterprises, which may or may not become active. For economic development purposes, businesses with a determinate number of employees (one or more) are of greater interest than indeterminate businesses (which frequently are not active or have very low levels of economic activity). An increase in the number of indeterminate businesses can, however, signal potential new business startups.

According to the Canadian Business Registry, Wasaga Beach had 1,604 businesses as of June 2020; 436 (27%) of which had employees. This would indicate that there are many small start-up/home-based businesses in Wasaga Beach (approximately 73% of businesses captured by the CRA).

The total business count in Wasaga Beach grew by 247 between 2015 and 2020 (18% growth). When looking only at businesses with employees, there were 87 added between 2015 and 2020 (25% growth rate for businesses with employees). This indicates a large number of solopreneurs in the community. The following table illustrates the changes in the number of businesses by sector between 2015 and 2020. Construction and Healthcare services had the largest growth in businesses with employees.

Table 12: Business Patterns in Wasaga Beach, 2014-2019

NAICS Code	Description	2020 With Employees	2020 Total	Change Total	%Change Total	Change with Employees	% Change with Employees
23	Construction	97	263	41	18%	37	62%
62	Health care and social assistance	34	84	34	68%	9	36%
X0	Unclassified	32	129	4	3%	7	28%
54	Professional, scientific and technical services	35	163	37	29%	6	21%
56	Administrative and support, waste management and remediation services	18	76	16	27%	6	50%
48-49	Transportation and warehousing	14	58	8	16%	5	56%
52	Finance and insurance	13	70	31	79%	5	63%
53	Real estate and rental and leasing	22	329	81	33%	4	22%
44-45	Retail trade	58	115	(9)	-7%	4	7%
71	Arts, entertainment and recreation	10	29	6	26%	4	67%
51	Information and cultural industries	6	23	4	21%	3	100%
72	Accommodation and food services	42	80	2	3%	2	5%
31-33	Manufacturing	7	18	(3)	-14%	1	17%
81	Other services (except public administration)	35	100	11	12%	0	0%
61	Educational services	2	16	1	7%	0	0%
11	Agriculture, forestry, fishing and hunting	1	10	5	100%	0	0%
22	Utilities	2	6	2	50%	0	0%
91	Public administration	1	1	0	0%	0	0%
21	Mining, quarrying, and oil and gas extraction	0	1	(2)	-67%	(1)	-100%
55	Management of companies and enterprises	0	6	(18)	-75%	(2)	-100%
41	Wholesale trade	7	27	(4)	-13%	(3)	-30%
T	Total	436	1,604	247	18%	87	25%

Source: EMSI 2020.Q3 from Statistics Canada's Business Registry: June 2015 to June 2020. Red text indicates negative numbers.

In 2020, the largest sub-sectors (**by 3-digit NAICS**) measured by the total number of businesses in Wasaga Beach are:

- Real estate
- Specialty trade contractors
- Professional, scientific and technical services
- Administrative and support services
- Construction of buildings
- Ambulatory health care services
- Food services and drinking places

The largest industries (**by 5-digit NAICS**) by the total number of businesses in Wasaga Beach are:

- Lessors of residential buildings and dwellings
- Offices of real estate agents and brokers
- Residential building construction
- Full-service restaurants and limited-service eating places
- Accounting, tax preparation, bookkeeping and payroll services
- Management consulting services
- General freight trucking, long-distance

The industries that had the **largest growth** in the number of businesses without a determinate number of employees, over the past 5 years were:

- Lessors of residential buildings and dwellings
- Offices of real estate agents and brokers
- Miscellaneous intermediation
- Computer systems design and related services
- Accounting, tax preparation, bookkeeping and payroll services
- All other personal services
- All other specialty trade contractors

The industries that had the **largest growth** in the number of businesses **with employees**, over the past 5 years were:

- Offices of physicians
- Residential building construction
- Full-service restaurants and limited-service eating places
- Accounting, tax preparation, bookkeeping and payroll services
- Commercial and institutional building construction
- Electrical contractors and other wiring installation contractors
- Insurance agencies and brokerages

Lastly, the following were the fastest growing industries, as measured by the percentage change in the number of businesses (with and without a determinate number of employees).

Table 13: Fast Growing Industries by % Change in Number of Businesses, 2020

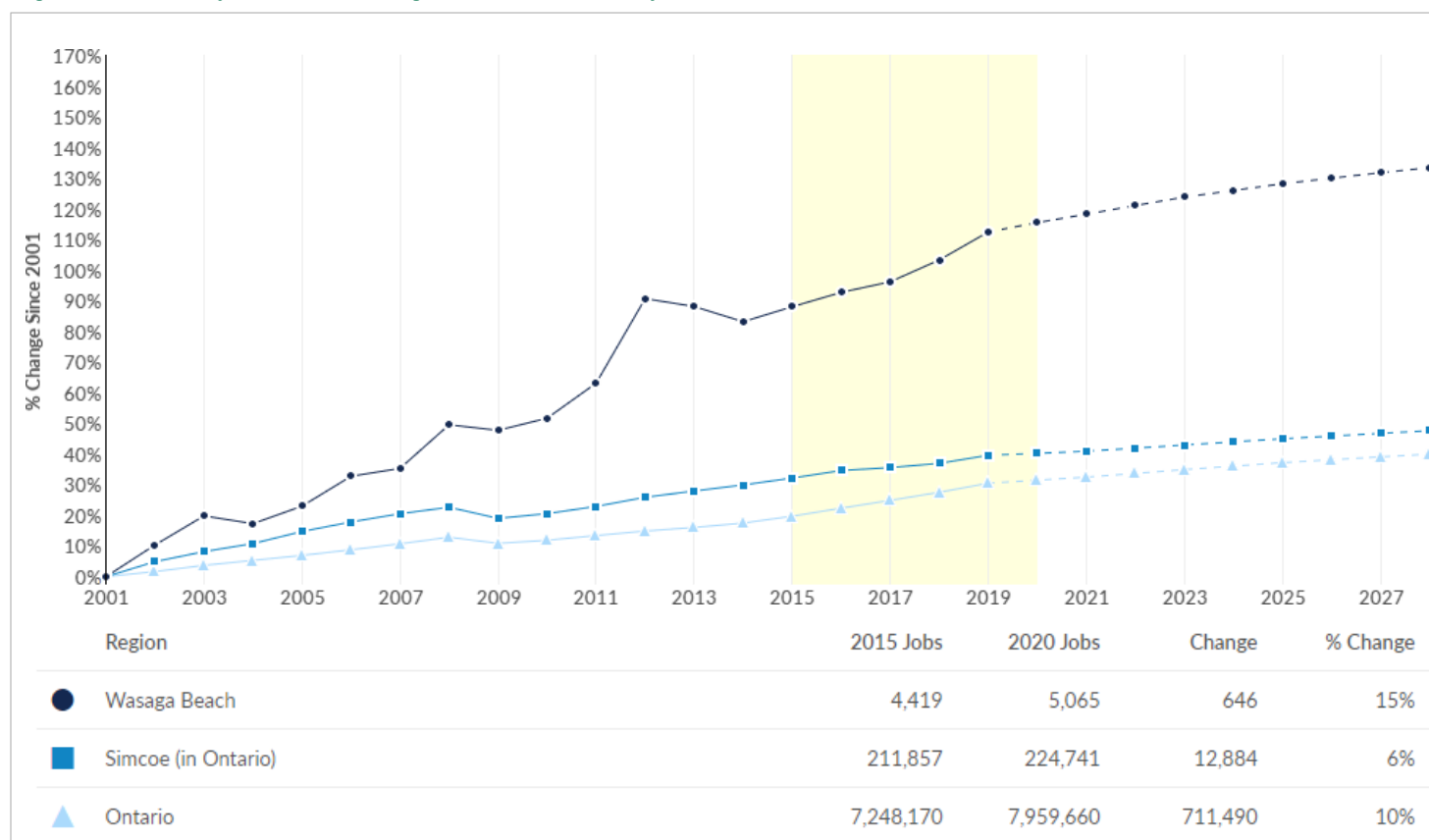
Description	2019 Total	Change Total	% Change Total
Motion picture and video production	8	6	300%
Athletic instruction	4	3	300%
Commercial and institutional building construction	11	8	267%
Offices of physical, occupational, and speech therapists and audiologists	7	5	250%
Mortgage and non-mortgage loan brokers	7	5	250%
Data processing, hosting, and related services	3	2	200%
Offices of mental health practitioners (except physicians)	3	2	200%
Offices of optometrists	5	5	100%
Architectural services	4	4	100%
Cosmetics, beauty supplies and perfume stores	3	3	100%
Community care facilities for the elderly	3	3	100%
Self-storage mini-warehouses	2	2	100%
Advertising material distribution services	2	2	100%
Marketing research and public opinion polling	2	2	100%

Source: EMSI 2020.Q3 from Statistics Canada's Business Registry: June 2015 to June 2020

3.2. Employment Profile

Between 2015 and 2020, the local economy of Wasaga Beach grew by **646 jobs (15%)** to a total of approximately **5,065**. Over those five years, local employment (%) growth in Wasaga Beach was higher than that in Simcoe County (6%) and Ontario (10%). The following figure illustrates clearly a stronger growth trajectory for jobs in Wasaga Beach relative to the benchmarks.

Figure 11: Jobs by location, Wasaga vs. Simcoe County and Ontario, 2001 to 2027



Source: EMSI 2020.Q3 Employees and Self-Employed.

The Wasaga Beach economy provides jobs primarily within the services sectors; however, the local economy also sustains a significant number of jobs in Construction. Table 13 indicates jobs by sector as estimated for 2020. The coloured bars within each column indicate the size of each employment sector within each region relative to the size of that economy.

As can be seen from Table 14, Simcoe and Ontario have more diversified economies; they are diversified within similar sectors; those that represent natural strengths for Ontario (i.e., professional services, manufacturing, and the tourism economy; and increasingly, administrative and support, waste management and remediation services [includes clean technologies] and Information and cultural industries [includes digital media]).

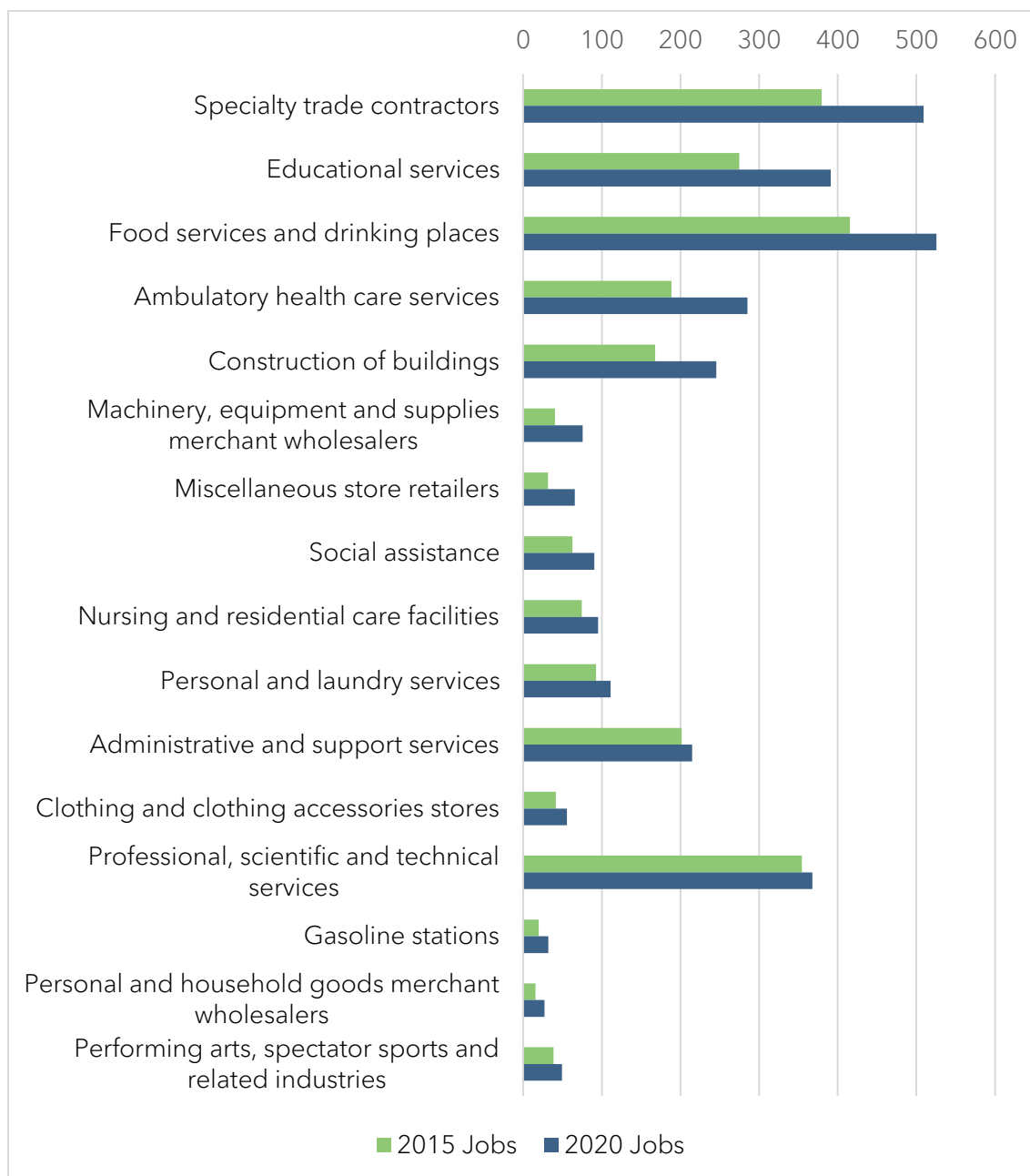
Table 14: Employment by Sector, Wasaga Beach, and Ontario, 2020

Description	Wasaga Beach	Simcoe County	Ontario
Retail trade	798	30,145	824,166
Construction	769	18,775	523,814
Accommodation and food services	599	19,034	545,049
Health care and social assistance	489	27,603	876,408
Educational services	391	14,045	551,955
Professional, scientific and technical services	368	11,657	651,450
Real estate and rental and leasing	364	4,281	186,545
Public administration	269	14,081	469,897
Administrative and support, waste management and remediation services	215	14,527	450,678
Other services (except public administration)	188	9,879	329,263
Wholesale trade	148	8,998	391,207
Arts, entertainment and recreation	120	5,608	163,996
Transportation and warehousing	85	7,429	390,965
Finance and insurance	81	4,284	391,836
Unclassified	70	3,603	127,520
Utilities	63	1,224	53,083
Information and cultural industries	29	2,821	162,792
Manufacturing	18	22,909	718,981
Management of companies and enterprises	0	265	38,294
Mining, quarrying, and oil and gas extraction	0	411	26,716
Agriculture, forestry, fishing and hunting	0	3,163	85,046
Total	5,065	224,741	7,959,660

Source: EMSI Analyst 2020.Q1

To understand how which subsectors have supported employment growth recently, Figure 13 shows the **subsectors in Wasaga Beach with the largest** job growth between 2015 and 2020. Sub-sectors (3-Digit NACIS) are illustrated in order of job growth.

