



# MACTIER

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## BR+E

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MacTier Business Retention & Expansion Report 2016



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## ACKNOWLEDGEMENTS

### Acknowledgements

#### The leaders!

We would like to thank the Township of Georgian Bay for their vision and leadership in initiating this project.

Thank you as well to Township Council members for your support and approval of this project for one of your communities.

#### The accomplisners!

We would like to thank the local business owners of MacTier who encouraged their peers to participate and complete the surveys.

#### The project team!

A special thank you to the Ontario Ministry of Agriculture, Food and Rural Affairs, for their dedication to this project, and their ideas and support.

We would also like to thank the OMAFRA for their financial assistance with this project.

A handwritten signature in black ink, appearing to read "Phyllis", written in a cursive style.

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## EXECUTIVE SUMMARY

The Ontario Business Retention & Expansion (BR+E) program is an important economic development tool that supports community businesses by listening and responding to local challenges and opportunities. The Township of Georgian Bay initiated the MacTier BR+E project in 2016. The project fulfills one action of the Township of Georgian Bay Community Based Economic Development Strategy 2014-2017.

The Township of Georgian Bay led the MacTier BR+E in partnership with the Ontario Ministry of Agricultural, Food and Rural Affairs (OMAFRA). A total of 33 businesses were identified, 25 of which completed the survey process, and the aggregate results have been compiled in this document. They include an overview of the local business climate, future plans of business owners, business development and tourism challenges and opportunities, information on business development markets, as well as workforce development including hiring and training.

The surveys identified numerous strengths and positive insights of MacTier as a place to do business and highlights new opportunities and areas for further development. Following the aggregated data analysis, five key areas have been identified:

1. Build partnerships between business owners and local, seasonal and nearby residents to solidify and enhance business opportunities.
2. Improve relationship between local government and business to foster new areas of growth.
3. Invest in the development of a vibrant local community for businesses, cottagers, tourists and residents.
4. Identify and engage a talented, motivated and committed workforce to support business development and expansion.
5. Develop and implement an effective marketing strategy to enhance community visibility.

The MacTier BR+E project demonstrates Council's commitment to strengthening the local business sector, and the survey results have reinforced that MacTier is a desirable location to do business while acknowledging that there are areas of improvement to be addressed. The Action Plan presented in this document is the first step to addressing the opportunities identified through the business interviews. **It is not the responsibility of the Township to complete all the action items listed within this plan. Rather, it is a collaborative initiative between the community, local businesses, and the municipality.** The BR+E is presented as an invitation to the business community at large to work together, with the Township, stakeholders and those invested in economic development, to build a vibrant local economy.



## COMMUNITY OF MAC TIER OVERVIEW

The community of MacTier is a unique geographical area within the District of Muskoka and the Township of Georgian Bay that poses both opportunities and challenges from a tourism and business development perspective.

MacTier's strong and resilient character is a direct result of its isolated geographic location. Located at the northeast tip of the Township of Georgian Bay and the District of Muskoka, MacTier is one of three communities within the Township of Georgian Bay; located approximately 40 km north of Port Severn, the Township's administrative center, and 45 km north of the community of Honey Harbour.

For this project, MacTier's primary business district is between Muskoka District Road 11 to the west, Lake Joseph Road to both the south and east, and North St. to the north. MacTier's secondary business district is Highway 400 to the west, Stewart Lake Road to the north, Lake Joseph Road to the east and Highway 400 to the south.

MacTier's secondary businesses district abuts Seguin Township to the north and the Township of Muskoka Lakes to the east. Lake Joseph Road is the main corridor from Highway 400 for vehicles traveling east into MacTier, the Township of Muskoka Lakes and the Towns of both Gravenhurst and Bracebridge.

Demographics from Municipal Election Poll Data identifies MacTier's year round population of 305 with another 200 living in the immediate surrounding area. MacTier's business catchment area includes both the local and seasonal residents from the community of MacTier, as well as southern Seguin Township, southwest Township of Muskoka Lakes and southwest Lake Joseph.

MacTier has several strengths including its proximity to Highway 400 and infrastructure assets including water, sewer, cable and internet. As well, MacTier has a defined business hub that offers opportunities for growth with excellent development possibilities for both business creation and or expansion along Lake Joseph Road. Additional strengths include affordable housing with expansion possibilities and a strong sense of community.

Areas of challenge include the lack of visitor accommodations, the loss of the town bank, and directional signage on main highways and roads identifying the community. Also, a lack of online visibility or a strong, provincial marketing presence that not only promotes the MacTier's historical roots but its current aspirations as a unique cycling and trails hub for both Muskoka and Central Ontario.





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## **BR+E BACKGROUND**

### **What is a BR+E project?**

Business Retention and Expansion (BR+E) is a community-based economic development strategy with a focus on "taking care of, nurturing and supporting" businesses already existing in the community.

The BR+E programme was developed by the Ontario Ministry of Agriculture and the Ministry of Rural Affairs (OMAFRA) and has been successfully utilized in 220 communities in Ontario since 1997. The programme uses an in depth, four stage process to assist communities in developing and implementing concrete action plans. Participants are encouraged to answer all questions but can choose to skip questions that they deem uncomfortable to answer or they feel they do not have an adequate base of knowledge to answer.

### **Stage 1 Project Planning and Business Survey Development**

This stage involves establishing project financing, gathering a leadership team and project coordinator to formulate a work plan, selecting businesses to be interviewed and fine-tuning the survey to gather the most relevant information for the community.

### **Stage 2 Immediate Follow-up of Red Flag Issues**

This stage is about responding to specific business issues that may be critical to a business remaining or expanding in the community.

### **Stage 3 Data Analysis and Recommendations**

In stage three, communities utilize a secure and confidential BR+E web-based application (e-pulse) to record, store and aggregate the results from their community's business survey. The survey data is then analyzed by the Project Coordinator and forms the basis for development of recommended action plans.

### **Stage 4 Presentation and Implementation**

Stage four of the BR+E programme results are presented to Council where the broader community is invited to attend. This presentation also acts as the "kick-off" to implementing the recommended action plans that address the issues and opportunities. This stage also includes ongoing monitoring and tracking of action plans.



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### **Why is it important?**

The health of communities relies on strong businesses that can sustain and create jobs. Supporting the development and growth of local businesses is fundamental to grow and sustain their communities. The BR+E programme combines both short-term and long-term objectives.

### **Short-Term Objectives**

- Build stronger relationships with existing businesses
- Demonstrate and provide community support for local businesses
- Address urgent business concerns and issues
- Improve communication between the community and local businesses
- Retention of businesses and jobs where there is a risk of closure

### **Long-Term Objectives**

- Increase the competitiveness of local businesses
- Job creation and new business development
- Establish and implement strategic actions for local economic development
- Stronger viable local economy



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## THE MACTIER BR+E PROJECT

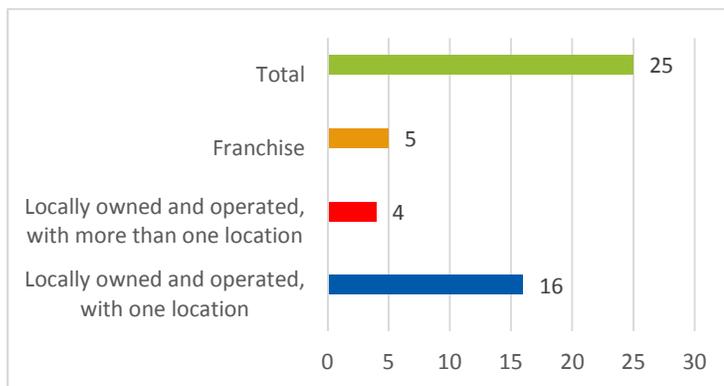
The MacTier BR+E initiative was well received by the local business community with 25 businesses participating or 76% percent of the businesses identified. The 25 businesses represent a cross-section of the local business community by size, location, and industry.

All 25 businesses completed a base retention survey and MacTier community specific questions. All businesses were able to skip questions for personal or businesses reasons, therefore not all 25 business will be included in the results of 'all' questions.

## MACTIER BUSINESS INDUSTRY PROFILE

The MacTier Business Industry Profile highlights the number and types of businesses that participated in the study. In summary, 16 of the 24 businesses who reported state that they are locally owned and operated in one location. Additional findings include 90.5% of the owners are involved in the day-to-day operations of the business with 71% of business owners living in the community of MacTier. The business community shows great stability as 85% of these businesses have been operating four years or more, while 75% of the current owner have been operating that business over the same period. As well, a large majority of businesses are operated by the owner and possibly another family member. Four businesses responding have between 10 to 49 employees with 75% of all respondents stating that their primary market is local. Five businesses stated that they had a current business plan.

**Participant Profile – Figure 1**







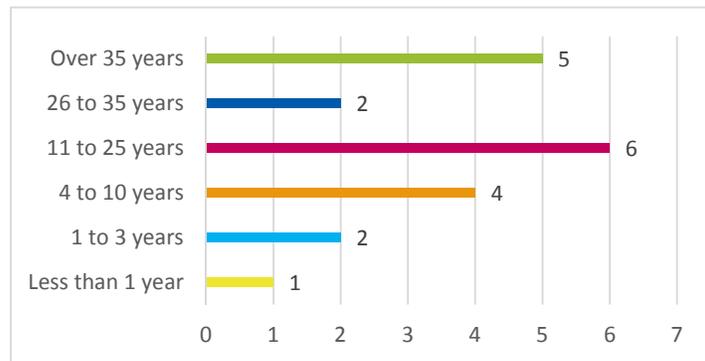
## Business Plan

Eighteen businesses responded to the question of whether they had a business plan with five stating 'Yes' and 13 stating 'No.' Of the businesses stating 'Yes':

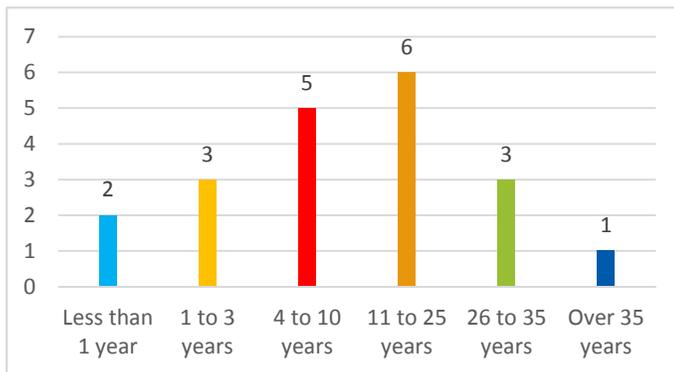
- Two had updated their plan within the last year
- Two within one to three years
- One was more than four years since updating.

## Years of Business Operation in the Community – Figure 2

A positive sign of business stability is the fact that 85% of the businesses who responded have been in operation four years or more.