Figure 12: Largest Subsectors by Number of Jobs, 2014-2019



Source: EMSI Analyst, 2020.3 – Employees and Self-Employed

Based on EMSI Analyst data on employment by industry (4-digit NAICS), the following can be concluded about jobs in the local economy of Wasaga Beach between 2015 and 2020:

Largest Industries by # of Jobs	Recent Fast-Growing Industries by % Job Growth	Industries with the Largest Projected Job Growth
<ol style="list-style-type: none"> 1. Full-service restaurants and limited-service eating places 2. Building finishing contractors 3. Offices of real estate agents and brokers 4. Residential & non-residential building construction 5. Building equipment contractors 6. Other schools and instruction 7. Services to buildings and dwellings 8. Lessors of real estate 9. Child day-care services 10. Accounting, tax preparation, bookkeeping and payroll services 11. Traveller accommodation 12. Management, scientific and technical consulting services 	<ol style="list-style-type: none"> 1. Spectator sports 2. Other schools and instruction 3. Non-residential building construction 4. Other machinery, equipment and supplies merchant wholesalers 5. Advertising, public relations, and related services 6. Community care facilities for the elderly 7. Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers 8. Child day-care services 9. Investigation and security services 10. Building finishing contractors 11. Computer and communications equipment and supplies merchant wholesalers 12. Electric power generation, transmission and distribution 	<ol style="list-style-type: none"> 1. Full-service restaurants and limited-service eating places 2. Building finishing contractors 3. Other schools and instruction 4. Offices of real estate agents and brokers 5. Residential & Non-residential building construction 6. Child day-care services 7. Other machinery, equipment and supplies merchant wholesalers 8. Advertising, public relations, and related services 9. Legal services 10. Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers 11. Management, scientific and technical consulting services 12. Offices of dentists

Source: EMSI Analyst, 2020.3 – Employees and Self-Employed

Notes: Industries with Largest Projected⁴ Growth Employment are defined as the industries projected to have the largest absolute job growth over the next five years.

⁴ Projections are calculated using robust industry data. First, simple short-, mid-, and long-term trend lines are made for every industry and municipality based on historical data. Those lines are then averaged and dampened to prevent extreme change. EMSI then incorporates national industry projections (COPS national employment projections) as well as province and regional projections provided by province labour market organizations to adjust these numbers again.

3.3. Location Quotient Analysis

An economic base analysis is an analysis of how the local economy functions. It does not provide solutions to economic problems but instead provides useful information required for decision-making about economic strategies.

The economic base analysis helps determine which economic activities “bring money in”, and where money might be “leaking out”. While the actual flow of money in and out of the community would be the most accurate means of describing the economic base of the area, data or statistics for this form of cash flow analysis are not readily available. As such, a proxy for cash flow is required, and the most common substitute is employment which uses an economic base analysis tool called “Location Quotient Analysis”. This method compares the level of employment concentration (or specialization) in a relevant localized economy (i.e., Wasaga Beach) to the level of employment concentration in one or more benchmark areas. In other words, does the local economy have proportionately more or fewer employees in specific industries than the benchmark area?

“Benchmarking” employment in the town of Wasaga Beach to Ontario provides information on:

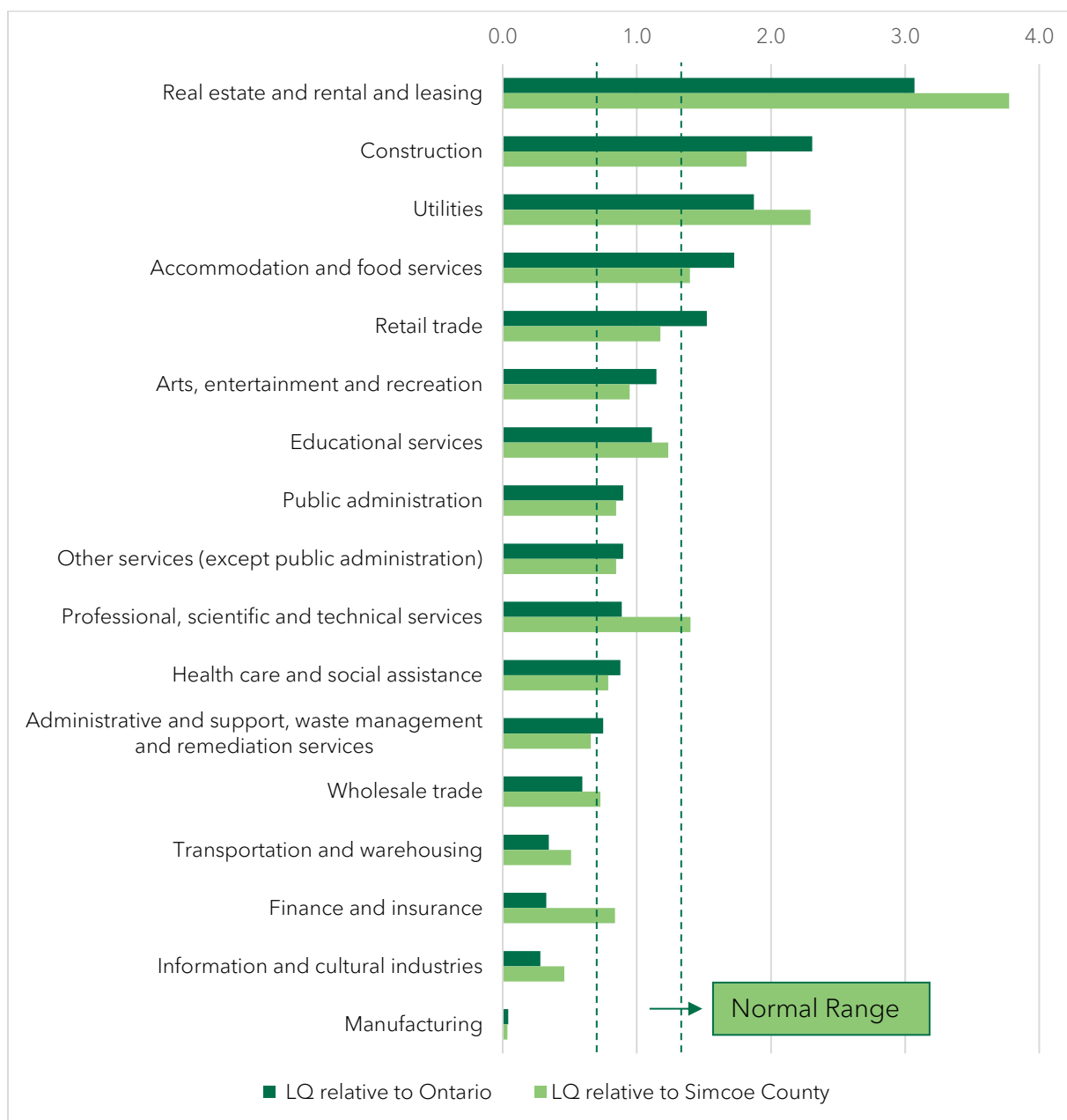
- The extent to which Wasaga Beach is producing all of the goods or services required for consumption locally (this potentially identifies opportunities to replace the imports with locally provided goods and services).
- Whether the Wasaga Beach economy is producing goods or services over quantities required for local consumption, indicating a high degree of development and specialization (or industry concentration) that results from the goods or services being consumed by non-residents.

The location quotient method is a “first cut” analysis that requires interpretation of the results, but it will point to the economic sectors that deserve a more thorough and in-depth analysis and “street-level” validation. A location quotient of between 0.75 and 1.25 generally indicates the local economy is self-sufficient in that industry. A 1.0 would indicate the same proportion of that industry’s jobs to all local jobs as to that of the benchmark, in this case, Ontario. A location quotient of less than 0.75 usually indicates a lack of self-sufficiency, requiring the importation of goods or services, as there is insufficient local employment to produce the required goods/services. A location quotient of greater than 1.25 usually indicates the industry has more local employment than is required to sustain the needs of the community. Therefore, it will export its goods or services and bring money into the community.

3.3.1. Location Quotient Analysis by Sector

Location Quotients (LQ) at the sector level are used to help to identify the general strengths of the community. Scores above 1.25 indicate a higher concentration relative to the benchmark. Figure 14 illustrates the strongest employment concentrations (LQs) by industry, relative to Ontario and Simcoe County, are Real estate and rental and leasing; Construction; and Utilities.

Figure 13: Concentrated Sectors in Wasaga Beach, 2020



Source: Total number of jobs 2020 per sector is estimated by EMSI Analyst 2020.Q3. Location quotients were calculated by McSweeney & Associates.

3.3.2. Location Quotient Analysis by Sub-Sectors

Next, the **sub-sector** (3-digit NAICS) concentrations in the local economy are explored with the same benchmarks. Sub-sectors are an important lens as they help to uncover a lower level of specialization and potential clusters. Since subsectors concentrations can occur relative to the province and/or the region, the specific subsectors showing a specialization have been highlighted in green. Note that the sub-sectors selected and illustrated in the following table have the largest 2020 location quotients and represent a minimum of 0.5% of total jobs in the local economy.

Table 15: Concentrated Sub-Sectors in Wasaga Beach (WS), 2020

Sectors (by NAICS)	# Jobs in Wasaga Beach	% of Jobs in Wasaga Beach	LQ Wasaga relative to ON	LQ Wasaga relative to Simcoe
Real estate	364	7.2%	3.6	4.40
General merchandise stores	217	4.3%	3.6	2.22
Specialty trade contractors	509	10.1%	2.6	1.88
Construction of buildings	246	4.9%	2.4	2.02
Utilities	63	1.2%	1.9	2.30
Food services and drinking places	525	10.4%	1.7	1.43
Food and beverage stores	210	4.2%	1.6	1.49
Personal and laundry services	111	2.2%	1.6	1.30
Accommodation services	74	1.5%	1.6	1.17
Local, municipal and regional public administration	198	3.9%	1.6	1.52
Ambulatory health care services	285	5.6%	1.4	1.17
Performing arts, spectator sports and related industries	50	1.0%	1.3	2.17
Telecommunications	29	0.6%	1.2	1.38
Provincial and territorial public administration	64	1.3%	1.2	0.90
Educational services	391	7.7%	1.1	1.24
Machinery, equipment and supplies merchant wholesalers	76	1.5%	1.1	1.58
Building material and garden equipment and supplies dealers	36	0.7%	1.0	0.65
Nursing and residential care facilities	95	1.9%	0.9	0.75
Amusement, gambling and recreation industries	54	1.1%	0.9	0.54
Professional, scientific and technical services	368	7.3%	0.9	1.40

Source: 2020 jobs per sub-sector by EMSI Analyst 2020.Q3. Location quotients are calculated by McSweeney & Associates. Note that green indicates a relative concentration, yellow indicates a normal level of employment, and red indicates an insufficient level of employment.

Wasaga Beach has employment concentrations/specializations, relative to Ontario and Simcoe, in Tourism related subsectors such as General merchandise stores, Food services and drinking places, Food and beverage stores, Accommodation services, and Performing arts, spectator sports and related industries; however, there is leakage/insufficient employment in Amusement, gambling and recreation industries.

Moreover, there are also interesting concentrations in Telecommunication, utilities industries, and Professional services relative to Simcoe County, which could be leveraged to drive innovation in the Information and culture industries, as well as in Energy and Technology in the region.

3.3.3. Location Quotient Analysis by Industry

This subsection investigates employment concentrations at a more granular level – the industry groups. The goal is to illustrate some of Wasaga Beach’s most interesting concentrations which could lead to furthering industry specialization, diversification and economic development.

Table 15 highlights industry location quotients that align with the findings at higher levels: strengths in various construction, and tourism-related industries. Plus, several professional services, healthcare and education-related industries are also identified here as specialized/concentrated, and thus represent an opportunity to develop new industry clusters and other specializations.

Firstly, Wasaga Beach has several concentrated industries—relative to both the region and the province—related to the tourism economy, which employs over 1100 workers. The following is a list of these industries, including those that account for at least 1% of jobs:

- Department stores
- Other miscellaneous store retailers
- Other general merchandise stores
- Full-service restaurants and limited-service eating places
- Grocery stores
- Traveller accommodation
- Personal care services

Wasaga Beach has several concentrated industries—relative to both the region and/or the province— related to construction, which together employ over 870 workers, including:

- Building equipment contractors
- Services to buildings and dwellings
- Building finishing contractors
- Non-residential building construction
- Residential building construction

Wasaga Beach also has several concentrated healthcare industries—relative to both the region and the province— which employ over 450 workers, including:

- Residential developmental handicap, mental health and substance abuse facilities
- Offices of other health practitioners
- Offices of physicians
- Health and personal care stores
- Child day-care services

Lastly, Wasaga Beach also has several concentrated industries—relative to both the region and/or the province—related to professional services, which together employ over 250 workers, including:

- Advertising, public relations, and related services
- Accounting, tax preparation, bookkeeping and payroll services
- Management, scientific and technical consulting services
- Computer systems design and related services

Table 16: Concentrated Industries in Wasaga Beach, 2020

Sectors (by NAICS)	# Jobs in Wasaga Beach	% in Wasaga Beach	LQ Wasaga-ON	LQ Wasaga - Simcoe
Building finishing contractors	362	7.1%	8.6	5.17
Offices of real estate agents and brokers	187	3.7%	4.5	4.04
Department stores	121	2.4%	4.4	2.76
Residential developmental handicap, mental health and substance abuse	69	1.4%	3.7	2.23
Other miscellaneous store retailers	66	1.3%	3.6	2.65
Activities related to real estate	58	1.2%	3.3	4.48
Other schools and instruction	124	2.4%	2.9	2.85
Other machinery, equipment and supplies merchant wholesalers	58	1.1%	2.3	3.16
Lessors of real estate	119	2.3%	2.9	5.06
Other general merchandise stores	95	1.9%	2.9	1.78
Non-residential building construction	79	1.6%	3.3	3.89
Offices of other health practitioners	109	2.2%	2.4	1.91
Residential building construction	166	3.3%	2.2	1.64
Advertising, public relations, and related services	52	1.0%	1.5	2.72
Full-service restaurants and limited-service eating places	514	10.2%	1.9	1.50
Accounting, tax preparation, bookkeeping and payroll services	81	1.6%	1.8	2.28
Offices of physicians	96	1.9%	1.7	1.74
Health and personal care stores	92	1.8%	1.8	1.62
Building equipment contractors	147	2.9%	1.6	1.54
Child day-care services	84	1.7%	2.0	1.39
Grocery stores	168	3.3%	1.7	1.57
Traveller accommodation	74	1.5%	1.8	1.33
Management, scientific and technical consulting services	71	1.4%	1.2	1.87
Services to buildings and dwellings	123	2.4%	1.4	1.02
Personal care services	61	1.2%	1.4	1.09
Computer systems design and related services	51	1.0%	0.4	1.27

Source: 2020 jobs per industry by EMSI Analyst 2020 Q3. Location quotients are calculated by McSweeney & Associates.

3.4. Shift-Share Analysis

The shift-share analysis compares the local employment growth/decline of regional jobs by industry to the employment growth/decline of that industry within Canada, as well as the job growth overall for Canada. More specifically, this analytical tool examines the job growth/decline by attributing growth, stability, or decline in particular industries over time due to three distinct forces:

- Canadian economic growth: regional job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy.
- Industry growth: regional job growth/decline that is attributable to the growth, stability, or decline of that particular economic activity in the Canadian economy (with the economic growth component removed).
- Local economic growth: local job growth/decline that is attributable to the local economy because it is growing/declining more or less quickly than jobs in the larger economy (with the Canadian economic and industry growth components removed).

This tool, when correctly interpreted, provides greater descriptive power than the location quotient method. It has been applied to NAICS Industries using place of work statistics. Shift-share analysis allows the examination of changes through time (trends) versus the static snapshot of location quotients.

3.4.1. Shift-Share Analysis

This subsection examines industries with the largest employment shifts associated with local factors. Table 17 presents employment changes of these industries across national, industry and regional/local effects. An example of how to interpret the data follows the table.

Table 17: Shift-Share Analysis: Competitive Industries, Wasaga Beach, 2015-2020

NAICS	Description	2014 - 2019 Change	2014 - 2019 % Change	Ind. Mix Effect	Nat'l Growth Effect	Compet itive Effect
2383	Building finishing contractors	124	52%	(-29)	18	135
7225	Full-service restaurants and limited-service eating places	115	29%	21	31	63
6116	Other schools and instruction	63	103%	12	5	46
2362	Non-residential building construction	40	103%	0	3	38
6211	Offices of physicians	48	100%	7	4	38
6244	Child day-care services	33	65%	(-1)	4	30
4179	Other machinery, equipment and supplies merchant wholesalers	29	100%	(-1)	2	28
2361	Residential building construction	37	29%	1	10	26
4539	Other miscellaneous store retailers	35	113%	7	2	25
7112	Spectator sports	23	144%	3	1	18
5418	Advertising, public relations, and related services	22	73%	5	2	15
6213	Offices of other health practitioners	29	36%	9	6	15
3132	Fabric mills	Insf. Data	Insf. Data	0	0	12
5613	Employment services	14	44%	1	2	11
4481	Clothing stores	11	48%	(-1)	2	11
4431	Electronics and appliance stores	7	41%	(-5)	1	10
4453	Beer, wine and liquor stores	12	86%	1	1	10
8129	Other personal services	Insf. Data	Insf. Data	3	1	9
4145	Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	11	69%	1	1	9
6233	Community care facilities for the elderly	11	73%	3	1	7
6232	Residential developmental handicap, mental health and substance abuse facilities	9	15%	(-2)	5	7
6214	Out-patient care centres	11	48%	4	2	6
5173	Wired and wireless telecommunications carriers (except satellite)	2	7%	(-5)	2	5
2211	Electric power generation, transmission and distribution	7	44%	0	1	5
2383	Building finishing contractors	124	52%	(-30)	18	135

Source: EMSI Analyst 2020.Q3 - Employee and Self-employed

Note: Insf. Data signifies that there was insufficient data in a previous year to calculate changes.

An example of how to interpret the table follows:

- Building finishing contractors industry grew by 124 jobs between 2015 and 2020. This may be attributed to the following:

National Economy	Industry Effects	Local Competitiveness
18 jobs can be attributed to overall growth in the national economy.	-29 jobs can be attributed to employment decline in the industry nationally.	Thus, 135 jobs in the industry in the Town of Wasaga Beach economy can be attributed to a "local growth effect", since 20 new jobs can be attributed to the growth of the national economy, and 48 jobs lost due to industry decline nationally (i.e. $18 - 29 + 135 = 124$)

The shift-share analysis identified the following industries in Wasaga Beach (not including retail or publicly funded industries) to have the **strongest local economic growth**, considering national and industry growth/decline:

1. Full-service restaurants and limited-service eating places
2. Other schools and instruction
3. Non-residential building construction
4. Child day-care services
5. Other machinery, equipment and supplies merchant wholesalers
6. Residential building construction
7. Spectator sports
8. Advertising, public relations, and related services
9. Fabric mills

Meanwhile, the shift-share analysis identified the following industries in Wasaga Beach (not including retail or publicly funded industries) to have the **strongest local economic decline**, considering national and industry growth/decline:

1. Traveller accommodation
2. Lessors of real estate
3. Computer systems design and related services
4. Other amusement and recreation industries
5. Management, scientific and technical consulting services
6. Performing arts companies
7. Activities related to credit intermediation
8. Depository credit intermediation
9. Taxi and limousine service

3.5. Exports and Imports: Supply Chain Gaps

3.5.1. Exports

This subsection investigates export sales by industry⁵. Exports show the amount of money that is spent by industries located outside the region (domestically and internationally) in exchange for goods or services produced by an industry located in Wasaga Beach. The town's total export sales amount to over \$257 million.

Export sales are only a fraction of Total sales, and thus do not represent the total size of an industry or its production capabilities, but rather the amount of new or outside dollars brought into the local economy by a given industry.

Listed below are the largest drivers or external revenues into Wasaga, and the percentage of exports each industry represents in the Town. Real estate, construction-related activities, tourism, utilities/information communication technology, and professional services are the largest drivers of external revenues.

Table 18: Wasaga's Top Export Dollar-Generating Industries

NAICS	Industry	Total	% of Total
5311	Lessors of real estate	\$17,107,987	6.66%
2361	Residential building construction	\$11,422,797	4.44%
5313	Activities related to real estate	\$10,624,684	4.13%
7225	Full-service restaurants and limited-service eating places	\$9,812,606	3.82%
5312	Offices of real estate agents and brokers	\$7,937,305	3.09%
4521	Department stores	\$5,409,554	2.10%
5221	Depository credit intermediation	\$4,992,182	1.94%
4451	Grocery stores	\$4,934,711	1.92%
2211	Electric power generation, transmission and distribution	\$4,875,604	1.90%
6211	Offices of physicians	\$4,579,250	1.78%
5173	Wired and wireless telecommunications carriers (except satellite)	\$4,405,281	1.71%
2213	Water, sewage and other systems	\$4,387,472	1.71%
4461	Health and personal care stores	\$4,268,226	1.66%
6232	Residential developmental handicap, mental health and substance abuse facilities	\$3,736,684	1.45%
5412	Accounting, tax preparation, bookkeeping and payroll services	\$3,566,325	1.39%
4179	Other machinery, equipment and supplies merchant wholesalers	\$3,219,793	1.25%
5419	Other professional, scientific and technical services	\$3,082,989	1.20%
5241	Insurance carriers	\$3,058,946	1.19%
7211	Traveller accommodation	\$2,780,581	1.08%

Source: 2020.Q3 EMSI Analyst, based on 2015 National input-output tables

⁵ Definitions for NAICS codes can be accessed here:

<http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=380372>

In comparison, Simcoe County relies primarily on manufacturing to bring in new dollars into the regional economy. More specifically, the following are the top 10 export dollar generators (outside of public dollars) in Simcoe County⁶:

- Motor vehicle manufacturing
- Defence services
- General medical and surgical hospitals
- Farms
- Commercial and service industry machinery manufacturing
- Plastic product manufacturing
- Glass and glass product manufacturing
- Gambling industries
- Household appliance manufacturing
- Hardware manufacturing

3.5.2. Imports: Supply Chain Gaps

Understanding supply chain gaps means knowing where the money is leaking out of the region. The most straight forward way to support growing businesses or establish a cluster is to understand when key employers are forced to procure supplies from outside of the community. Certain raw materials will always be imported, however, understanding imports/gaps in required services and specific niche industries will help facilitate recruitment and attraction of additional services to the region. The following table illustrates industries that already exist, and which could be further attracted into the economy to reduce leakage.

As can be seen in Table 19, Wasaga beach imports a significant share of locally required professional services. The community also imports some of its utilities and telecommunications services. Since all of these industries already exist locally to some extent, there may be an opportunity to promote import substitution and expansion of these local businesses. Industries of interest for import substitution have been bolded in Table 19.

Moreover, there might be an opportunity to further attract electronic and communications equipment manufacturing, which partially exists locally, by supporting access to technology, entrepreneurship and innovation. Advanced manufacturing is a regional strength (as noted by Simcoe's top export generating industries), and has a competitive advantage in Ontario, particularly in locations with proximity to the GTA,

⁶ 2020.Q3 EMSI Analyst, based on 2015 National input-output tables

which benefit from a large labour pool, educational assets and a large financial centre for investment capital.

Table 19: Supply Chain Gaps Analysis, Wasaga Beach.

Regional requirements from:	Estimated Import Value	% Imported from outside of Wasaga Beach
Depository credit intermediation	\$10,571,289	72.9%
Building equipment contractors	\$8,313,422	79.5%
Insurance carriers	\$7,546,635	71.6%
Wired and wireless telecommunications carriers (except satellite)	\$6,394,984	55.6%
Electric power generation, transmission and distribution	\$5,365,482	63.7%
Computer systems design and related services	\$5,301,497	84.0%
Non-residential building construction	\$4,943,926	81.8%
Scheduled air transportation	\$3,508,155	66.8%
Traveller accommodation	\$3,430,103	59.5%
Lessors of real estate	\$3,153,415	14.2%
Architectural, engineering and related services	\$2,984,356	86.1%
Full-service restaurants and limited-service eating places	\$2,733,965	18.7%
Business, professional, labour and other membership organizations	\$2,683,725	64.2%
Services to buildings and dwellings	\$2,612,670	68.4%
Legal services	\$2,428,804	68.9%
Individual and family services	\$2,289,412	87.9%
Clothing stores	\$2,133,717	76.0%
Management, scientific and technical consulting services	\$2,054,154	88.0%
Communications equipment manufacturing	\$2,041,582	60.4%
Offices of physicians	\$1,565,818	51.0%
Accounting, tax preparation, bookkeeping and payroll services	\$1,517,996	47.9%
Out-patient care centres	\$1,503,586	64.0%
Highway, street and bridge construction	\$1,484,096	57.6%
Community care facilities for the elderly	\$1,341,017	84.3%
Child day-care services	\$1,326,406	72.1%
Gambling industries	\$1,312,033	78.8%
Employment services	\$1,225,068	78.2%
Offices of dentists	\$1,092,969	52.2%

Source: EMSI 2020.Q3 based on National input-output tables from 2015

4. TARGET INDUSTRY SELECTION

Given the strengths and weaknesses of the community, labour force and local economy juxtaposed with the surrounding economy and its strengths, the following are potential target industries for investment attraction to help the community diversify outside of tourism-related industries (although amusement and recreation attraction will continue to be beneficial to the municipality):

Professional, scientific and technical services:

University-level education is the fastest-growing type of education locally. The rise of the service and knowledge economy is ubiquitous across Canada. Moreover, given its proximity to many education assets, Wasaga Beach is advantageously located with an opportunity to attract young professionals looking for housing affordability, entertainment, culture and recreation. To make the most of this opportunity, the Town of Wasaga Beach will need to ensure broad access to the internet, aggressive home-based business policies, and continued support and promotion of recreation, culture and lifestyle assets to attract talent. The following specific niche opportunities have been identified based on business patterns, skills and employment concentrations and trade/supply chain gaps:

- I. Management, scientific and technical consulting services
- II. Computer Systems and Design Services
- III. Advertising, public relations, and related services

Information and cultural industries:

Companies in the cultural industries develop, produce and market products and services whose value resides in their intellectual property. Ontario has the largest cultural industries sector in the country, accounting for almost half of all cultural industries' GDP in Canada⁷. Wasaga Beach has a recognized brand and picturesque location, making it ideal for television and film. Furthermore, Wasaga Beach also has a larger share of postsecondary graduates with communications technologies & services degrees or diplomas, relative to the province and Simcoe County. Moreover, given the large supply of engineering technologists locally and in the region, there may be an opportunity for the municipality to attract interactive media developers, or specialized in hosting activities, such as web hosting, video and audio streaming services, application hosting, or web app development. The following specific niche

⁷ Statistics Canada, "Provincial and Territorial Culture Satellite Account, 2010."

opportunities have been identified based on business local assets, skills and employment concentrations, and regional development trends:

- I. Motion pictures and television
- II. Interactive digital media
- III. Data processing, hosting, and related services

Craft and Small-Scale Manufacturing:

Wasaga Beach is located within one of Ontario's most productive and innovative manufacturing centres. Simcoe County and the GTA sustain one of the most productive auto manufacturing clusters in Canada. Wasaga Beach and Simcoe County have a strong supply of technical/midlevel -skills (usually requiring a college diploma or apprenticeship certificate). Manufacturing is also within the top 5 highest paying industry sectors. The following specific niche opportunities can support the tourism and retail economy, as well as the growing industries of building construction. Growth of small businesses in these industries can be supported through entrepreneurship training for residents, Maker Spaces, and the development of craft culture:

- I. Household and institutional furniture and kitchen cabinet manufacturing
- II. Clothing and apparel manufacturing
- III. Cannabis, food and beverage products manufacturing

Health and Wellness

This cluster includes traditional health care operations, as well as health-related research; personal care and support industries; and social assistance. The largest field of study for Wasaga Beach residents is Business, management, marketing, followed by health professions and related programs. This industry is important to consider as an export-oriented industry, in terms of the development and commercialization of health-related products and innovations, as well as an industry closely tied to community health, quality of life, and tourism. The health and wellness cluster (see example in the next page) is strategic since local and surrounding populations are ageing which will continue to drive demand for these services and products. The following industries have the potential to support local tourism attraction and grow the healthcare sector:

- I. Corporate wellness services
- II. Fitness, recreational and sports services
- III. Residential developmental handicap, mental health and substance abuse facilities

GLOBAL WELLNESS ECONOMY: \$4.2 trillion in 2017



Source: <https://globalwellnessinstitute.org/press-room/statistics-and-facts/>



2024 – 2027 Tourism Destination Management Plan Refresh

June 14, 2024

BRAIN TRUST



The Town of Wasaga Beach acknowledges it is located upon the traditional territory of the Anishnaabe people of the Three Fires Confederacy. We also acknowledge that the people of the Wyandot Nation also inhabited these lands.

We acknowledge that these nations were sovereign nations existing before the arrival of settlers.

We respect the spiritual interconnection among these nations to the land and to the water.

We also acknowledge that waterways near us have a long history predating European arrival. Since time immemorial, waterways were the lifeblood of the Indigenous people by trade and hunting routes.

We are dedicated to inclusivity of First Nations, Inuit and Metis people in our future stewardship of the land. In the spirit of reconciliation, we welcome the opportunity of learning to be sustainable caretakers of the land and waterways for all future generations.



Appreciation

The successful outcomes of this project resulted from the many business owners, community leaders, volunteers, and residents who participated in the Wasaga Beach Tourism Destination Management Plan development process. Their collaborative efforts and willingness to provide input and observations contributed significantly to helping inform the strategy recommendations.

The BRAIN TRUST team wants to acknowledge and thank Kaitlyn Monsma, Economic Development Officer, and her colleagues at the Town of Wasaga Beach, the members of the Economic Development and Tourism Advisory Committee under the leadership of Steve Harlow, senior staff and management at Simcoe County Tourism, RTO7, and the Ontario Ministry of Tourism, Culture, and Sport.



Introduction

In August 2018, the Town of Wasaga Beach, in partnership with the Wasaga Beach Tourism Advisory Committee and tourism consulting firm Brain Trust, released its first Tourism Destination Management Plan (TDMP). The TDMP, which identified fifteen recommendations to enhance Wasaga Beach's tourism competitiveness and appeal, was a significant step. However, the tourism landscape has since evolved dramatically, with the global pandemic, international conflicts, uncertain economic conditions, climate change, hospitality labour shortages, and changing customer travel motivations and behaviours reshaping the industry. These changes necessitate a new approach.

The TDMP was prioritized in the 2022-2026 Council Term Priorities under O. Grow Tourism #52. Resurrect the Tourism Destination Marketing Plan.

Considering these significant factors, senior town staff and the Economic Development and Tourism Advisory Committee (EDTAC) have recognized the pressing need for a revitalized Tourism Destination Management Plan. In the summer of 2023, they again engaged Brain Trust's services to spearhead the development of this crucial plan.

New Realities – The hiatus from travel over the past three-plus years has forced new conversations. Globally, tourism management organizations and community leaders have identified the need to shift to more responsible travel with a greater focus on socio-environmental factors. They support a greater interest in the well-being of communities and residents vs. visitation growth and profits. This has become a goal for many destinations. For example, Destination Next said this:

"Prioritizing profit over the planet's health and well-being of people is not a legacy that the global visitor industry cannot continue."

Regenerative Tourism - Due to the global reset related to future travel, many destinations, including several in Canada, are adopting a regenerative tourism approach, where opportunities to create an ecosystem of innovation, collaboration, and adaptation are the goal. This new approach to tourism destination development is believed to energize strong economic growth, thriving operations, sociocultural vibrancy, healthy people, and a natural environment for future generations. Regenerative tourism is about guiding and supporting tourism development with an equal focus on economics and the well-being of people and places to measure success.

Destination Canada stated this to guide Canada's approach to regenerative tourism development:

"The hosting economy is finally being seen for its power as a community-builder, a job generator, a path to reconciliation, a protector of natural assets, and as an enabler of Canada's identity and broader global ambitions. We want a sector that produces profitable business growth and net benefits for our communities from a thriving, regenerative tourism ecosystem."

This approach to tourism development in Wasaga Beach has been thoughtfully considered. Throughout the community consultation process, participants were eager to understand the

thinking behind the regenerative approach. The idea resonated and was welcome news, particularly for residents who attended the consultation sessions.

As town staff and the EDTAC implement the TDMP, they are encouraged to continue to explore how regenerative tourism development translates at the community and business level – ensuring all benefit by building deeper connections with communities and respecting the unique people and places on which tourism is based.

The Planning Process

Three imperatives guided the TDMP development process:

- **Destination Alignment**—Industry, community, and government alignment drives the town’s destination brand, responsible visitation, and revenues.
- **Connection to Communities** – Destinations belong to the people who call them home. A locals-first approach is tourism destination management with sustainable goals, filtered through a lens of resident quality of life, economic prosperity, sociocultural vibrancy, inclusiveness, and environmental thrive ability.
- **Connection to the Visitor** - Being visitor-friendly throughout the visitor's journey ensures that all visitors feel welcome and can access information and services that make their visit a positive experience.

Additionally, consideration was given to the following factors:

The customer has changed, and travel behaviour and motivations have been dramatically altered post-pandemic. For example, Destination Canada suggests visitors desire more frictionless travel supported by enhanced technology and a shift to more responsible travel with a socio-environmental focus. Also, understanding new travellers and how to succeed in attracting them to specific destinations, like Wasaga Beach, have emerged:

High-Value Guests (HVGs) – Travellers with a higher-than-average income who travel more frequently and intend to travel in 2024 and beyond. These guests leave a destination better than they found them and appreciate local culture by contributing to the host community's economy. They visit and interact with places and people respectfully and make travel choices based on the availability of extraordinary experiences and a sense of life enrichment. HVGs display the following characteristics:

- **Appreciate Slow Travel** - It is not about checking off boxes or seeing as many things as possible in the shortest amount of time but relishing moments of rejuvenation.
- **Learners and the Naturally Curious** - They want to feel inspired by their surroundings and learn more about the history of the place they're staying and the stories of the people around them.
- **Actively Seeks Culture and Events** - They want to get out and experience exciting and life-enriching things.
- **Engages With Locals** - They want to try the local dishes and immerse themselves in the local customs. In many ways, they want to feel like they're one of the locals.

- **Experience Over Price** - For these travellers, extraordinary experiences are priceless. Price always plays a role but is not as crucial to high-value guests.
- **Leave the Places They Visit Better Than They Found Them** - They want to give back rather than take from the places they visit.

High-value guests align with Simcoe County's, RTO7's, Destination Ontario's, and Destination Canada's target market segments. Supporting data defines these guests' travel behaviours and motivations, which should be utilized to inform the implementation of the strategies. Note: Destination Canada is currently updating its market segments. This work is expected to be released in late 2024.

Legendary Experiences – In the near term, successful tourism development in Wasaga Beach will not be based solely on significant investments in tourism-related infrastructure, like the new library and arena, new high school and theatre complex, or new beachfront development, but on leveraging the power of existing tourism assets like its coastal landscape, beach, heritage and its four-season outdoor recreation features.

Once again, taking the lead from Destination Canada will be of value to tourism and community stakeholders. DC suggests destinations need exceptional, inimitable travel experiences reflecting our country's essence and diverse fabric to attract high-value guests. Legendary experiences are unforgettable travel experiences that reflect Wasaga Beach's characteristics, themes, and narrative. Experiences preserve and celebrate the heritage, local cultures and traditions, natural surroundings, and coastal landscape. Through effective engagement, ongoing training, and capacity building with a broad base of stakeholders, new or enhanced legendary experiences can be developed.

TDMP Refresh Process – A comprehensive development process was followed. It included the following steps:

- Review reports, plans, and studies (Tourism Simcoe, RTO7, Destination Ontario & Canada)
- Obtain and review Wasaga Beach-specific tourism performance data (Simcoe County)
- Meetings and discussions with town staff, EDTAC, Simcoe County, RTO7
- Site visit with town staff and EDTAC members
- Two in-person community consultation sessions
- Senior town staff consultation sessions (Department Heads, Events Planning Group, Bylaw/Planning/Municipal Code staff)
- Fourteen key informant interviews (live and virtual)
- Development and presentation of Findings, Observations, and Implications to town staff and EDTAC for input and validation
- Development and presentation of Recommendations and Action Plan to town staff and EDTAC for input and validation
- Presentation of TDMP to Town Council

Finding and Observations

Throughout the planning process, numerous overarching Findings and Observations were identified; these included:

- Wasaga Beach continues to be a popular tourist destination:

2019	2022	Change-2019	2023	Change-2019
1,585,668	1,189,338	-4.4%	1,962,843	+20.9%

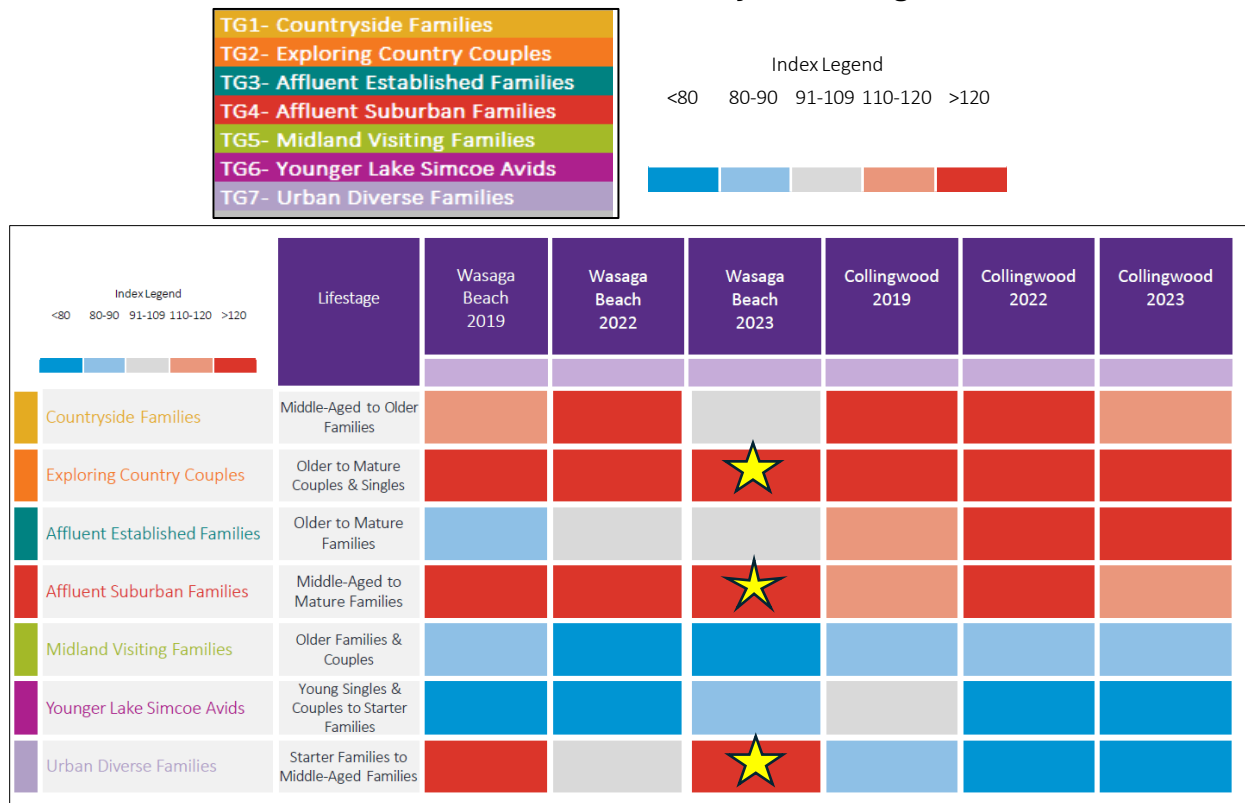
Source: Aggregate Visitor Visits – Wasaga Beach Mobile Phone Data. Simcoe County & BP Insights. Apr. 16, 2024.