## Years Current Owner/Owners have been operating their Business – Figure 3

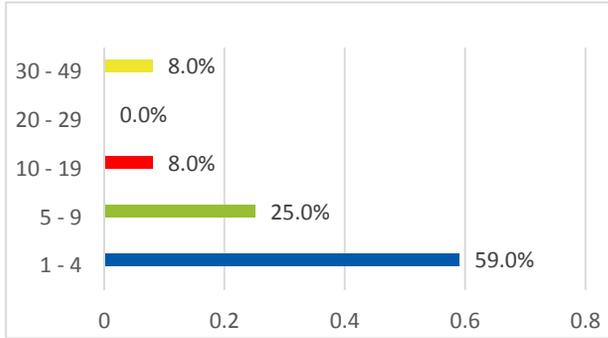


This chart again shows a strong stability of leadership within the businesses that responded.

Of note, there are some business owners looking at retiring shortly without a 'next generation' to take over the operation creating significant concern for the community.

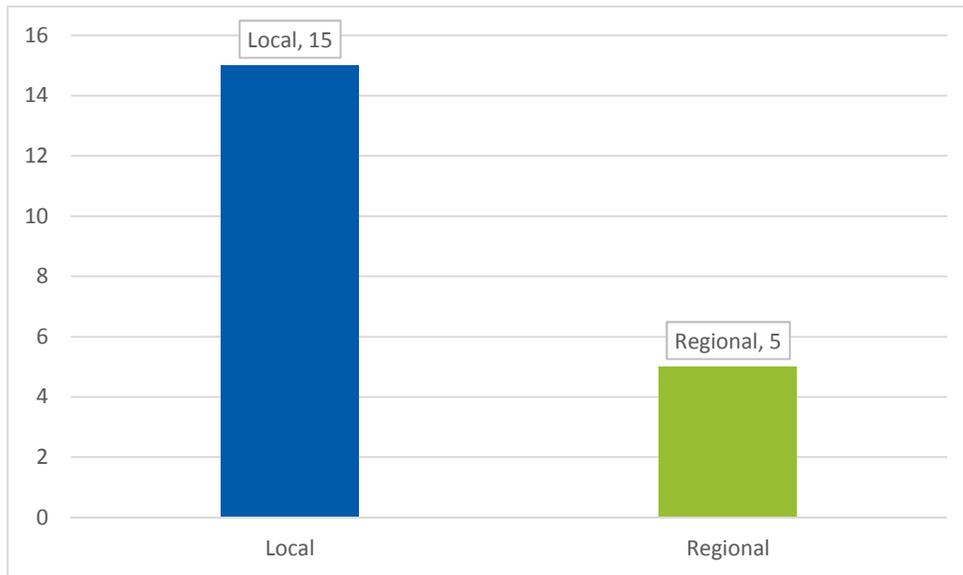


**The number of employees, including owner/owners that work at their location – Figure 4**



A large majority of MacTier's businesses are small employers, often employing only themselves and/or a family member. Forty-one (41) percent of businesses have additional staff, but many of those are seasonal in nature. Only a few are year-round businesses employing 30 to 49 employees.

**Primary market of local businesses – Figure 5**



In speaking with business owners, they considered their local primary market to be both the local and seasonal residents living within the community and nearby surrounding area, with their regional market being all of Ontario.



## RESULTS OF MACTIER BR+E

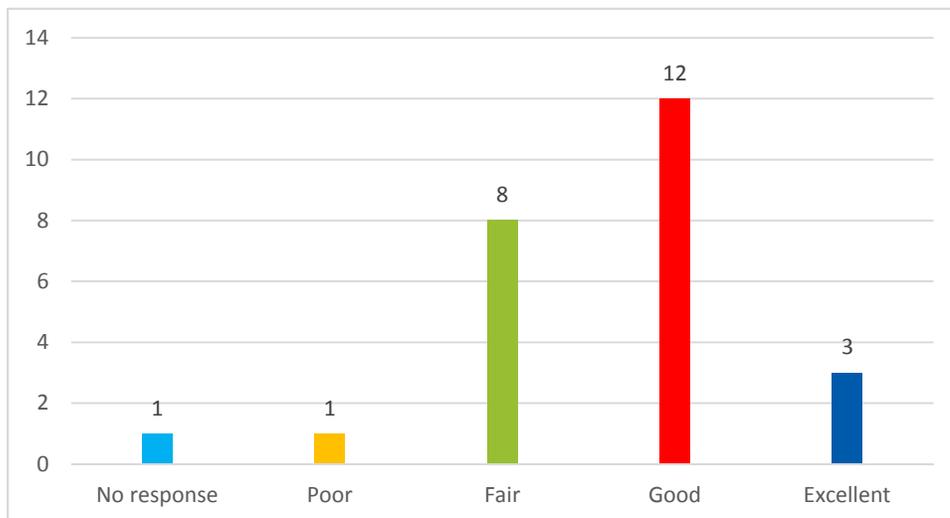
This section of the report presents a summary of the Business Retention and Expansion (BR+E) surveys and includes a detailed analysis of the results. The Ontario BR+E survey consists of seven sections; Business Climate, Future Plans, Business Development, Workforce, Tourism, Community Engagement and Economic Development.

### BUSINESS CLIMATE

Summary - The Business Climate results highlight business owners' general impression of MacTier as a place to do business. The results were 'fair' to 'positive'. As well, there were mixed feelings as to whether that impression had changed over the past three years with 14% 'more positive, 19% more 'negative', and 14% the 'same'. Figure 7 highlighted the top reasons that MacTier was a great place to locate and expand their businesses which included proximity to rail, airports, and highways, availability of adequate electricity, quality of local, district and provincial roads as well as water and wastewater capacity. Figure 8 highlighted the barriers, which were the cost of electricity, development charges, availability of space for rent or lease and development building permit process. Additionally, most of the owners had never heard of any of the regional business support services available to them and were evenly split around their experience in working with the Township of Georgian Bay. Finally, in terms of local government services, owners were extremely satisfied with the fire, garbage, snow removal and road repair services.

The detailed Business Climate results are as follows:

#### General impression of MacTier as a place to do business – Figure 6





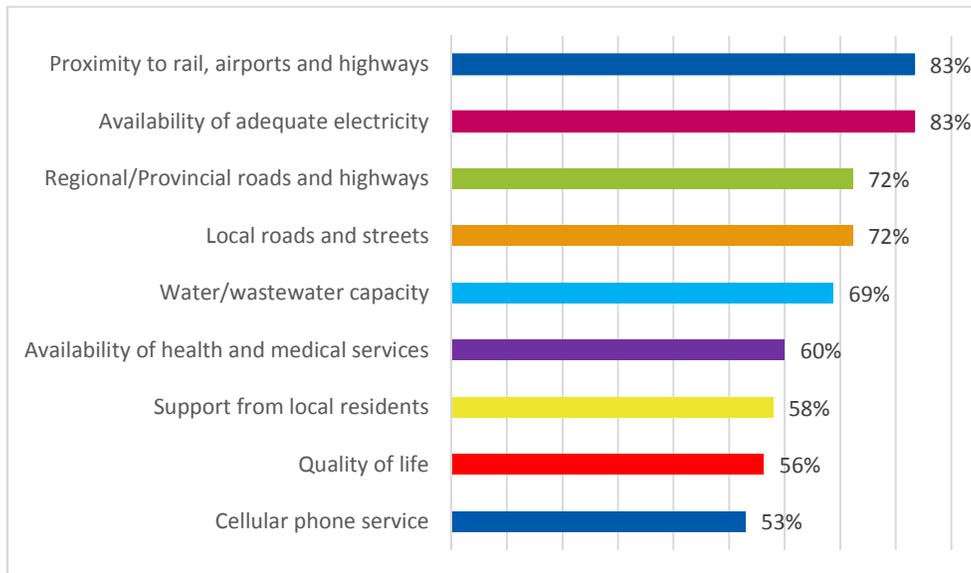
### Change of attitude regarding doing business in this community in last three years – Chart 1

There was 84% response rate with businesses stating:

- 14 % stating 'Yes, more positive'
- 19 % stating 'Yes, more negative'
- 14 % stating 'No change'

### Top nine reasons for businesses to locate or expand in MacTier – Figure 7

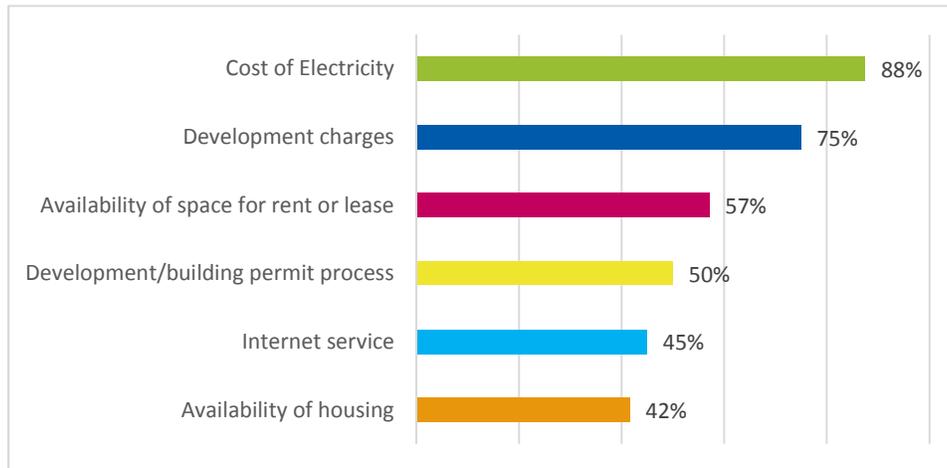
Below are businesses who stated 'good' or 'excellent' to the question 'How would you rate the following factors for doing business in this community.'





## Top six barriers to expansion for existing businesses – Figure 8

Below are businesses who stated 'poor' to the same question.



## Rating of Community Services

There was a low response rate to a majority of the questions in this section as many of the businesses had never heard or interacted with a majority of these services.

### Community Futures

Virtually all of the businesses except one are aware of Muskoka Futures. Those that were familiar however rated their experience as 'good'.

### Chamber of Commerce

One business identified that they were a Muskoka Lakes Chamber member. Two businesses rated their experience with the Chamber(s) although they did not address which Chamber. One had a 'good' experience, and one had a 'poor' experience. In a secondary question, 15 out of 17 businesses who responded stated they did not know of any benefits a Chamber membership could provide.

### Simcoe Muskoka Workforce Development Board

Three businesses responded to this question with two responding that their experience was 'fair' and one responding 'good'.



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### **Muskoka Small Business Enterprise**

Again, only one business shared that they had any connection with the Small Business Enterprise Centre. They stated their experience was 'good'.