Note: 2019 was a benchmark year for global tourism visits to and within Canada and Ontario.

- Wasaga Beach has a growing population – people have chosen to live in the community to raise their family, retire, or own and enjoy a seasonal property.
- Citizens care about the place they call home and are passionate about preserving and protecting the community life they enjoy. A local's first visitor's second sentiment is foundational to future success.
- Elected officials and town staff are taking positive steps to enhance the lifestyles of citizens as well as the visitor's journey.
- Because of limited budgets, the town is currently challenged to meet all the demands of locals and tourists, and as a result, some service delivery and infrastructure improvements/maintenance suffer.
- Many communities of similar size and structure to Wasaga Beach in Ontario have successfully implemented a Municipal Accommodation Levy and, therefore, have new sources of revenue to meet escalating demands and responsibilities.
- Third-party companies like Granicus help governments understand and manage Short-Term Vacation Rental (STR) properties like Airbnb, VRBO etc. STRs need to be treated like businesses and lodgings. Local governments can minimize STR's negative impacts while maximizing their benefits. Governments are also responsible for creating an even playing field between traditional lodging providers and STRs through fair permitting, licensing regulations, and the fair application of accommodation tax levies.
- Several community organizations add to the well-being of citizens and contribute to the visitor's experience:
 - Wasaga Society for the Arts
 - The Friends of Nancy Island & Wasaga Beach Park
 - Wasaga Community Theatre
- New resident and visitor infrastructure and amenities will enhance the visitor journey:
 - Arena, Library complex
 - Beachfront Development
 - High School/Theatre complex
 - Wayfinding Signage
- There is notoriety for having the world's longest fresh-water beach (14+ kilometres) and one of Ontario's most unique coastal dune ecosystems.
- Many tourism operators desire to enhance the attractiveness and appeal of their properties; however, others are happy with the status quo, which denigrates the appeal and reputation of the entire community.

- Wasaga Beach Provincial Park was once an attractive destination for Wasaga Beach residents and visitors. However, in recent years, the lack of investment has deteriorated the park's infrastructure and services.
- Community groups/associations and regular citizens are potential tourism experience providers who can help animate the Wasaga Beach narratives. These include Wasaga Beach's heritage, culture, arts, nature, and outdoor recreation themes.
- The current audience (see PRIZM Visitor Target Groups chart) is primarily day users of the beach in high season. They may not be interested in experiencing all the town has to offer. High-value guests, the preferred customers (see description on page. 5), could be included in the 2023 Wasaga Beach identified PRIZM segments. If prompted with compelling reasons to extend their stay and travel outside of high season, some identified visitors could stay overnight, enjoy the beach, participate in community events, and enjoy outdoor recreation activities like hiking, biking, paddling, snowshoeing, and cross-country skiing. They also could visit and patronize local retailers and restaurants. These same target groups, excluding Urban Diverse Families, visited and more than likely stayed overnight in Collingwood in 2023.

Wasaga Beach, Collingwood Visitation by PRIZM Visitor Target Groups 2019, 2022, 2023*
PRIZM Profiles for Simcoe County & Index Legend



Note: ★ STAR = Wasaga Beach Primary Visitor Target Groups. Index based on Unique Visitors.

*Source: Simcoe County & BP Insights. Apr. 16, 2024.

- Tourism today equates to a 10 to 14-week season and day-use reality; therefore, tourism's economic power is not fully leveraged.
- Events, while a primary feature of Wasaga Beaches' efforts and resources have lost their appeal as a tourism motivator.
- The provincially owned Nancy Island Historic Site has fallen into disrepair and has lost its appeal as a place to visit. An excerpt from a letter posted in Barrie Today from the President of The Friends of Nancy Island and Wasaga Beach Park, Jan. 18, 2024, details the concerns.

“Eleven years ago, a new welcome centre was constructed to celebrate the battle's bicentennial with hundreds of re-enactors and included a visit from the full-scale replica of the USS Niagara, stationed in Erie, Pa. Since then, conditions on the island have deteriorated extensively. The lighthouse and bridge to the lighthouse have been closed for four years. The roofs of both the museum and theatre were leaking, and considerable damage was done to the interiors of both buildings. I am also concerned about what tourists will see if they can get to the island. The video shown in the theatre is 33 years old, and its depiction of Indigenous Canadians is not appropriate. Please note that I am not in any way critical of park staff. They are fantastic. Other than the 11-year-old welcome centre serving the park and town, the facilities created in 1967 need significant repairs.”

Recommendations and Action Plan

The Recommendations and Actions of the Tourism Destination Management Plan (TDMP) are based on findings and observations revealed through the discovery consultation sessions, current market dynamics, and the realities of a redefined tourism landscape. Four overarching themes emerged:

1. Citizens desire to preserve the place they call home. They see value in the lifestyle, amenities, and opportunities available; therefore, when it pertains to tourism development, embed the following principle into all activity:
“A great place to live is a great place to visit.”
2. Be perceived as a tourism destination that offers family fun (however, our potential visitors define family).
3. Arts and Live Entertainment (focusing on music) is the narrative we want to recapture and own going forward.
4. New sustainable funding sources, including public and private sector investments, must be identified to support the TDMP implementation plan and responsibly grow Wasaga Beach’s visitor economy.

In addition, the identified Actions supplement initiatives accomplished and those in play within the community. The Actions consider Simcoe County’s research, specifically their visitor profile data, which has been put in the context of the desire for Wasaga Beach to evolve its current visitor base and focus on high-value guests.

The Economic Development and Tourism Advisory Committee and senior town staff have validated the DRAFT Recommendations and Actions, which are believed to be achievable over the next three years. Doing so will require sufficient staff resources and buy-in, determination, commitment, and focus from a broad base of stakeholders in and outside the tourism sector. This includes citizens, business operators, community groups, governments (elected officials/staff), and others.

Action Plan Legend:

WB=Wasaga Beach Staff, EDTAC = Economic Development and Tourism Advisory Committee, OP=Tourism Operators, GOVT=Government Partners, TO=Tourism Organizations, WBC=Wasaga Beach Citizens

June 2024 – March 2025	Role		
Recommendations	Actions	Role	Timing
1. <i>Secure Engagement in and Endorsement of the 2024-2027 Tourism Destination Management Plan (TDMP)</i> <ul style="list-style-type: none"> We will build engagement and endorsement on the premise that “if it's personal, it's important.” Therefore, strive to personalize the actions and deliverables. Take proactive steps to communicate, inform, and engage a broad base of 	<ul style="list-style-type: none"> Develop a TDMP Communications Plan Facilitate public TDMP launch sessions framed in the Wasaga Beach 50th anniversary programming context (make it personal). Develop a stakeholder/partner website or pages on the town website to house TDMP-related 	WB WB EDTAC WB	June July-Sep July

<p>individuals on the specifics of the TDMP and its action plan.</p> <ul style="list-style-type: none"> • Communicate the community-first approach in all aspects of future tourism development. • Underpin development goals and actions by reinforcing tourism's benefits and importance to the community's future viability. <p>Stated Goals:</p> <ol style="list-style-type: none"> 1. Satisfactory understanding and engagement levels measured through the stakeholder survey. 2. Recruit at least ten representative community champions. 	<p>materials and relay details of the strategy, including videos from the appropriate spokesperson.</p> <ul style="list-style-type: none"> • Create a bi-monthly stakeholder/partner e-newsletter to keep constituents up to date on tourism-related actions and activities (make it personal). • Supplement public TDMP sessions with more intimate and informal sessions that target and engage specific community and neighbourhood groups, service clubs, etc., and recruit community champions (make it personal). Include facilitated discussions to understand these groups' needs and desires in the context of tourism development while identifying ways these groups and individuals can contribute to meeting the TDMP goals and actions. • Utilize municipal social media to extend the reach of strategy implementation details. • Develop and distribute a DID YOU KNOW tourism public survey that provides a brief overview of the TDMP and solicits (polls) suggested ways individuals can get involved: <ul style="list-style-type: none"> ○ Quantify communication success to ensure messaging is resonating. • Consider other actions as part of a communications plan: 	<p>WB</p> <p>WB EDTAC</p> <p>WB</p> <p>WB</p> <p>WB EDTAC</p>	<p>Aug</p> <p>Sep-Oct</p> <p>Sept</p> <p>Oct</p> <p>Oct</p>
---	--	---	---

<p>residents while enhancing the visitor journey.</p> <ul style="list-style-type: none"> • Continue to work with WBPP to encourage improvements to park services, facilities, and programming. • Address identified infrastructure gaps, such as traffic control, EV charging stations, parking, and animation of Main Street. <p>Stated Goals:</p> <ol style="list-style-type: none"> 1. Hold one (2024) and three (2025) community information/input meetings through Dec 2025. 2. Continue to set aside a budget for the Wasaga Beach Wayfinding Strategy each year. 3. Continue the Community Beautification Action Plan. 4. Prepare a Long-Range Infrastructure/Service Master Plan by Sept 2025. 5. Continue the dialogue with the Ontario Government and WBPP to secure timely solutions to address the service/infrastructure gaps at WBPP with clear direction by March 2025. 	<p>while providing new reasons to vacation in Wasaga Beach. Include this message as part of all tourism communications.</p> <ul style="list-style-type: none"> • Investments in the beachfront development will only add value for residents and appeal to visitors. Continue the process to make this vital project a reality. Town officials must continue engaging residents in planning discussions about this and other capital investments through ongoing community meetings, surveys, and focus groups. This will help ensure continued community endorsement and support for projects beyond scheduled election cycles or other genuine and perceived realities. • Consider framing future development plans and infrastructure and services gaps in a 50th-anniversary context with umbrella co-branding, such as “Success for the Next 50” or “Building for the Next 50”. • Solicit support from government partners to address community infrastructure and services gaps by creating a long-term Visitor Services Infrastructure and Services Master Plan. • Partner with WBPP to address service/infrastructure gaps, including facility maintenance and repair, regular garbage collection, and added services (water 	<p>WB WBC</p> <p>WB</p> <p>WB GOVT</p> <p>WBPP WB EDTAC</p>	<p>Ongoing</p> <p>July</p> <p>2024-2027</p> <p>2024-2027</p>
--	--	---	--

	fountains, shelters, trail/info signage, interpretive guides, third-party service/amenity license agreement for partners to operate in the park, etc.).		
<p>4. Implement a Municipal Accommodation Tax (MAT)</p> <ul style="list-style-type: none"> Prioritize exploring the introduction of a municipal-led accommodation levy. Include new Short-Term Rental (STR) guidelines and policies in this recommendation. In developing new municipal codes and bylaws (in the process now), consider the visitor and tourism operator realities by introducing guidelines that enhance the visitor journey and encourage businesses to comply with new standards and guidelines – new bylaws are simplified, more user/operator friendly and outcome-driven vs. punitive and prohibitive. Consider framing this messaging under 50th-anniversary co-branding. <p>Stated Goals:</p> <ol style="list-style-type: none"> Introduce the Wasaga Beach MAT in Spring 2025. Include the Wasaga Beach Short-term Rental plan in the MAT introduction (Spring 2025). The renewed Wasaga Beach Codes and Bylaws for the tourism sector should be included in the MAT introduction (Spring 2025). 	<ul style="list-style-type: none"> Take steps to introduce a municipal-led accommodation levy. Steps include: <ul style="list-style-type: none"> Open and transparent dialogue with tourism stakeholders and accommodation operators. Understand best practices from other Ontario communities Apply learning to a Made-in-Wasaga MAT Strategy and Implementation Plan. Partner with Simcoe County as they work with other municipalities (Midland, Collingwood, Blue Mountains, etc.) to introduce municipal levies. Partner with a third-party company like Granicus to help manage STR identification and compliance. Finalize the details of the model, including a mechanism to collect and distribute funds and, with stakeholder approval, take steps to implement. Finalize the Short-Term Rental (STR) Strategy, act on the findings, and implement the recommendations. Should the MAT move forward, the STR policies, 	<p>WB EDTAC OP GP GOVT</p> <p>WB EDTAC</p> <p>WB</p> <p>WB</p> <p>WB EDTAC</p>	<p>July</p> <p>July</p> <p>Nov</p> <p>Nov</p> <p>Apr</p>