### **Township of Georgian Bay Planning, Engineering, Zoning and Building Permits**

Ten businesses responded to this question with an even split of satisfied vs. unsatisfied.

### **Township of Georgian Bay Economic Development Services**

Of the businesses who responded to this question, two rated the services as 'poor', five rated the services as 'fair', and two rated the services as 'good'.

### **Simcoe Muskoka Health Unit**

Only eight businesses responded to this question. Of those, three rated their services as 'fair', three as 'good', and two as 'excellent'.

### **Education Facilities**

Thirteen businesses responded to this question. The other business owners stated that they did not have children in the system so were not able to rate this question. Of the businesses that did, 96% were satisfied or extremely satisfied.

### **Childcare**

Ten businesses answered this question. Of those, 50 % would like to see additional options available.



## Local Government Services– Chart 2

These community-based community services were rated hierarchically based on percentage businesses who identified them as ‘Fair’, ‘Good’ or ‘Excellent’.

 FIRE	94%
 GARBAGE	90%
 SNOW REMOVAL	84%
 ROAD REPAIR	84%
 POLICE	73%
 PARKS AND OPEN SPACES	65%
 RECREATION	63%
 PUBLIC TRANSIT	56%
 CULTURE	50%

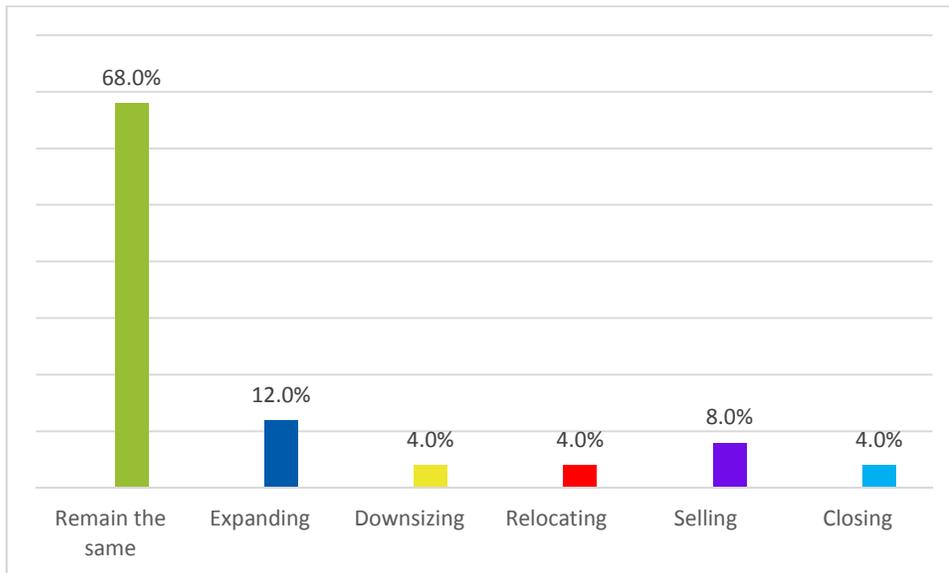


## FUTURE PLANS

Summary - Over the next 18 months, 17 of businesses plan to remain the same, while three are looking to expand, one is planning to relocate within the community, and four are looking to downsize, sell or close due to age.

The detailed Future Plan results are as follows:

### Business over the next 18 months are looking a to: Figure 9



### Downsizing

The one business looking to downsize is due to age as they draw closer to retirement.

### Relocating

One business is looking at relocating but staying in the community.

### Selling

Two are selling due to retirement. Both businesses stated that they do not require any assistance with a succession plan and are in no need of assistance and/or information on selling their business.



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### **Expansion**

Three businesses identified that they are planning to expand, two to meet customer service demands and one to increase revenue. All three are interested in knowing what government programs could support them while one business asked for further assistance with their expansion plans.

### **Closure**

One business owner stated their business was going to close without re-opening in another location and stated that any assistance would not prevent the closure of their business as they are retiring.



## BUSINESS DEVELOPMENT

Summary - The Business Development results highlight that 72% of business owners believe that their sector is stable or growing. As well, 61% of businesses expect next year's projected sales to remain the same or grow, while 33% are unsure and 6% expect some decline.

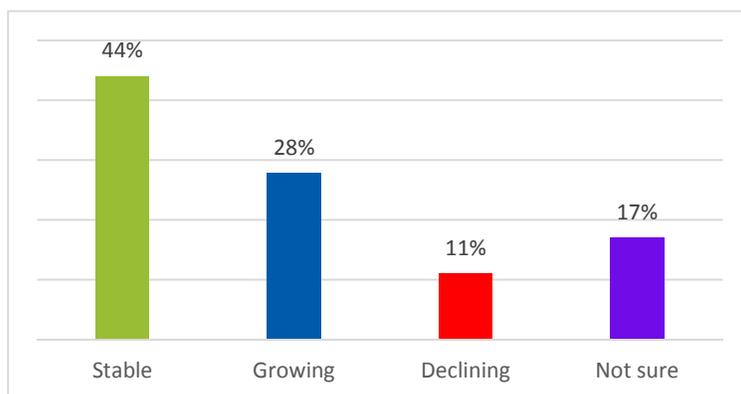
Currently, business use of technology is 32% 'high' to 'very high', 36% 'moderate', and 32% 'low' to 'very low'. Four of these businesses provide Wi-Fi services to their guest at no charge. The greatest technological barrier that some businesses are experiencing is slow Internet speed, as well as some business owners desire to learn computer skills.

Regarding networking and working collectively with other businesses, eight businesses are interested in networking and information sharing, four in joint marketing, two in joint purchasing and one in joint training.

As far as facilities, 74 % own their buildings. For those that lease, all five plan to renew. Finally, local businesses rely mostly on 'word of mouth and networking' to market their business, with print advertising coming in a close second and their website third. It is interesting to note that although ten businesses stated they marketed through their website, only one local business was listed in the top 10 of Google's search engine and a second in the top 20.

The detailed Business Development results are as follow:

### Outlook for Industry Sector – Figure 10

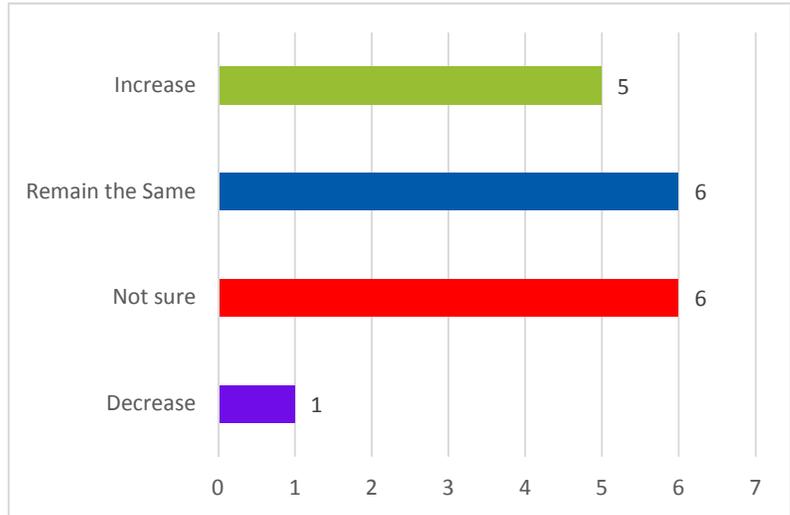


The outlook for a majority of industry sectors represented in the community are considered stable with over one-quarter of all businesses expecting growth. This number is higher than the businesses looking to expand over the next 18 months.



**Projected Sales in Next Year Expected – Figure 11**

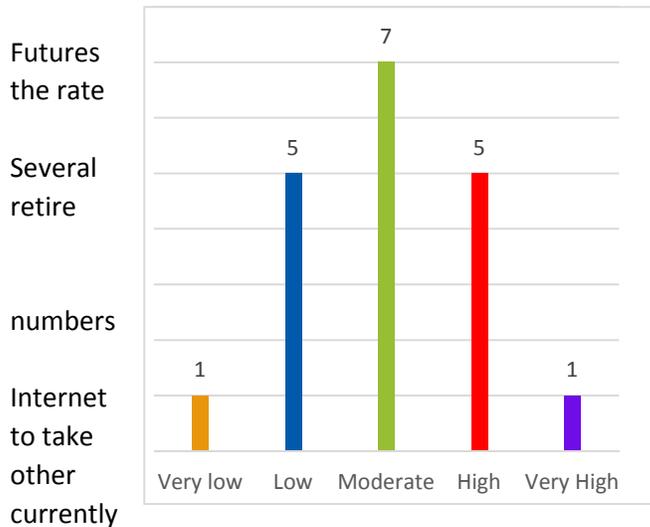
Again, projected sales for next year are higher than the rate of business and industry expansion over the next 18 months. Areas of opportunity exist to help assist those businesses who are ‘not sure’, as well as support those businesses that are expecting a ‘decrease’ in sales. There may be diversification or mentorship possibilities to assist them in growing their business.



**Technology**



**Rate businesses use technology – Figure 12**



Numerous sources including Muskoka and Muskoka Community Network state of technology use is going to expand drastically over the next 5 to 10 years. current business owners are looking to opening the door to younger, more technologically comfortable entrepreneurs to take over. Also, these are slightly ‘skewed’ as a small number of reporting businesses are located in ‘snail’ zones making it difficult for them advantage of the technology available to local businesses. One large business has only dial-up internet access available

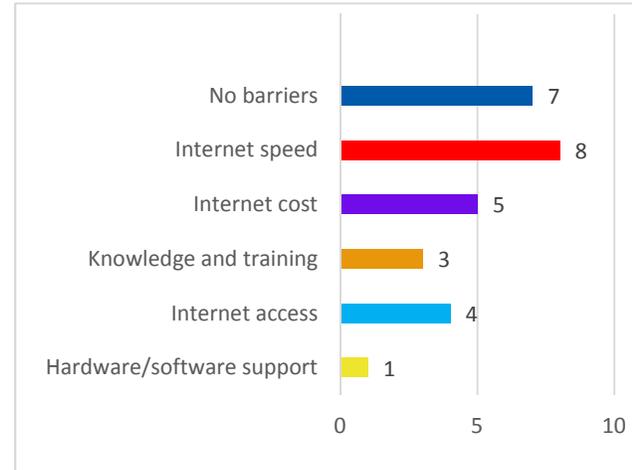


to them making it difficult to conduct transactions in a timely and efficient manner.



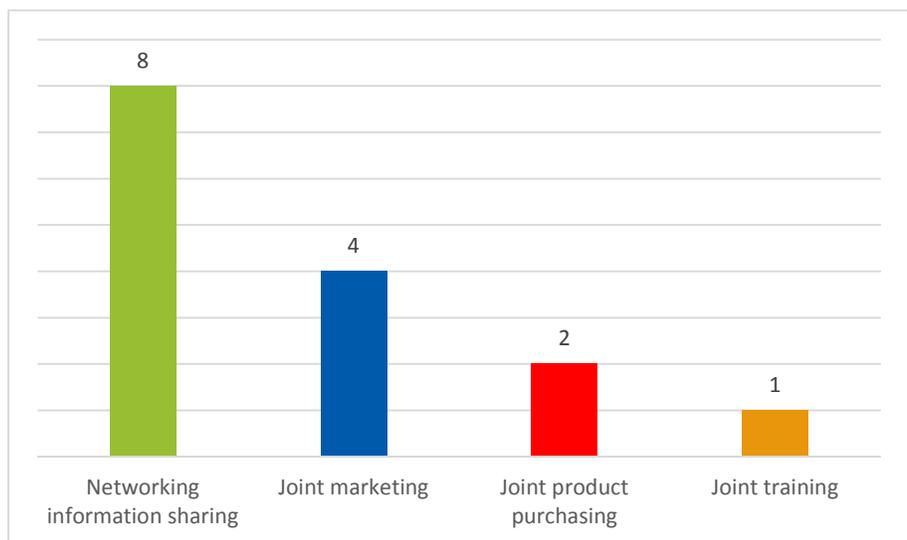
**Current technological barriers being experienced by local businesses - Figure 13**

MacTier is relatively fortunate compared to other rural communities, as high-speed internet is accessible by most people other than those in rural remote areas. In speaking to business owners, many still do not own or use computers and are not interested in learning. Their reasons were either they felt ‘too old’ or they do not have the time to learn.



**Businesses interested in working collectively with other the businesses in the community to pursue the following – Figure 14**

Of the business that participated, the results are as follows:





## Facilities



Of the businesses participating in this survey, 74% own their building as opposed to 26% that lease. Of those that lease, two will expire this year and two over three years from the time of the survey. Furthermore, none of the businesses are concerned about renewing their lease.



## Wi-Fi Technology

Out of the 21 businesses who answered this question, four provide Wi-Fi service to their guests. None of these businesses charge for this service.



## Marketing Promotion – Chart 3

Local businesses identified what methods they are currently using to market their business.

▪ Word of mouth and networking	15
▪ Print (e.g. flyers, newspaper, magazines)	13
▪ Website	10
▪ Social Media (e.g. Facebook, Twitter)	6
▪ Email/e-newsletters	4
▪ Other - Billboard & Highway signs	4
▪ Television/Radio	4
▪ Trade shows or business events	3
▪ Co-op advertising campaigns	1



## WORKFORCE

Summary - Regarding the workforce over the past three years, of the 23 businesses who answered this question, 61% reported retaining the same number of employees, while 35% increased and 4% decreased for a net gain of 25 employees.



The main challenges identified in recruiting and retaining labour was the ability to attract new employees to the region, availability of qualified workers and stability of the workforce. Their primary recruitment techniques were ‘referrals’ or ‘unsolicited resumes’.

The detailed Workforce results are as follows:

### Rate following factors in MacTier in terms of meeting your business needs – Chart 4

	Poor	Fair	Good	Excellent
Availability of qualified workers	7	4	5	0
Stability of the workforce	3	6	4	0
Ability to attract new employees	4	6	2	0
Ability to retain new employees	3	5	5	0

### Engagement of New Employees

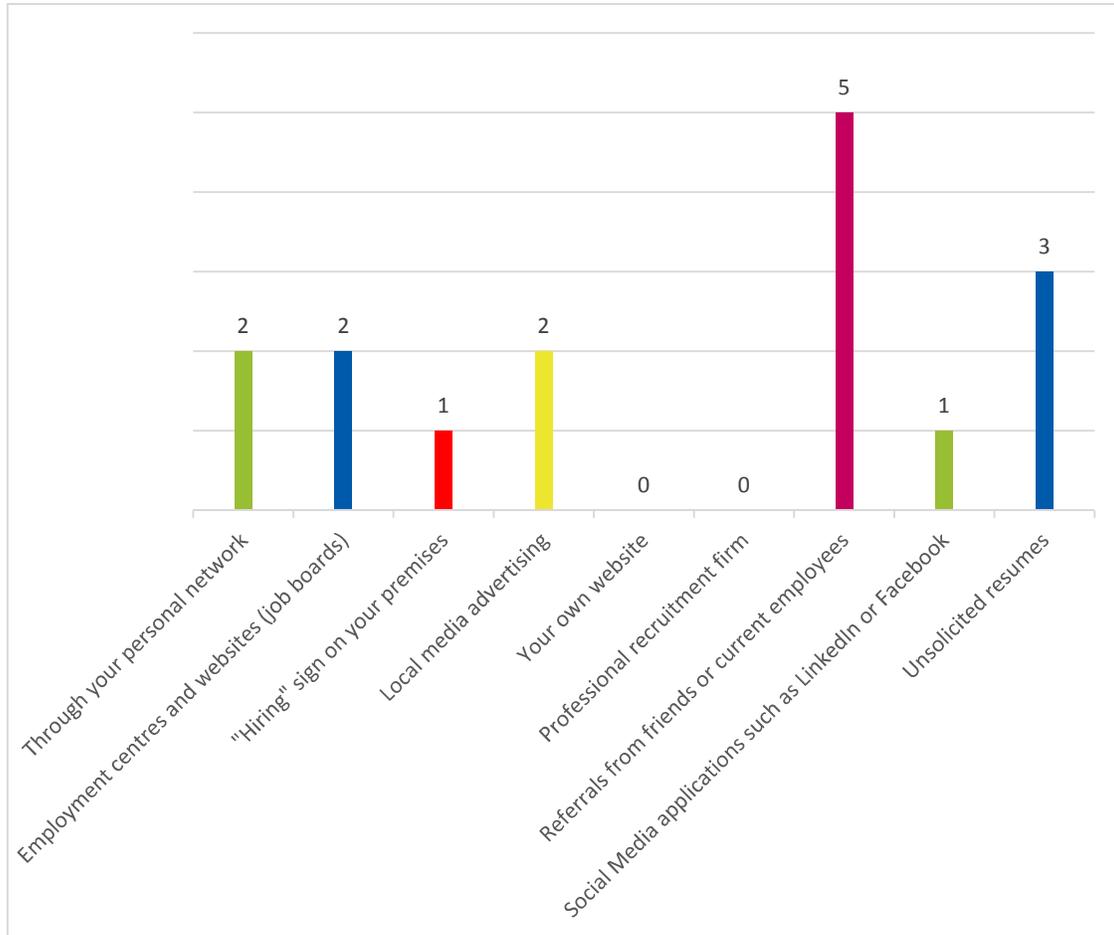
Of the 22 business who answered this question, 8 (36%) stated ‘Yes’ to having difficulty hiring new employees. The issues identified were:

- Lack of appropriate skills or training 25%
- Lack of relevant experience 33%
- Too few applications 13%
- Other 26%

As well, businesses stated that 60 % of their difficulties hiring were ‘Community’ related while 40% were ‘Industry’ related.



**Recruitment Techniques – Figure 15**



**Retention of Employees**

Of the businesses that answered this section, three said ‘Yes’ to having difficulties retaining employees while 16 said ‘No’. Of the businesses saying ‘Yes’, the reasons they identified are as follows:

- Seasonal 2
- Wages 1
- Competition 1
- Other 1



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Additionally, a minority of the businesses (21 %) stated that they participate in a co-op, internship or apprenticeship program. Of those businesses who do not participate, five would be interested in further information.

### **Training Programs**

Currently, ten businesses participate in some external training, and three reported barriers for themselves or their employees to receive the necessary training. One identified cost, one identified awareness of existing programs, and all three identified availability of local training.



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## TOURISM

Summary - Tourism results highlight that 18 out of 21 businesses who answered this question are 'year-round' businesses. Areas of challenge identified by business owners are visitor accommodations, food services, and attractions. Main opportunities that they would like to see explored are snowmobiling and ATV adventures, a new railway museum, fishing, trails and adventure activities such as 'zip lining'. In addition, 15 out of 18 businesses support enhancing MacTier as a 'destination location' for cyclists, with 11 feeling that cycling tourism could enhance their business opportunities.

Regarding promoting MacTier as a 'tourism centre', all of the businesses felt more promotion is needed. The type of promotional tools suggested were a professional website and packaged experiences.

The detailed Tourism results are as follows:

### Year Round vs. Seasonal Businesses

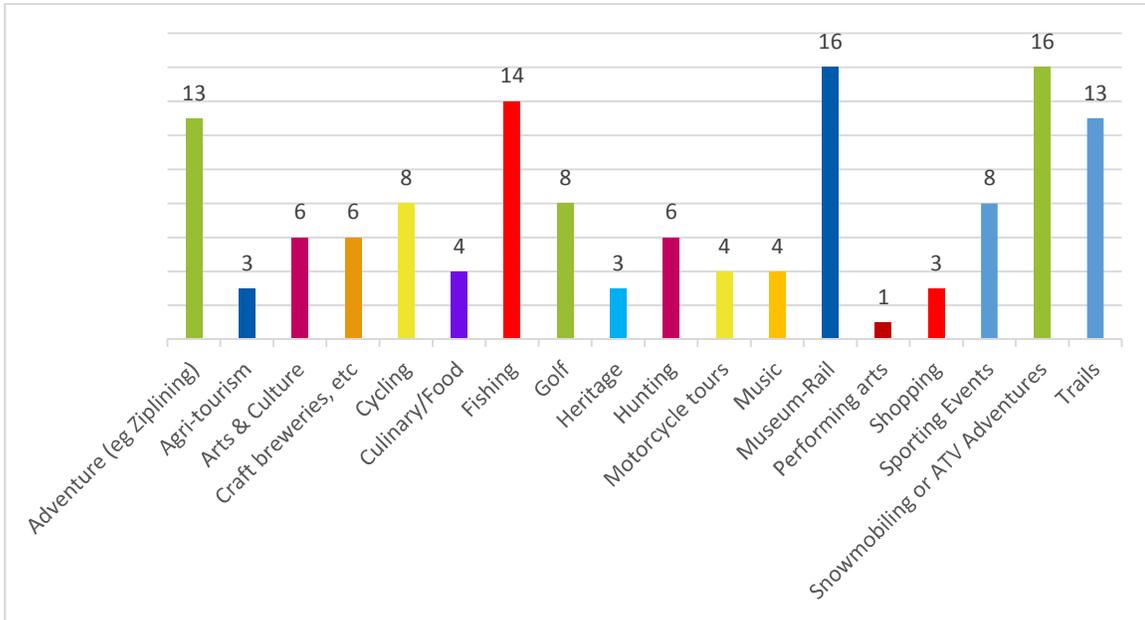
Of the 21 businesses who answered this question, 18 are year-round, one is summer only, and two are 'spring, summer and fall' businesses. One of those businesses stated that it has the potential to expand into other seasons.