	<p>new municipal code, and bylaws could be introduced in concert with the MAT and the 50th Anniversary theme (Success for the Next 50).</p> <p>Accommodation Levy Calculation – Example</p> <p>1047 rooms available in 2018*</p> <p>1047 rms sold @ 50%</p> <p>occupancy=523.5 rm nights</p> <p>525.5 rms @ \$200=\$104,700 per night</p> <p>\$104,700 rm nights x 365 nights=\$38,215,500</p> <p>\$38,215,500 x 4%=\$1,528,620</p> <p>*Per Simcoe County. It does not include STR.</p> <p>Add avg. of 570** STR units available per night, and the levy revenue jumps to \$2,360,820</p> <p>**WB unit count, Sept 2023</p>		
<p>5. Finalize and Implement the Arts and Entertainment Action Plan</p> <ul style="list-style-type: none"> Building on the desire to enhance residents’ lifestyles while at the same time attracting high-value guests, identify actions that leverage and reinforce Wasaga Beaches’ family entertainment and music narrative by developing and implementing an Arts and Entertainment Action Plan. Regarding audience and participant attraction, consider the benefits of taking a less-is-more philosophy versus the more-the-merrier approach taken in the past (a consideration expressed by residents). <p>Stated Goals:</p> <ol style="list-style-type: none"> Introduce the Arts and Entertainment Action Plan as part of the TDMP in September 2024. Identify arts and entertainment audience goals utilizing refined market data and high-value guest profiles for 2025 and 2026. 	<ul style="list-style-type: none"> Events team to continue to refine their Action Plan by building on their desire to: Leverage the once-owned entertainment centre legacy of WB. Successfully execute various annual attractive and inclusive events to make Beach One a more beautiful place for residents and visitors. Utilize the variety of existing and planned indoor and outdoor community venues to host year-round multi-disciplinary entertainment events and activities. Enhance WB brand awareness by featuring an annual lineup of high-caliber entertainment options. Position WB as a music-centric destination to increase year-round tourism. Align the plan with the broader vision of the Tourism 	WB	Sept

	<p>Destination Management Plan.</p> <ul style="list-style-type: none"> • Deliver lifestyle benefits to WB citizens, economic benefits to WB businesses, and memorable experiences to WB visitors. • Regularly capture citizen and visitor feedback to help continually enhance the WB entertainment activity calendar. • Create a multi-year calendar of events to maximize efficiencies of staff and supplier resources, scheduling, booking, communications, and execution. • Proactively seek out and secure long-term partnerships (producers, sponsors, suppliers, etc.) that supplement the goals of activities of the action plan. 		
<p>6. Foster the Creation of New Asset-Based Visitor Experiences, emphasizing developing experiences in off-peak tourism seasons.</p> <ul style="list-style-type: none"> • Map and access the wealth of local knowledge and skills AND those invisible assets that have yet to be valued or fully leveraged. • Take proactive steps to leverage the power of the themes through the development of purchasable, curated, visitor-friendly tourism experiences. • This is a three-step process: <ol style="list-style-type: none"> 1. Optimize the potential of existing theme-related experiences through enhancement and partner promotion (Tourism Simcoe County, RTO7). 2. Fill gaps in themed-related visitor experiences using them as destination attractors. 	<ul style="list-style-type: none"> • By theme, inventory existing visitor experiences and opportunities where high-value guests can purchase and experience compelling articulations of the featured themes. Ensure these experiences are featured on the Wasaga Beach website, Tourism Simcoe County and RTO7 promotional vehicles, operator websites, and social media channels. • Identify gaps in curated, on-theme, purchasable experiences. Gaps identify where the creation of new visitor experiences is needed—opportunities for high-value guests to purchase compelling experiences to attract them to the 	<p>WB OP GOVT</p> <p>WB GP</p>	<p>Feb – May 2025</p> <p>Feb – May 2025</p>

<p>3. Recruit, train, and empower a network of theme-related experience providers (residents).</p> <p>4. Provide seed funding to help individuals get their experiences to market (Tourism Development Grants).</p> <p>Stated Goals:</p> <ol style="list-style-type: none"> 1. Identify the current list of experiences on offer and put them on the Town tourism website by Sept 2024. 2. Identify experience gaps by theme and solicit participation from qualified experience providers by Dec 2024. 3. Deliver experiential tourism training to a list of potential experience providers by April 2025. 4. Have ten new or enhanced on-theme visitor experiences ready to go to market in May 2025 and grow this number to eighteen by January 2026. 	<p>community for extended stays at times of the year when there is capacity (non-peak season).</p> <ul style="list-style-type: none"> • New experiences embrace regenerative tourism principles; they enhance local economies using local products and services, are frictionless, minimize carbon footprint on the landscape, present the cultures and traditions of host communities through connections with local people, are inclusive and welcoming to all, consider visitor needs, and restore ecosystems and community infrastructure. • Identify and equip new experience providers to deliver compelling visitor experiences using a third-party training resource (RTO7). • Prioritize experiential development opportunities by theme, with potential experiences that are near market-ready and offered off-season to be fostered first. 	<p>WB OP GP WBC</p> <p>WB WBC OP GP</p> <p>WB</p>	<p>Feb – May 2025</p> <p>Feb – May 2025</p> <p>May 2025</p>
<p>7. Ground future tourism development in regenerative tourism practices.</p> <ul style="list-style-type: none"> • A regenerative approach to tourism development involves several elements: <ol style="list-style-type: none"> 1. Connecting people and their place in a deep, purposeful, and meaningful relationship. 2. Putting that shared purpose into action by developing hosting experiences and infrastructure enlivened by local story, learning, and care. 3. Working in a manner that grows capacity for flourishing and resilience among people, businesses, communities, and ecologies. 	<ul style="list-style-type: none"> • Build tourism development on regenerative tourism principles: <ul style="list-style-type: none"> ○ Greater interest in the well-being of communities/residents vs. visitation growth/ profit. ○ A focus on economics and the well-being of Wasaga Beaches' people and places to measure success. 	<p>WB EDTAC OP</p>	<p>Jan 2025 - March 2027</p>

	sentiment, landscape integrity, cultural/social prosperity, inclusion and equity, and economic contribution through various research techniques.		
<p>8. Continue to Pursue Activities to reimagine the Nancy Island Historic Site.</p> <ul style="list-style-type: none"> There is value in reimagining Nancy Island as a tourism demand generator, and therefore, every effort must be made to secure the needed attention and resources to bring this once attractive provincial historic site back to life. While the interest in history may be waning, especially among future audiences, many historic sites have creatively reimagined themselves to ensure they preserve, protect, and relay historical significance to future generations. For example: The Fortress at Louisbourg, Cape Breton, Nova Scotia. https://www.cbisland.com/blog/history-and-unspoiled-natural-beauty-at-louisbourg/ The Rooms, St. John's Newfoundland and Labrador. https://www.therooms.ca/exhibits/always/connections-this-place-and-its-early-peoples Niagara Parks Power Station, Niagara Falls, Ontario https://www.niagaraparks.com/visit/attractions/niagara-parks-power-station 	<ul style="list-style-type: none"> Continue to keep the conversation going among the senior leadership of the Town of Wasaga Beach, Simcoe County, local MPP and MP, RTO7, Friends of Nancy Island and Wasaga Beach Park, Ontario Parks, Ontario Ministry of Tourism, Culture, and Sport and others to secure commitments to study and reimagine what a revived Nancy Island Historic site could become. In the short term, continue to advocate for the provincial government to invest in immediate, low-cost and high-impact improvements to the site, such as necessary repairs, façade improvements and a fresh coat of paint. Concurrently, consider securing the services of a cultural consulting firm to do a preliminary assessment of the site, evaluate its potential, and cast a vision for the site based on today's consumer and historic site realities and trends. Based on the findings of this study, proceed as appropriate. 	<p>WB GOVT TO</p> <p>WB EDTAC GOVT TO</p> <p>WB GOVT</p>	<p>2024-2025</p> <p>2024</p> <p>2025</p>