### Satisfaction with tourism facilities in the region – Chart 5

	Poor	Fair	Good	Excellent
Accommodations	8	4	5	0
Food services	5	8	5	0
Attractions	5	7	4	1
Retail	2	12	4	0
Highway signage	3	4	8	1
Availability of washrooms	4	8	3	0
Condition & cleanliness of public washrooms	4	5	2	2

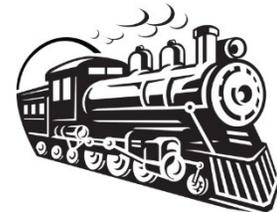


**Opportunities to be explored – Figure 16**



**Past vs. Future**

There is significant enthusiasm within the business community to support and promote the railway heritage of MacTier. In speaking to several past employees of the railway, their children and members of Heritage Society, it is clear that MacTier's origin and development is directly tied to the railroad company's decision to build and support a local railway hub.



Although support by businesses for creating MacTier as a 'destination location' for cyclists was considerably weaker in Figure 16; when asked specifically about their support, 15 out of 18 businesses thought creating MacTier as a 'destination location' for cyclists was a positive idea. Also, 11 out of 21 businesses felt that it could enhance their business opportunities.



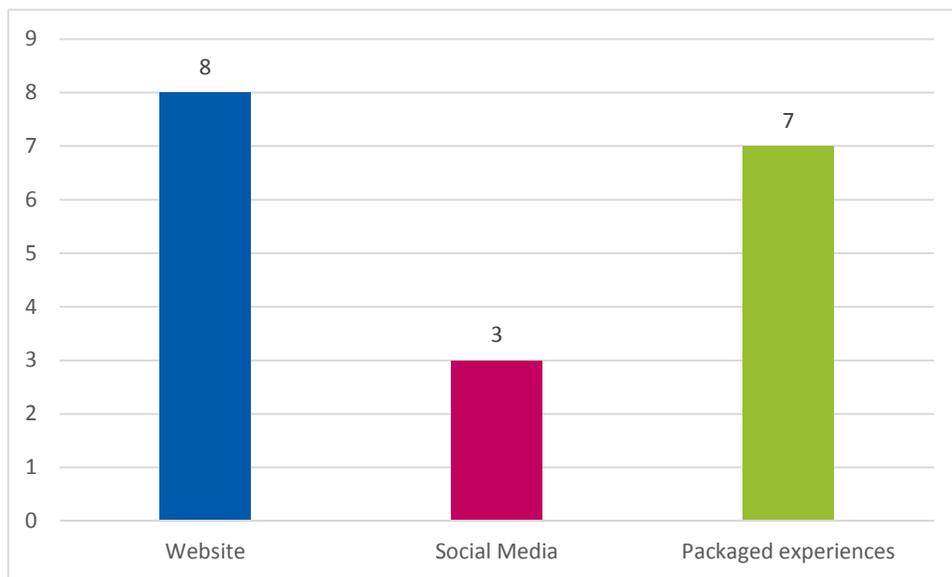
**Enhancements that could help support MacTier as a cycle tourism destination: - Figure 17**



**Promotion of MacTier as a Tourism Centre**

Of the 19 businesses who responded to this question, all 19 stated they would like to see more promotion of MacTier as a tourism centre.

**The types of promotional tools that local businesses saw as preferential - Figure 18**





## COMMUNITY ENGAGEMENT

Summary - The Community Engagement results highlight that residents community participation is 'moderate' to 'high' or 'very high' with a third of businesses feeling it was 'low' to 'very low'. The three community groups most widely recognized for their contribution are the Lion's Club, the MacTier Community Development Association, and the MacTier Legion.

The detailed Community Engagement results are as follows:

### Community Engagement

Seventeen (17) businesses responded to the question 'How engaged do you feel residents of MacTier are in providing creative local solutions'. The responses were evenly split with 30% who felt that community members are 'not at all' or 'low' in their level of community participation, 35% felt that community members participated 'moderately' while another 35% felt that community participation was 'high' or 'very high'.



### Awareness of Community Groups and or Organizations – Chart 6

Twelve businesses identified as many community organizations that came to mind. The following are the results:



Lions Club	12
MacTier Community Development Association	9
MacTier Legion	9
Heritage Association	2
Seniors Club	2
Hockey Club	2
Figure Skate Club	2
Kids Club	1
Minor Baseball	1
Girl Guides	1
Karate	1
Walking Group	1
Festival Committee	1



## ECONOMIC DEVELOPMENT

Summary - The Economic Development results highlight one business owner who indicated they know of one additional business considering moving to the community. The business owner has agreed to contact this business on behalf of the community and be the 'local business ambassador'.

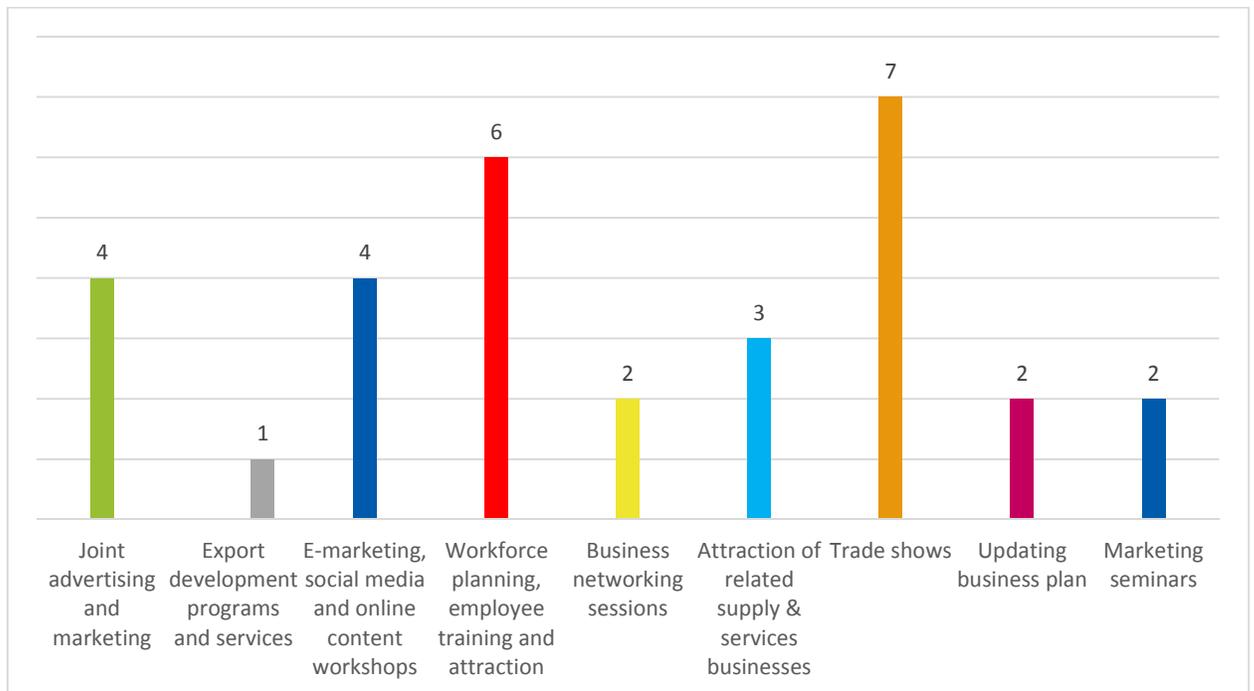
Top opportunities to assist businesses are trade shows, workforce planning, training and attraction, joint advertising, and E-marketing.

The top three advantage of doing businesses in MacTier are its location, its friendly community, and the organizational, business and recreational services it has to offer. The top three disadvantages are the loss of their bank, lack of visitor accommodations and the lack of available employees that are skilled and willing to work

The detailed Economic Development results are as follows:

### Assistance Opportunities to Support Businesses – Figure 19

In addition to the programs below, several businesses shared that more local health and safety courses would be beneficial, along with SCIP and food prep training.





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**Most significant change local business owners would like to see over the next five years are:**

- We need a bank to open in town and we need a motel to open.
- New housing, more employment opportunities
- Retirement village
- More activities for kids
- More businesses drawn to MacTier and would stay
- Lower building and development fees
- A bank
- Available banking. Cleaner, sidewalks throughout, more signage, property taxes lower.
- Better signage, high-speed internet for outside areas
- Promotion of town.
- Public water and waste water supply from Muskoka Lumber to Hwy 400
- The availability of high-speed internet in 'all' areas of the community
- More job-related facilities
- Camping for cyclists

**MacTier's top three advantages and disadvantages as a place to do business**

The number one top advantages MacTier has as a place to do business is its location. With its geographical beauty of trees, rocks and lakes, trails and cycling lanes, along with its proximity to Highway 400 and Highway 169, all of which makes MacTier an ideal location to do business. Number two is its friendly, relaxed nature and community spirit. Number three is the variety of businesses, organizational and recreational services in the area providing most of the necessities of life without having to leave the community.

The top three disadvantages of doing business in MacTier begins with the loss of their bank. The number two disadvantage was the lack of visitor accommodations, and number three, the lack of available employees that are skilled and willing to work.



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## **INTERVIEWS – SUMMARY OF RESULTS**

Conversations with local businesses were conducted over a four-month period. In addition, interviews with several summer visitors and seasonal cottagers also took place on an ad-hoc basis, as well as conversations with locals and newcomers to the community. This was done randomly by either approaching people on the main street, at the Black Angus, in the library or at community events. The feedback is as follows:

### **LOCALS VS. COTTAGERS VS. NEWCOMERS**

There seem to be mixed feelings between locals, cottagers, and newcomers. There is a definite distinction when identifying the various groups, but in general, there is a greater willingness to be inclusive than many other communities in the region. The strong engagement between the groups and the willingness of newcomers to be supportive of the community seems to have softened natural divisions. Having said that, there are still conflicting personal relationships that sometimes present challenges and test the good will between the various groups.

### **BUSINESSES VS. MUNICIPALITY**

Businesses had mixed feelings around the Municipality. On the one hand, they are frustrated with local municipal staff and municipal processes. They feel that response time is often slow and the answers are not satisfactory. They also feel that the Township has favoured Port Severn and Honey Harbour and overlooked MacTier for decades. The one area commonly highlighted is the loss of the local bank. They feel the Municipality did not respond quickly enough to resolve the problem. However, the Municipality feels they did everything within their means to prevent the loss and to identify, and lobby, potential financial institutions, to no avail. Beyond that, businesses said that they were appreciative of the support recently shown to them around obtaining a paved shoulder into the community, their support of the arena, the new gazebo, and the new parking and volleyball area behind the LCBO.

### **COMMUNICATIONS**

Businesses, local citizens and seasonal residents were generally happy with the amount of community information they receive locally. Brian Lemkay provides a weekly community update that is both printed weekly in the Parry Sound Beacon Star, as well as emailed to various local and seasonal residents.

Regarding Municipal news, business owners and community members felt it was somewhat weak and would like to have more communications regarding MacTier and what actions are to both support and advocate on their behalf.



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## RESEARCH – SUMMARY OF RESULTS

The following summary of independent research based on interview and observation was completed as part of this project.

### COMMUNITY SPIRIT

One of the core strengths of MacTier is its community spirit. Although it struggles with an aging population and seasonal employment challenges, it has many hard working engaged volunteers running a mirage of community groups, organizations and support services that keep the community functioning and supporting those in need. Volunteers include local community members, seasonal residents and neighbouring citizens committed to supporting MacTier. As well, local businesses are a primary and important financial contributor to local activities and causes.

### COMMUNITY RECOGNITION

In reviewing MacTier's level of recognition outside of the community, they appear to be an 'island unto themselves'. Although MacTier is technically in the District of Muskoka, business owners and local citizens natural travel pattern for purchases or services outside the community is Parry Sound. There is a similar relationship with the rest of the Township of Georgian Bay as people rarely travel to Honey Harbour or Port Severn for any other purpose other than Municipal meetings.

In researching community recognition and promotion, the closest Provincial campground within the Township of Georgian Bay is Six Mile Lake Provincial Park. The park staff was not aware of MacTier as a possible destination for shopping, swimming or biking. When asked about places to visit, White Falls, Big Chute and Bala Falls were recommended destinations.

Regionally, within the District of Muskoka, MacTier is seen as an economically challenged rural community, that is fiercely independent with a strong sense of community. Most people were familiar with the arena, the Legion and past snowmobile competitions like the 'Puddle Jump'. They were completely unaware of new businesses opening up, the beautiful beach and its facilities, or the 'family friendly' cycling and community events.

### SIGNAGE

Lack of signage is a significant issue for the community. The only sign identifying MacTier was at the south entrance of Highway 400. There are no signs identifying MacTier's location at the north entrance of Highway 400, or along the northern portion of Lake Joseph Road headed south, or at the crossroads of Highway 169 and Lake Joseph Road, even though MacTier is less than 1 km south. As well, there are also no business signs that highlight any directional information to MacTier on any of these roadways or intersections.



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## CYCLING

MacTier has the safest long distance cycling roads in the District of Muskoka due to its paved highway shoulders. The travel area covers approximately 70 km from both the northern and southern tip of Highway 400 along Lake Joseph Road, as well as into the main hub of the community. The MacTier Events Committee worked hard this year at promoting cycling in MacTier. They hosted a 'Pedal and Play' event this past summer highlighting cycling in the region.

## TRAILS

In terms of both snow and ATV trails, feedback was mixed. Businesses and community members were grateful for the trails but highlighted that they were not always clean or safe. They shared that there was often litter and that the speed at which some people traveled was unsafe. There was consensus that these trails had potential to be an additional draw to the community.



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## MARKETING – SUMMARY OF RESULTS

The community of MacTier does not have a formal marketing strategy, nor funding, or staff to either advocate or develop professional marketing materials. In reviewing regional marketing organizations, as well as Google, YouTube and Twitter search engines, it is evident that a more comprehensive plan needs to be developed and implemented to collectively showcase the community and its businesses in a more thoughtful and favourable light.



The following is a summarization of the findings:

### Chamber of Commerce

Chambers of Commerce are self-organized governing bodies whose mandate is to serve its business members. MacTier businesses have three Chambers nearby to choose from with only one, SEGBAY, having a geographical mandate for the community of MacTier in their Charter.

**SEGBAY – Southeast Georgian Bay Chamber of Commerce** is a regional Chamber of Commerce that represents the Townships of Georgian Bay, West Severn and East Tay. Currently, it does not have any businesses from MacTier, and several business owners felt that they were outside of natural geographic area of this particular Chamber, having different challenges and interests.

**Township of Muskoka Lakes Chamber of Commerce** is a municipal Chamber of Commerce that represents communities such as Bala and Port Carling. Currently, they have two business members from MacTier and promote local community events when notified.

**Parry Sound Chamber of Commerce** is a community-based Chamber and has no local businesses as members.

### Muskoka Tourism

Muskoka Tourism has several links to MacTier. Only four were community specific with the rest general in nature. Muskoka Tourism boosts numerous subcategories where MacTier is not mentioned. Even their 'The Grand Tour' road trip starts in Bracebridge, goes around Dorset, north to Rosseau, across Highway 141 to Lake Joseph Road, south to Highway 169 to Bala and Gravenhurst, ending back in Bracebridge, totally bypassing





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MacTier.

### **Google**

Google is by far the most used search engine in the world. In viewing Google's landing page for MacTier, MacTier ON, and MacTier Ontario, there was only one link to MacTier, other than a real estate link, and that was within the Township of Georgian Bay's Wikipedia page where MacTier's name was mentioned but no other details.

### **Facebook**

Facebook is one of the most popular 'free' social media tools available online. The page with the most 'likes' (443) is MacTier, ON which has no identified manager and identifies on its landing page four restaurants located in other communities. The second most popular site is MacTier Arena with 354 'likes' and the third being the MacTier Community Development Association with 283 'likes'.

### **YouTube**

YouTube video site is a thoroughly mixed bag of mostly personal videos getting the most views followed by economic development and local businesses. Most of the videos are poor quality and do not represent the community well.

### **Parry Sound North Star**

Brian Lemkay writes a once a week column for the Parry Sound Beacon Star newspaper. It provides residents and cottagers with an up-to-date list of community activities and news. Currently, this column is not in any Muskoka newspapers.

### **Service Directory**

MacTier lacks any business and/or service directory. Most community members are aware of the various local businesses or trades. However, it would be helpful for visitors and cottagers to have an annual up-to-date list.

### **Website**

In reviewing websites, [www.mactier.com](http://www.mactier.com) is owned by a private citizen who has made their contact information private. The site is non-functioning at this time and expires January 29, 2017. As well, [www.mactier.ca](http://www.mactier.ca) is not available to purchase. The site is not professionally maintained and does not reflect well on MacTier with only one listing. The owner is not open to selling the domain but agreed to post content provided; however, they would own the information.



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## OPPORTUNITIES

Creating a vibrant business community that attracts and retains dynamic young newcomers, as well as supports local community talent requires a combination of community attributes including, but not limited to, those listed below. Based on conversations and interviews, listed are some opportunities worth considering.

### COMMUNITY BUILDING

Building strong community ties that support local businesses is a critical element to healthy communities. Successful communities rely on healthy businesses and vice versa.

MacTier has a long history of local businesses supporting community organizations and service clubs. As well, MacTier is seen as a community that 'takes care of their own' by providing support to those who may be facing challenges.

As with many communities, MacTier has been impacted by an aging population and stagnate population growth. However, recently, MacTier has had three major businesses change hands to newcomers who are younger and see the potential of the future rather than challenges of the past. The opportunity is for the community to work collaboratively with these and other business owners to create win/win scenarios that benefit both the community and local businesses.

The municipality has an opportunity to take a further auxiliary role whenever possible in creating and or supporting community-based initiatives organized by local groups and organization.

### EXPERIENTIAL TRAVEL PACKAGES

There is an opportunity for the community to build on their reputation as a year-round rural hunting and fishing community. Experiential travel packages are both growing and thriving. Collaborating with local hunters, trappers or fishing guides would provide additional local revenue, especially if a partnership were formed with the Black Angus and their chefs (or like-minded businesses or organizations) to create a full culinary package.

### RECREATION

MacTier has many of the basic infrastructure requirements to make it a natural outdoors and recreation community. Not only would this attract local visitors but would be instrumental in creating a community that attracts young families and supports the health of its seniors. However, to do so the community and the municipality would need to enhance local trails; upgrade the arena for hockey and figure skating summer schools, bring back the summer swim lessons program, possibly on weekends or early evenings, when parents can bring their children; develop the amenities to support three-season cycling and collaborate with Chain of Lakes Tennis Club for private or group tennis lessons and activities.



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## **BANKING**

Online banking, including cheque deposits, are a major concern for most business owners in MacTier. Not only does it affect them personally but also the customers that purchase their products or services. Several options may help alleviate many of the current challenges including running a program through the Library that teaches people how to use their mobile phones and tablets to deposit cheques and move money between accounts. Most of the large banks, including TD Bank, offer this option. Another option for people without mobile phones or tablets is for the Library to purchase a tablet that people could use for their personal banking needs. This option would be no different from patrons who currently use library computers for online banking.

## **BUSINESS ATTRACTION**

MacTier community, in partnership with local businesses and the municipality, has an opportunity to proactively promote the type of businesses and services that address identified needs and support local growth. Based on identified gaps and projected future needs, options could be year-round or seasonal businesses, owned by either an individual entrepreneur or a large retailer who can reabsorb inventory into the main store at the end of a season.

## **BUSINESS SUPPORTS**

Findings highlighted a deficit in awareness in regional Ministry or agencies that's primary role is to support local businesses. There is an opportunity for the Municipality to ensure that these agencies are active in the Township of Georgian Bay and supporting the needs of local businesses.

## **FIRST IMPRESSIONS**

Several properties along south Lake Joseph Road lessen the attractiveness of MacTier as a community worthy of visiting. A boarded up motel along with the remnants of an old gas station are the first impression people have of MacTier. Also, the corner leading into the village is often not groomed, and the signage is less than desirable. There is an opportunity for the Municipality to identify possible remedies and for local businesses to ensure that their property reflects the desire to showcase MacTier as a vibrant community to both visit or live.



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To sustain any of the above activities, the community, local businesses, along with the Township would need to work in tandem to market the community. It needs to advocate for visitor accommodations and to actively promote the community as a great place to do business, raise a family or be employed.

## **TOURISM MARKETING**

There are a number of opportunities to improve marketing of the community, which are both fast and affordable. Examples include the municipality updating their Wikipedia page and collaborating with local community groups to monitoring community-based web and social media sites, updating and adding content where appropriate, and purchasing or adding new sites.

## **ACCOMMODATIONS**

There is an opportunity to look at a variety of models of new short-term accommodations, as traditional models of motels would be difficult to sustain. Accommodations are a core infrastructure component necessary for growth in the tourism sector. Thinking 'outside the box' and working within the community's capacity and municipal support to develop various options could significantly enhance the opportunities identified below.