Tourism Simcoe County Visitor Insights Update 2024

Using mobile data to understand who visited in 2023

Wasaga Beach Report

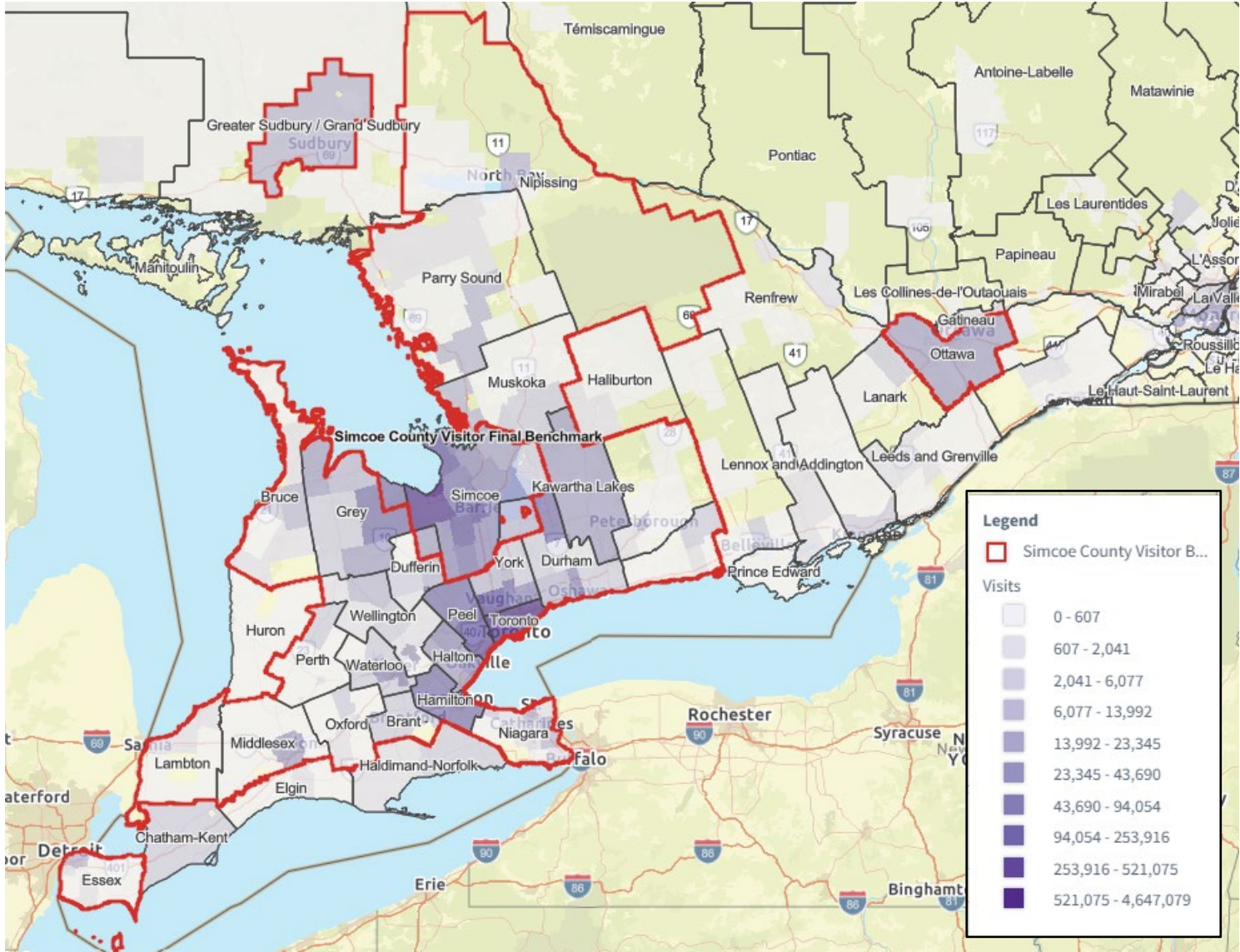
April 16, 2024

Bryan Plumstead

BP INSIGHTS

Visitors to Wasaga Beach - 2023

2019

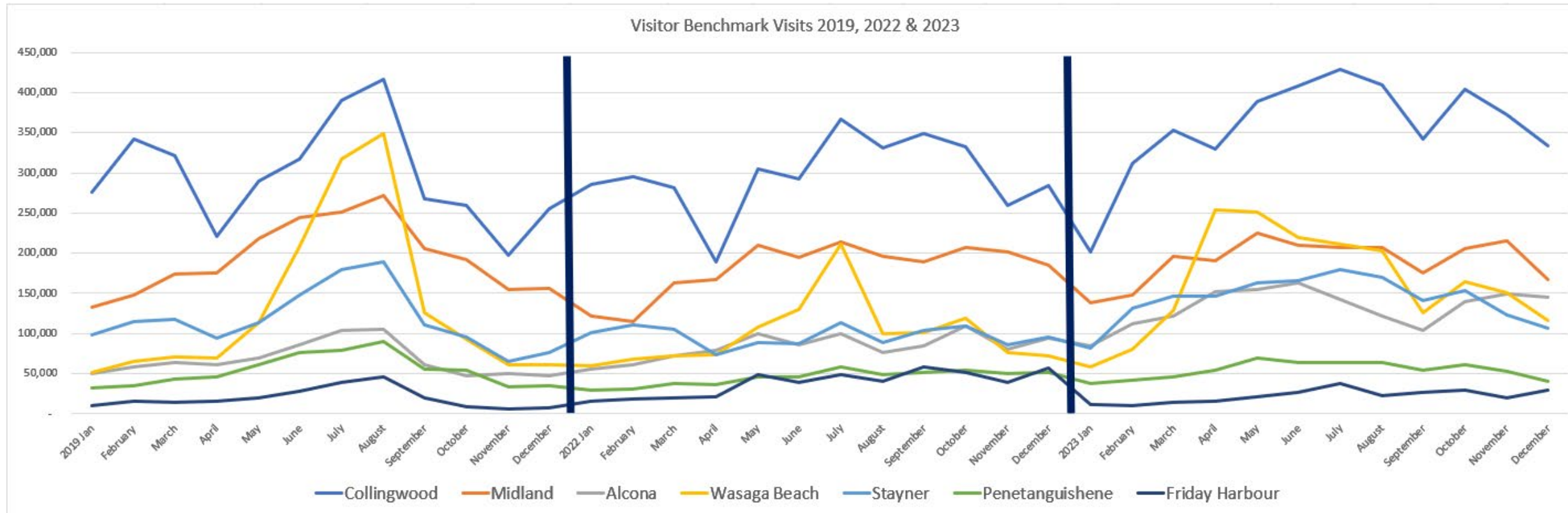


Visitor Benchmark Visits by month – All communities 2019,2022 & 2023

2019

2022

2023



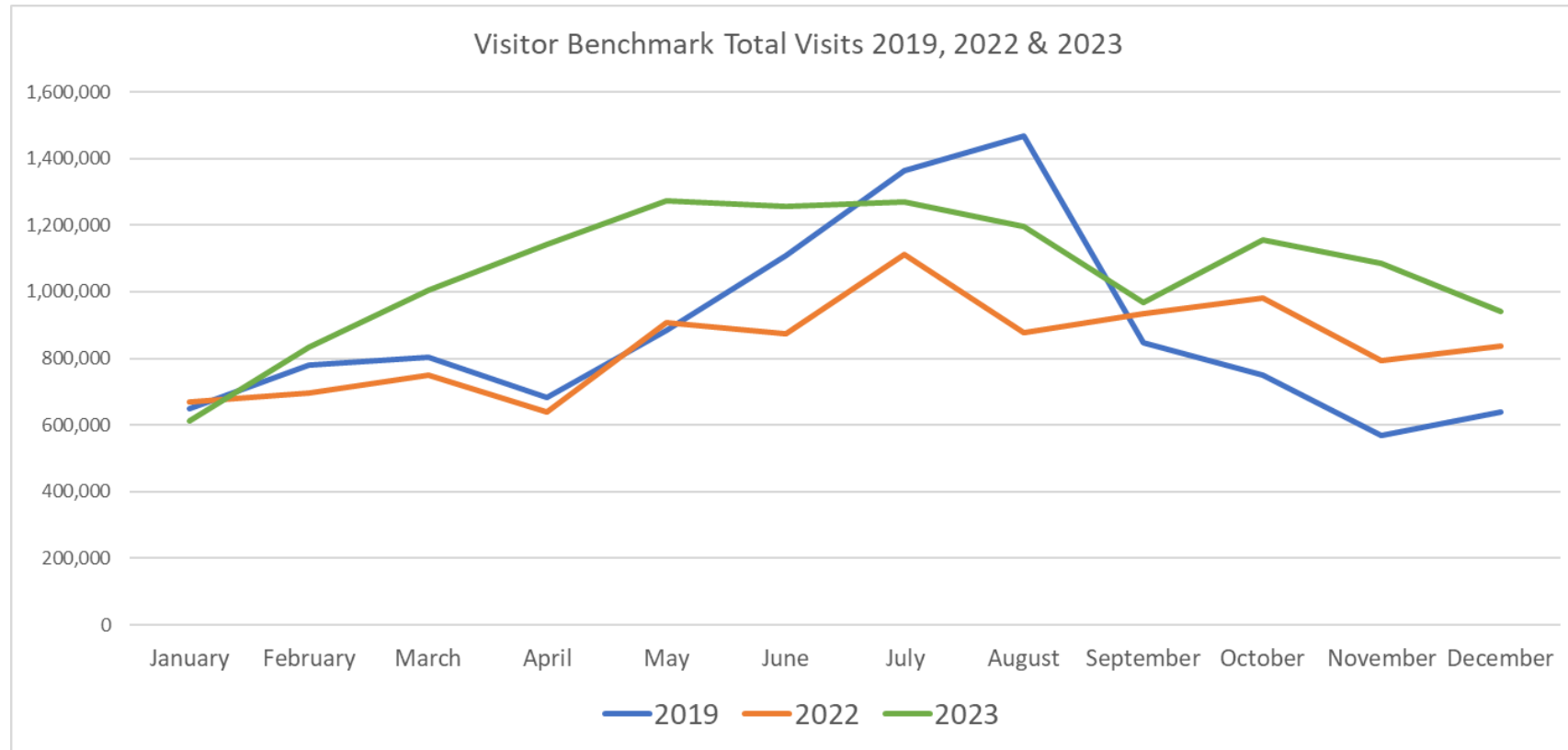
*Total Visits will double count people who visit >1 community

Aggregate Visitor Benchmark Visits – All communities 2019,2022 & 2023

	2019	2,022	% chg from 2019	2,023	% chg from 2019
Collingwood	3,550,894	3,569,562	0.5%	4,282,855	20.6%
Midland	2,322,235	2,162,910	-6.9%	2,282,716	-1.7%
Alcona	803,428	995,033	23.8%	1,590,259	97.9%
Wasaga Beach	1,585,668	1,189,338	-25.0%	1,962,445	23.8%
Stayner	1,404,658	1,163,508	-17.2%	1,708,907	21.7%
Penetanguishene	643,566	539,532	-16.2%	648,965	0.8%
Friday Harbour	231,468	457,779	97.8%	265,696	14.8%
totals	10,541,917	10,077,662	-4.4%	12,741,843	20.9%

*Total Visits will double count
people who visit >1 community

Aggregate Visitor Benchmark monthly visits – 2019,2022 & 2023



Year	Visitor Benchmark Visits*	% change from 2019
2019	10,541,917	
2022	10,077,662	-4.4%
2023	12,741,843	20.9%

*Total Visits will double count people who visit >1 community

DemoStats 2023

Note: These #'s are based on the total Population
Market Potential in the Visitor Benchmark

Visitation by Visitor Target Groups 2023 – all communities

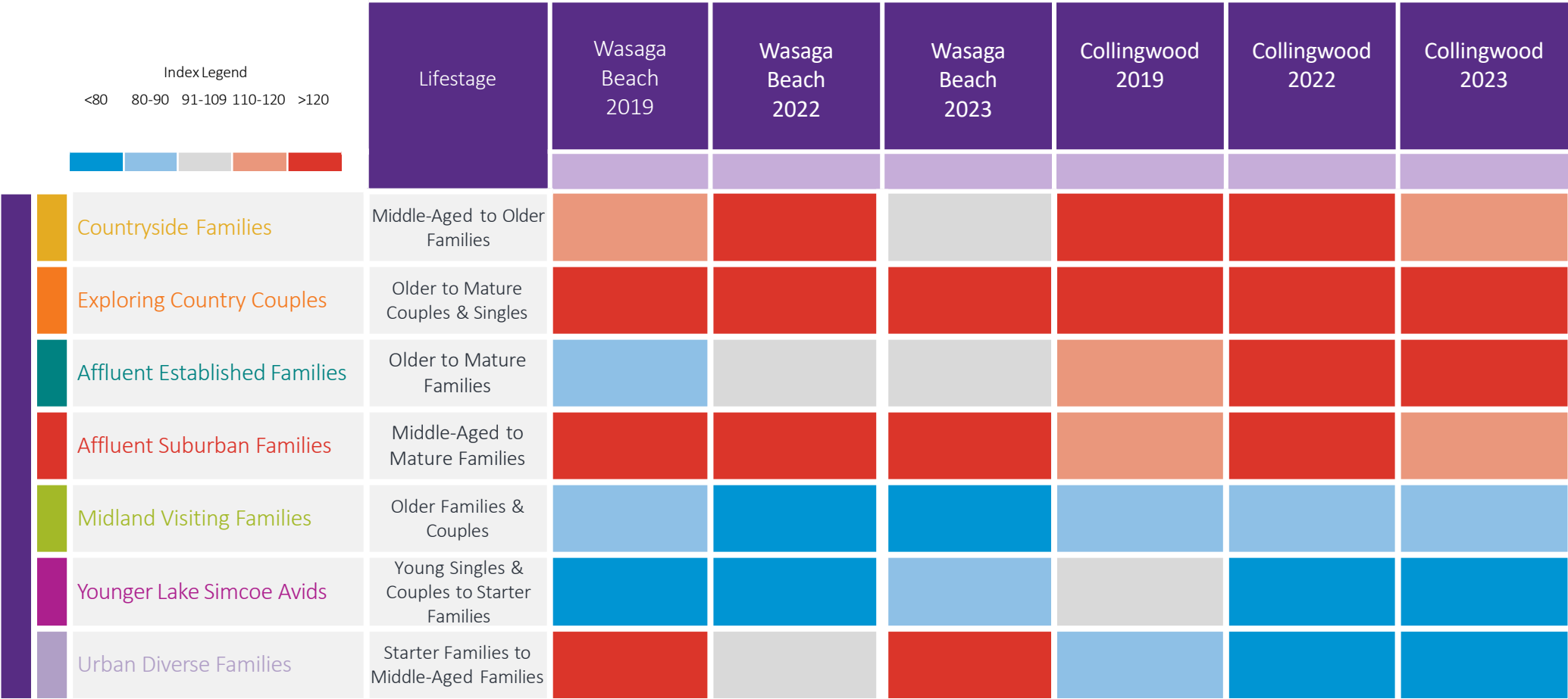
Total HH Population 15+*: 10,674,583



Note: Index based on Unique Visitors

Wasaga Beach, Collingwood Visitation by Visitor Target Groups 2019, 2022, 2023

Total HH Population 15+*: 10,674,583



Note: Index based on Unique Visitors

Wasaga Beach TG Profiles 2019, 2022, 2023

Total HH Population 15+*: 10,674,583

PRIZM Profile | Simcoe County Visitors

					Note: # Unique Visitors and Visits/visitor can not be compared across years. Visits can be.															
Visitors				Simcoe County Visitor Benchmark: 2023 HH Population 15 Years+																
						Wasaga Beach 2019 Unique Visitors		Wasaga Beach 2019 Visits		# visits/ Visitor	Wasaga Beach 2022 Unique visitors		Wasaga Beach 2022 Visits		# visits/ Visitor	Wasaga Beach 2023 Unique visitors		Wasaga Beach 2023 Visits		# visits/ Visitor
SG	LG	Code	Name	Count	% Comp	Count	Index	Count	Index		Count	Index	Count	Index		Count	Index	Count	Index	
				10,674,583	100.00	263,744	100	1,582,385	100	6.0	105,197	100	1,189,338	100	11.3	206,810	100	1,962,445	100	9.5
			TG1- Countryside Families	925,925	8.67	28,077	123	177,909	130	6.3	11,191	123	116,674	113	10.4	19,205	107	199,192	117	10.4
			TG2- Exploring Country Couples	510,227	4.78	24,188	192	284,448	376	11.8	14,886	296	268,014	472	18.0	15,064	152	199,274	212	13.2
			TG3- Affluent Established Families	1,292,298	12.11	25,633	80	157,402	82	6.1	11,700	92	135,490	94	11.6	25,013	100	264,302	111	10.6
			TG4- Affluent Suburban Families	975,540	9.14	29,375	122	163,834	113	5.6	12,588	131	131,546	121	10.5	23,919	127	211,459	118	8.8
			TG5- Midland Visiting Families	1,149,260	10.77	23,089	81	142,547	84	6.2	8,986	79	86,119	67	9.6	16,215	73	160,613	76	9.9
			TG6- Younger Lake Simcoe Avids	1,031,652	9.66	17,223	68	69,473	45	4.0	5,907	58	63,110	55	10.7	17,090	86	175,316	92	10.3
			TG7- Urban Diverse Families	2,519,770	23.60	81,245	131	401,903	108	4.9	25,678	103	236,141	84	9.2	60,022	123	476,651	103	7.9
NON-TARGET				2,269,911	21.26	34,914	62	184,869	55	5.3	14,261	64	152,244	60	10.7	30,283	69	275,638	66	9.1
Total				10,674,583	100.00	263,744	100	1,582,385	100	6.0	105,197	100	1,189,338	100	11.3	206,810	100	1,962,445	100	9.5
										6.0					11.3					10.4
Yellow = Average, Green>Ave, Red<Ave																				

Yellow = Average, Green>Ave, Red<Ave

Note:

Unique Visitors (UV): The Household Population 15+ estimate of visitors to the location during the time period selected for the MobileScapes data extract. They filter out multiple visits to give a true indication of unique population identified within the geofence over the time period selected. Unique Visitors are used to establish profiles against the Benchmark HH pop 15+, however due to methodology changes in 2022, UV counts cannot be compared across years.

Visits: The aggregated Household Population 15+ estimate of visits to the location during the time period selected for the MobileScapes extract.

They can be thought of as total foot traffic for the geofence over the time period selected, are weighted from the Unique Visitors and can be compared across years.



Bryan Plumstead
929 7th Avenue
Hanover ON N4N 2K4
Bryan@bpinsights.ca 519-375-7778



RFP #EDO2025/02 DESTINATION WATERFRONT MASTER PLAN

ADDENDUM No. 3

The following are clarifications to inquiries made to date. Please acknowledge the receipt of this Addendum by signing and dating the acknowledgement section below, and include a copy of this Addendum with your RFP submission.

This Addendum consists of 6 pages.

1. Questions & Answers

Question 1: On page 21 of the RFP, Phase 3 deliverables include: Infrastructure assessment, including servicing capacity assessments. Can the Town clarify the extent of existing information about servicing capacity in the study area? As Infrastructure Assessments are costly and in-depth deliverables, can the Town clarify that they intend for the proponent to engage a Civil Engineer to provide an Infrastructure Assessment?

Answer 1: The Town does have baseline servicing information for the study area, including existing system mapping and modelling data. A previous assessment for the Beach Area One redevelopment, under the Downtown Development Master Plan (DDMP), confirmed the need for pipe upsizing and pump station upgrades, while water capacity was found to be sufficient at that time.

Given this context, the Town's intent is to undertake the servicing capacity assessment once proposed densities are established. The proponent's role in Phase 3 should focus on identifying high-level infrastructure considerations and potential servicing constraints.

Question 2: Project Timeline and Milestones: While the final plan deadline is noted as July 31, 2026, can the Town clarify whether there are any interim milestone dates or expected timeframes for each phase (e.g., Phase 1 through Phase 4)? If so, are these dates fixed or flexible based on the proponent's proposed work plan?