### **Bed and Breakfast**

In speaking to a number of community members, many have grown children who have moved away thereby leaving them with spare bedrooms. Many homes have ensuites, with the main bathroom not utilized on a regular basis. A presentation from someone from the Bed and Breakfast Association, along with a representative from the Municipality, could create one to five micro businesses that could address the accommodations shortfall year-round.

### **Campground Trailer Park**

Council may wish to reconsider their Official Plan as it relates to trailer parks in specific areas such as MacTier that have the infrastructure to support tourism without accompanying accommodations. A campground trailer park could address many short-term and seasonal accommodation needs. The recommended model for MacTier would be similar to KOA parks. It would be clean, family friendly, and provide short-term and seasonal options. The park would support RV's, tent trailers and tent camping, along with several small cabins and possible yurts for winter camping. Not only would it draw families to MacTier, but it would also support seasonal labour and provide local business revenue for needed food and camping supplies. The preferred location would either be on Lake Joseph Road, close to High Street, or on High Street itself, as it would give easy access to local businesses and activities.



## AFFORDABLE HOUSING

Many young families and seniors are challenged by the high cost of housing and utilities. Identifying opportunities and partnerships to build additional, up-to-date, affordable housing is a goal that should continue to be explored by the both the Township of Georgian Bay and local community groups. Additional local affordable housing is a key component in developing a strong labour pool needed for future labour demands due to retirement and business growth.

## COMMUNITY AND ECONOMIC DEVELOPMENT ORGANIZATION

To achieve many of these goals and/or actions in this report, MacTier needs an umbrella organization that can support ‘both’ community and economic development. Currently, there are no local groups to address economic development issues within the community. Due to the limited population of the area, an umbrella organization would be the most appropriate model. Here are five possible options:

	Pros	Cons
1. A Committee of Council	A Committee of Council would be formed by and responsible to Council.	The Committee could be seen by locals as controlled by Council, potentially neutralizing its credibility. The Committee could not apply independently for funding opportunities.
2. A community group	Members are chosen locally and tend to be very ‘goal’ oriented.	Unincorporated groups tend to come and go quickly as there are no requirements or infrastructure in place to sustain them. Groups have limited, if any, funding options.
3. Business Associations	A community Business Association brings local businesses owners together to address common concerns. It can be an informal group or an incorporated organization.	Local Business Associations tend to have a limited focus and usually don’t consider, develop, or market larger economic strategies and/or plans. They tend to receive most of their funds, if any, from local government and member dues, so they are



		limited in the scope of projects they can pursue.
4. A Not –For-Profit Corporation	A formal, independent structure most often survives past original members and can apply for local, regional, provincial and federal grants.	Not-For-Profit Corporations tend to be altruistic in nature. Often, the people or businesses that benefit are not participating members. There is a high level of director burnout.
5. A Not-For-Profit Community Co-operative	A Community Co-operative is specifically designed as an umbrella organization that supports rural community and economic development. It is ‘fluid’ in nature allowing it to focus on current issues and members interests. A Co-op is a formal, independent structure that most often survives its original members and can apply for local, regional, provincial, federal and co-op sector grants. Co-ops are structured and regulated to serve its member’s needs. It is designed to work collaboratively with other local groups and Municipal Councils, often having representatives of both groups as members. Ryde Community Co-operative is an excellent example of this locally designed model.	Community Co-operatives, by nature, are member driven. Co-operatives, as well as Corporations, operate independently of the Municipality. There can be areas of disagreement between the two structures although generally in areas that use this model; all issues have been addressed to the satisfaction of both parties.

\*Both Not-For-Profit Corporations and Co-operatives can apply for charitable status.



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## PROPOSED ACTION PLAN

The MacTier BR+E project has identified strengths and challenges for doing business in MacTier. Through the interview process, business owners provided their ideas on ways to improve business. The suggestions spanned opportunities that relate to improvements in individual businesses, local organizations, and government. In response to the survey results, the Township has developed a draft action plan to address opportunities to strengthen the local business climate. This draft action plan includes five key areas and suggests partners to assist in the completion of tasks.

The MacTier BR+E project is successful because of the partnerships and participation of business owners, local community groups, Township staff, local community members and seasonal residents. Improving the local business climate will take a continued collaboration. The action plan in the five key areas described below is an invitation for government, businesses, community organizations and community members to continue to work together to build a vibrant, stronger and more resilient MacTier economy.

The five key areas are:

1. Build partnerships between business owners and local, seasonal and nearby residents to solidify and enhance business opportunities.
2. Improve relationship between local government and business to foster new areas of growth.
3. Invest in the development of a vibrant local community for businesses, cottagers, tourists and residents.
4. Identify and engage a talented, motivated and committed workforce to support business development and expansion.
5. Develop and implement an effective marketing strategy to enhance community visibility.

Actions to address these areas are:

\*\*For the purpose of this Action Plan, the term CEDUG (Community and Economic Umbrella Group) will be used in items that require an Economic Development lead. There is a recognition that this group and/or organization may never be formed, however, this identification acknowledges that this is the skill set preferred to lead this action item.

## ACTIONS

1. Build partnerships between business owners and local, seasonal and nearby residents to solidify and enhance business opportunities.				
Actions		Potential Leads Potential Partners	Potential Timeline	Municipal Budget
a.	<p>Survey local, seasonal and nearby residents. Document results as to their needs, wants and desires.</p> <p>Provide an evaluation component so as to determine:</p> <ul style="list-style-type: none"> <li>• Quality of business services/products provided</li> <li>• Potential business and mentorship opportunities</li> <li>• Dollars spent</li> <li>• Number of visits to the community and for what purpose.</li> </ul>	<p>CEDUG Stewart Lake Cottage Association Muskoka Lakes Association for South Lake Joseph South Seguin Ratepayers Association Township of Georgian Bay</p>	<p>Insert link for survey in Winter Tax Bill Mid-February and in spring Association newsletters</p>	<p>In Kind access - Municipal Survey Monkey</p>
b.	<p>As part of an engagement process, survey results shared with the local business community, the municipality, ratepayer, and cottage associations.</p>	<p>CEDUG Cottage and Ratepayer Associations</p>	<p>Biennial/ early summer</p>	<p>N/A</p>
c.	<p>Develop strategies, partnerships, and funding opportunities to address challenges and opportunities identified the MacTier BR+E 2016 report.</p>	<p>CEDUG in partnership with Township of Georgian Bay OMAFRA Community Futures Explorers Edge</p>	<p>2017</p>	<p>TBD</p>
d.	<p>Develop a mentorship program that partner seasonal residents with local business owners and/or community projects that will result in successful local businesses and a more vibrant community.</p>	<p>CEDUG MCDA MacTier Events Committee Cottage Associations MacTier Business Network</p>	<p>2018</p>	<p>N/A</p>



## 2. Improve relationship between local government and business to foster new areas of growth

Actions		Potential Leads Potential Partners	Potential Timeline	Municipal Budget
a.	Work collaboratively with local businesses to create solutions to zoning and development issues.	CEDUG Township of Georgian Bay (Planning Department)	Ongoing	N/A
b.	Conduct information sessions on municipal programs, Requests for Proposals, Tendering process and other grant opportunities.	Township of Georgian Bay CEDUG	Minimum every four years	N/A
c.	Identify Provincial and Federal SME priorities and: <ul style="list-style-type: none"> <li>• Identify areas of alignment</li> <li>• Possible business development opportunities</li> <li>• Possible community development opportunities</li> </ul>	Township of Georgian Bay CEDUG OMAFRA Muskoka Futures MSBC, FedNor	Annually	Staff Time
d.	Advocate and facilitate provincial and federal funding opportunities for programs that support local business and community development.	Township of Georgian Bay In partnership with CEDUG Muskoka Futures	Ongoing	Staff Time
e.	Recognize the 'primary business district' as a 'Downtown Community' for Funding considerations and apply for funding where appropriate for: <ul style="list-style-type: none"> <li>• Downtown revitalization</li> <li>• Facade improvements</li> <li>• Improved signage</li> </ul>	Township of Georgian Bay CEDUG OMAFRA FedNor	2018-2020	Staff Time



### 3. Invest in the development of a vibrant local community for businesses, cottagers, tourists and residents.

Actions		Potential Leads Potential Partners	Potential Timeline	Municipal Budget
a.	Explore and invest, where feasible, in the community recreational opportunities, such as upgrades to the arena to make it a year-round ice rink, additional bike racks, and water and flush facilities for RV's.	Township of Georgian Bay FedNor MacTier Lions Club	2018-2020	TBD
b.	Positively encourage businesses and property owners to maintain their properties along south Lake Joseph Road, High and Front Street.	MCDA CEDUG	Annually Spring	N/A
c.	Review, advocate and make upgrades to road and community signage.	District of Muskoka Township of Georgian Bay CEDUG MCDA	Annually	TBD
d.	Create a MacTier Business and Service Brochure.	CEDUG MCDA	Annually Spring	Access to e-news and municipal social media
e.	Create stronger ties between SEGBAY Chamber of Commerce and regional tourism organizations through member participation and networking opportunities. Provide marketing and event materials that enable them to promote MacTier as a vibrant community.	CEDUG SEGBAY Township of Georgian Bay Muskoka Futures Explorers Edge	Ongoing	N/A



**4. Identify and engage a talented, motivated and committed workforce to support business development and expansion.**

4. Identify and engage a talented, motivated and committed workforce to support business development and expansion.				
Actions		Potential Leads Potential Partners	Timeline	Municipal Budget
a.	Develop a local business networking association to identify and address current and future labour and business needs.	CEDUG	2017	N/A
b.	Identify business owners who are ready to retire or plan to retire within the next five years.	CEDUG SEGBAY	2017	N/A
c.	Engage local Grade 7-8 and high school students in future business and sector opportunities.	CEDUG PS High School MacTier Public School	Ongoing	N/A
d.	Promote co-op and apprenticeship opportunities within the business community.	CEDUG Simcoe Muskoka Workforce Development Board	Ongoing	N/A
e.	Develop marketing materials that promote MacTier as a great location to visit, live and work.	CEDUG MCDA Explorers Edge Muskoka Futures	Ongoing	N/A
f.	Develop active partnerships with agencies and organizations that support workforce development issues.	CEDUG Simcoe Muskoka Workforce Development Board	Ongoing	N/A



**5. Develop and implement an effective marketing strategy to enhance community visibility.**

Actions		Potential Partners Potential Leads	Timeline	Municipal Budget
a.	Develop a MacTier 'brand' that creates consistent brand recognition in both the business and local community. Branding would include the development of a logo that presents well in both colour and b/w and can be easily used as a logo on business websites and promotional materials.	CEDUG MCDA Township of Georgian Bay Explorers Edge	Spring 2017	\$1,000 With matching funds through Explorers Edge
b.	Build a relationship with regional newspapers and online news sites. Submit local articles and Letters to the Editor on a regular basis.	CEDUG MCDA	Ongoing	N/A
c.	Create a professional, engaging online presence in all web and social media programs. Design, develop and implement a website including content and mobile applications.	CEDUG MCDA	2017	N/A
d.	Advocate that regional/provincial organizations, whose role it is to support businesses in the community, attend at least one meeting annually in the community and that local business owners attend and make a personal introduction.	CEDUG Township of Georgian Bay	Annually	N/A
e.	Partner and deliver a 'community awareness' program annually to Six Mile Provincial Park staff	MCDA CEDUG	Annually - Spring	N/A



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## APPENDIX I

### MARKETING REVIEW FINDINGS

The following is a summary of findings of community 'web presence' as of September 2016.

The follow is not a positive or negative reflection of the community's online status but rather a 'snap shot' in time of level and type of promotion MacTier currently presents to both visitors, guests, and cottagers outside the community.

### REGIONAL

#### CHAMBERS OF COMMERCE

MacTier is surrounded by but not actively included by three area Chambers of Commerce; Parry Sound, Township of Muskoka Lakes and SEGBAY. According to SEGBAY's charter, SEGBAY includes all of the Township of Georgian Bay but does not have any local businesses as members nor is MacTier community mentioned on their website.

#### MUSKOKA TOURISM

The following is a snapshot of when, where and how MacTier is promoted on the Muskoka Tourism website. The numerical order from the website has been kept but the information has been organized into common areas of classification. Entries other than the ones below were general in nature and not community specific.

##### EVENTS

1. [CP Holiday Train](#)

(Events)

Annual Holiday Train that stops in MacTier Nov 29, 2016

Created on 18 November 2016

##### THINGS TO SAY & DO

2. [Santa Claus Parades in Muskoka](#)

(Things to See & Do)

... 8 11am MacTier Dec 4 1pm MacTier December 4 5pm

Created on 30 October 2016

##### MARINAS AND BOAT RENTALS

13. [The Cove Muskoka Marina](#)

Created on 15 June 2015



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## BEACHES

### 14. [MacTier Beach](#)

(Beaches)

Is a Google map of where the beach is located.

Created on October 16, 2013

## MACTIER'S WEB PRESENCE REVIEW

### WEBSITES

In reviewing Google and utilizing three various name searches for Mactier, the results of each search are as follows:

#### Mactier, Ontario

##### Page one

1. MapQuest
2. The Weather Network
3. Trip Advisor
4. Wikipedia for the Township of Georgian Bay
  - a. Which only acknowledges Mactier's existence but doesn't share anything about the community; and
  - b. States incorrect information - This Township is the administrative centre of the Moose Deer Point Ojibway First Nation reserve.
5. Google Satellite Maps
6. Rural Routes – Highlighting Post Offices operated by Canada Post
7. Royal LePage
8. Hotel Guides
9. AccuWeather Forecast
10. Cottages in Canada

##### Page Two

11. White Pages – 411.ca
12. Georgian Bay Township – Mactier – Master Plan
13. Expedia.ca
14. Toronto Star story about Mactier losing its only bank
15. Mactier Vacation Rentals – homeaway.ca
16. Yr.no Mactier Weather forecast



17. Current Local Time and Time Zone
18. Travelocity.ca
19. Service Canada Job Bank
20. ca.hotels.com

## **Mactier, ON**

### **Page one**

1. MapQuest
2. The Weather Network
3. Google Satellite Maps
4. Royal LePage
5. Wikipedia for the Township of Georgian Bay
6. Trip Advisor
7. Yellow Pages
8. Hotel Guides
9. Rocky Crest
10. Georgian Bay Township – Mactier – Master Plan

### **Page two**

11. Canada 411 – Williams
12. Canada 411 – Macleod
13. Service Canada Job Bank
14. Hydro One Networks
15. Georgian Bay Public Library – Mactier
16. The Cove
17. Mactier Area Code
18. Canadastays.com
19. Ontario Jobs – Indeed
20. Obituary – Le Necrologue

## **Mactier**

### **Page one**

1. Mapquest.com
2. Weather Network – 7 Day Forecast
3. Weather Network – Hourly Forecast
4. Wikipedia – Georgian Bay
5. Trip advisor – Mactier



6. Trip advisor – Hotels Near Mactier
7. Distance between MacTier and Gravenhurst
8. AccuWeather
9. Near North District School Board
10. Georgian Bay Township – Mactier – Master Plan

#### **Page two**

11. Royal LePage
12. Mactier – Georgian Bay Public Library
13. Rural Routes – Highlighting Post Offices operated by Canada Post
14. Hotel Guides
15. Toronto Star story about Mactier losing its only bank
16. ArenaMaps.com
17. Foodland – Mactier
18. 3Macs – MacDougall, MacDougall & MacTier Inc.
19. Service Ontario – Service Location Finder
20. The Cove

## **YOUTUBE**

### **Mactier**

1. Mactier on Ice – Uploaded 3 years ago – 395 views
2. CP Holiday Train at Mactier – Uploaded 5 months ago – 526 views
3. Rail Fanning the CP Mactier Sub!! 7 Trains, Rule 103 G, Rare Engines, Re-Routes!! – Uploaded 4 years ago – 92,978 views
4. SOB! CP 8924 at Mactier – Uploaded 2 months ago – 309 views
5. Mactier – Enjoy Destroy – Uploaded 8 years ago – 11,252 views (Music video)
6. May 31<sup>st</sup> Trail Ride Mac Tier – Uploaded 1 year ago – 530 views
7. Canadian Railfanning: CP Mactier Sub and CN Bala Sub – Uploaded 9 months ago – 84 views
8. MSTs Open Rails CPR Mactier Sub – Uploaded 1 year ago – 530 views
9. Canadian Railfanning: CP Mactier Sub and CN Bala Sub – Uploaded 9 months ago – 436 views
10. The Canadian at Mactier – Uploaded 2 years ago – 285 views
11. Southboard Show! 6 CP trains on the MacTier Sub in Ontario on March 7, 2012 – Uploaded 4 years ago – 3707 views
12. MSTs: Mactier Sub Railfanning (Open Rails) – Uploaded 1 year ago – 1,494 views
13. Awesome CP Trains on the Mactier Sub Today! – Uploaded 3 years ago, 4,274 views
14. CP 9613 at Mactier – Uploaded 1 year ago – 188 views



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15. DRAMA! CP 8823 at Mactier – Uploaded 2 months ago – 1,418 views
  16. CWR! CP 3098 Mactier – Uploaded 1 year ago – 203 views
  17. The Canadian at Mactier (02May2015) – Uploaded 1 year ago – 447 views
  18. Katie Mactier – Any Given Sunday – Uploaded 9 years ago – 1,252 views
  19. Parry Sound Cottage for Rent: #268 on Healey Lake – Uploaded 2 months ago – 99 views
  20. MacTier Ontario snowmobile trip 2015 – Uploaded 1 year ago – 126 views
  21. Mactier Spring 2013 (First Ride) ATV – Uploaded 2 years ago – 185 views.

#### Mactier, ON

1. Mactier on Ice – Uploaded 3 years ago – 395 views
2. May 31<sup>st</sup> Trail Ride Mac Tier – Uploaded 1 year ago – 530 views
3. Tracy Stewart – 215 Kilty Bay Rd – Stewart Lake – Uploaded 9 months ago – 609 views
4. Moon Falls Campsite, MacTier – Uploaded 1 year ago – 34 views
5. Moon Falls, MacTier ON – Uploaded 1 year ago – 12 views
6. CP Holiday Train at Mactier – Uploaded 5 months ago – 526 views
7. Summer Sanity in Muskoka – Cottage Rental – Uploaded 9 years ago – 7,963 views
8. SOB! CP 8924 at Mactier – Uploaded 2 months ago – 309 views
9. Parry Sound Cottage for Rent: #268 on Healey Lake – Uploaded 2 months ago – 99 views
10. Mactier – Enjoy Destroy – Uploaded 8 years ago – 11,252 views (Music video)
11. Dallas & Mitchell Engagement – Uploaded 11 months ago – 1,550 views
12. SWR in 4K! CN2531 at Stewart Lake – Uploaded 2 months ago – 173 views
13. DRAMA! CP 8823 at Mactier – Uploaded 2 months ago – 1,418 views
14. The Canadian at Mactier – Uploaded 2 years ago – 285 views
15. Rail Fanning the CP Mactier Sub!! 7 Trains, Rule 103 G, Rare Engines, Re-Routes!! – Uploaded 4 years ago – 92,978 views
16. MacTier Ontario snowmobile trip 2015 – Uploaded 1 year ago – 126 views
17. CN 8019 at Stewart Lake – Uploaded 5 months ago – 537 views
18. The Canadian at Mactier – Uploaded 2 years ago – 285 views
19. CWR! CP 3098 Mactier – Uploaded 1 year ago – 203 views
20. Southboard Show! 6 CP trains on the MacTier Sub in Ontario on March 7, 2012 – Uploaded 4 years ago – 3707 views.

## FACEBOOK

### Places:

1. MacTier, Ontario
  - Things to do in MacTier:
    - a. Bass Lake Roadhouse, Township of Muskoka Lakes, comes up as first place to eat
    - b. Top of Cove Restaurant, MacTier, comes up second



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- c. Nicolas Restaurant, MacTier, comes up third
  - d. Lakeside Gordon Bay Restaurant, Seguin, comes up fourth
2. MacTier Public School
  3. MacTier Community Development Association
  4. MacTier Foodland
  5. MacTier Legion
  6. MacTier Arena
  7. MacTier Bunkhouse
  8. MacTier Cemetery
  9. MacTier Variety and Video Store
  10. MacTier Bait and Tackle

### **Pages**

1. MacTier Community Development Association
2. MacTier Lions Club
3. MacTier Arena
4. MacTier Variety and Video Store
5. MacTier, Ontario
6. MacTier Public School
7. MacTier Figure Skating Club – Hasn't been updated since Nov 1, 2012
8. MacTier Foodland
9. MacTier Food Bank
10. PIE MacTier
11. MacTier Community Festival
12. MacTier Cup (not a community event)
13. MacTier Minor Baseball
14. MacTier Pedal and Play
15. MacTier ORV Trail Riders

### **Groups**

1. MacTier Moms, Buy, Sell, Trade – 591 members
2. MacTier Big Weekend Festival – 89 members
3. MacTier Community Centre – Melbourne Defenses Army, Navy, Airforce
4. MacTier Community Centre Buy Swap Sell – 125 members

### **TWITTER**



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## Accounts

1. MacTier Ride (Pedal) is the only account to show up.

Also, there were no 'accounts' under MacTier, ON or MacTier, Ontario.