Answer 2: The final deliverables are required by July 31, 2026. Interim milestones for each phase are not specified in the RFP and are to be proposed by the proponent as part of their work plan. The Town expects proponents to outline a realistic and achievable timeline that reflects the scope of work, incorporates meaningful engagement, and allows for appropriate review periods.

Question 3: Community Engagement Expectations: The RFP states a requirement for public workshops and/or design charrettes. Can the Town provide any additional guidance regarding the expected number or frequency of engagement sessions, or if there are existing community liaison groups that should be engaged as part of the process?

Answer 3: The Town encourages proponents to propose an engagement approach that is appropriate to the scale and significance of the project. Proponents are expected to design an inclusive process that ensures a range of perspectives are heard and meaningfully reflected in the development of the plan.

There are no formalized community liaison groups specific to this initiative; however, the Town will assist in identifying key stakeholders, including local businesses, tourism operators, residents, and other community partners.

Question 4: Existing Data and Background Materials: We assume the Town will be providing access to any existing background reports, technical studies (e.g., floodplain, servicing, economic studies), or planning documents that should inform the master planning process. Can you confirm these materials will be provided to the selected consultant at project start-up.

Answer 4: Yes, the Town will provide access to relevant background materials at project start-up. If additional data or reports become available during the project, these will also be shared with the consultant team as appropriate.

Question 5: Planning Coordination: What level of coordination is expected with the existing projects already underway (i.e. Beach Drive reconstruction, Marriott Hotel and Stonebridge mixed use development).

Answer 5: Coordination of existing projects, such as the Beach Drive reconstruction, Marriott Hotel, and Stonebridge mixed-use development, is required. The selected Proponent will be expected to understand how these projects influence and interact with the broader master plan area. At a minimum, this includes aligning public realm design, circulation, and land use considerations to ensure consistency and integration. The Town will facilitate information sharing, where appropriate.

Question 6: Project Phasing: How detailed is the Project Phasing Strategy expected to be: will a conceptual sequence suffice, or is a formalized schedule (e.g. a finalized Gantt chart) expected?

Answer 6: A conceptual sequence with a basic timeline will be sufficient.

Question 7: Digital 3D Model Expectations: In Phase 4, the RFP requests a “3D Computer Simulation” of the final plan. Could the Town clarify whether a navigable digital model (e.g., real-time 3D or virtual walkthrough) is preferred, or whether static 3D perspectives are sufficient to meet this requirement?

Answer 7: The “3D Computer Simulation” referenced in Phase 4 is intended to visually communicate the spatial qualities of the final plan. At a minimum, this includes static 3D perspectives. A fully navigable real-time 3D model or virtual walkthrough would be considered a value-added enhancement and may be proposed as an optional additional deliverable.

Question 8: Optional Value-Added Services: Given the RFP’s note that the Town welcomes suggestions for enhanced deliverables, would it be appropriate to include a section proposing optional value-added services (e.g., branding toolkit, extended economic modelling), with corresponding pricing noted separately in the financial proposal?

Answer 8: Yes, it is appropriate to include optional value-added services as a separate section of your proposal. Corresponding pricing should be clearly separated from the base financial proposal to allow the Town to evaluate these additions independently.

Question 9: Proposal Submission Requirements – Page Limits Is there a recommended or maximum page limit for the technical proposal or individual sections (e.g., team bios, case studies)?

Answer 9: There is no formal page limit specified in the RFP. However, proponents are encouraged to keep submissions concise, focused, and relevant to the evaluation criteria. Brevity, without compromising substance, is appreciated.

Question 10: We understand that the RFP sets out Insurance Requirements for the selected proponent, can you please confirm if the Town would accept \$1M for the professional liability aggregate to accommodate smaller firms?

Answer 10: Unfortunately, since a Professional Liability Policy could erode coverage under the primary layer of the policy, there is a requirement to have an aggregate of twice the limit being asked. By having an aggregate of twice the primary amount does not in any way limit smaller companies from quoting and we recommend you speak to your broker about this matter but the municipality is unable to alter this requirement on advice of the Simcoe County Municipalities Insurance Pool (the Towns insurer Risk Manager). The coverage required is \$1M primary and \$2M in aggregate.

Question 11: Can you please clarify what is meant by Additional Insureds on a primary basis on all liability policies with the exception of professional liability/errors and omissions

Answer 11: Providing additional insured endorsements can only be provided on certain insurance policies and we have requested that the proponents provide additional insured endorsements on the Commercial General Liability (CGL) policies as insurers do not provide this endorsement on Professional Liability Policies.

Accordingly, we would require those policies that do provide additional insured endorsement, that the Town be added as an additional insured if your firm is the successful proponent.

Question 12: Would the Town kindly consider extending the question deadline given the submission deadline was extended?

Answer 12: Yes, the Town will grant an extension. The revised question deadline is now Tuesday, July 22, 2025, at 4:00 PM EST.

Question 13: Can the Town provide more details on the “Shoreline Approaches” outlined as a deliverable in Phase 2?

Answer 13: “Shoreline Approaches” refers to addressing beach access, erosion mitigation, flood resilience, naturalized edges (where appropriate), public amenities, potential public marina, and the transition between built form and the shoreline. The beach itself will remain a defining and protected public asset, and its preservation as publicly accessible land will be maintained throughout the redevelopment process.

Question 14: Is the Town considering parking strategies that extend beyond the study area?

Answer 14: Yes, while the parking strategy should prioritize solutions within the study area, the Town will consider an area of influence, particularly where integrated parking solutions or shared-use opportunities may improve efficiency and reduce impacts within the core.

Question 15: Does the study area need to be self-sufficient in terms of visitor parking?

Answer 15: No, the study area does not need to be fully self-sufficient in terms of visitor parking for public uses. The Town expects public parking demand to be managed through a combination of on-site solutions and the existing / planned municipal parking lots within the broader area of influence. However, for private redevelopment, visitor parking should be addressed on-site and be self-sufficient to ensure it does not rely on municipal supply intended for public use. The Town is open to innovative, context-sensitive strategies that balance functionality, walkability, and seasonal needs.

Question 16: Can the Town share the details of the lands in the process of being transferred by the Province?

Answer 16: The lands are currently going through the regulatory process of being transferred to the Town by the Province. For more information, the Province has posted the proposal on the Environmental Registry of Ontario: ERO Notice 025-0694.

Question 17: Will detailed floor plans for the 3 developments currently underway be shared prior to starting work?

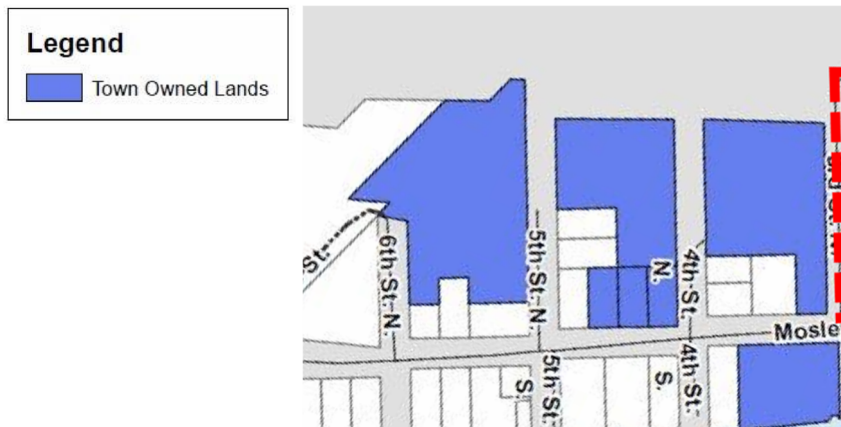
Answer 17: The Town will share available plans and information related to the Marriott Hotel, Beach Drive reconstruction, and Stonebridge development. However, the level of detail may vary based on the stage of each project. The Town will support coordination with the relevant project teams to facilitate information sharing.

Question 18: Is there an expectation that the lands designated as OS in the study area will be open to a change in land use designation?

Answer 18: Yes, there is an expectation that some lands currently designated as Open Space (OS) within the study area may be considered for a change in land use designation as part of the broader planning and redevelopment process. That said, the beach shoreline remains a defining feature of Wasaga Beach, and its long-term protection as a shared public asset is non-negotiable.

Question 19: Does the Town own the two blocks located between 3rd Street North and 5th Street North?

Answer 19: Please refer to the diagram below on ownership between 3rd Street North and 5th Street North.



Question 20: Will having worked in some of the developments currently underway adjacent to the study area be deemed a conflict of interest?

Answer 20: Having worked in some of the developments currently underway adjacent to the study area will not be deemed a conflict of interest.

Question 21: Will the Town be providing existing condition infrastructure (sewer and water) models that can be used as a baseline to test development scenarios?

Answer 21: Please refer to Question and Answer number 1.

I, _____ of _____ acknowledge the
receipt of Addendum No. 3.
(signature) (company)

Date: _____

****PLEASE RETURN A COPY OF THIS ADDENDUM WITH YOUR SUBMISSION****



**RFP #EDO2025/02
DESTINATION WATERFRONT MASTER PLAN**

ADDENDUM No. 4

The following are clarifications to inquiries made to date. Please acknowledge the receipt of this Addendum by signing and dating the acknowledgement section below, and include a copy of this Addendum with your RFP submission.

This Addendum consists of 2 pages.

1. Questions & Answers

Question 1: Given the land transfer and the adjacent Provincial Park, can the Town clarify the involvement of the Provincial government on this project? Will they be a stakeholder in the master planning process?

Answer 1: The Province of Ontario, specifically the Ministry of Tourism, Culture and Sport, will be identified as key stakeholder in the master planning process. The Town will facilitate engagement with the Ministry through scheduled meetings to ensure alignment, collaboration, and support as the project progresses.

Question 2: Addendum 3 Answer 13 notes that Shoreline Approaches includes a potential public marina. Can the Town further clarify the scope for a public marina? This is the first mention of a marina and would require an additional consultant to review its feasibility.

Answer 2: The reference to a potential public marina within the Shoreline Approaches is intended to reflect a high-level opportunity that may emerge through the planning process. There is currently no defined scope, site, or program for a marina. If the idea is to be explored further through the master planning process, a preliminary review of feasibility is appropriate.

Question 3: Can the client release a list of bid takers?

Answer 3: The list of bid takers has been made public on Bids & Tenders.

Question 4: What is the desired level of detail for the Town's economic impact analysis? Does the Town wish to see a TREIM (Tourism Regional Economic Impact Model) model utilized that addresses visitor spending, operational expenses, and investment expenses? Or does the Town require a broader analysis that encompasses the economic impact of the entire destination development plan?

Answer 4: As per Addendum No. 2, the municipality does not have its own economic impact model. Use of TREIM or another recognized methodology is acceptable.

Question 5: Recognizing the importance of meaningful engagement with Indigenous communities, can the Town please confirm whether a Town-led Indigenous Engagement Process has been initiated? If so, will the selected proponent team have the opportunity to collaborate with or contribute to this process to ensure alignment, respect, and integration of Indigenous perspectives throughout the planning for the Destination Master Plan?

Answer 5: The Town also recognizes the importance of meaningful engagement with Indigenous communities and is committed to ensuring their perspectives are considered throughout the planning process. While a formal Town-led Indigenous engagement process specific to this project has not yet been initiated, the Town will lead coordination and outreach with rights-holders and Indigenous partners.

The selected proponent team will have the opportunity to contribute to this engagement process, in collaboration with the Town, to support alignment, respect, and integration of Indigenous perspectives into the master plan.

I, _____ of _____ acknowledge the receipt of Addendum No. 4.

(signature)

(company)

Date: _____

****PLEASE RETURN A COPY OF THIS ADDENDUM WITH YOUR SUBMISSION****



**RFP #EDO2025/02
DESTINATION WATERFRONT MASTER PLAN**

ADDENDUM No. 5

The following are clarifications to inquiries made to date. Please acknowledge the receipt of this Addendum by signing and dating the acknowledgement section below, and include a copy of this Addendum with your RFP submission.

This Addendum consists of 2 pages.

1. Questions & Answers

Question 1: Regarding the Evaluation Criteria & breakdown of the Technical Proposal (pp. 25-27), are proponents expected to structure the technical proposal to treat each bullet point in each section as a heading? (i.e. in section 1, 'Strategic Capability & Experience,' the first heading should be 'Demonstrated Expertise in Destination Waterfront Master Planning', followed by 'Proven Track Record of Community-Engaged Planning', etc.) We wish to ensure that we will not be docked points in the scoring if we do not follow this exact structure.

Answer 1: Proponents are not required to structure their technical proposals using the exact bullet point headings from the Evaluation Criteria section. However, your submission should clearly address each of the listed areas so that evaluators can easily assess how the content aligns with the criteria. Proposals will not be penalized for using a different structure, provided all required information is presented in a clear and organized manner.

Question 2: (Follow-up to Question 1) Regarding the Evaluation Criteria & breakdown of the Technical Proposal (pp. 25-27), are the bullet points in each section a holistic category of evaluation? We wish to know whether evaluators will be judging our content based on how well it addresses these areas as a whole, or seeking specific, labelled sections of the technical proposal.

Answer 2 : The rated criteria indicate the weighting assigned to each evaluation category, and each category should be directly and thoughtfully addressed in the

proposal. The subpoints under each heading serve as guidance on the specific elements the evaluation team will consider. While it is not mandatory to mirror the exact wording or structure, technical proposals should clearly demonstrate how each category and its associated components have been addressed.

I, _____ of _____ acknowledge the receipt of Addendum No. 5.

(signature)

(company)

Date: _____

****PLEASE RETURN A COPY OF THIS ADDENDUM WITH YOUR SUBMISSION****