

Collingwood Economic Development Action Plan Framework 2020 - 2025

In support of Collingwood's Community Based Strategic Plan priority: Support and Manage Growth and Prosperity

Potential Actions Items	Role	New/ Existing	Partners	Examples of Success Measures	Metric Targets
1. Make Collingwood a Hub for Sustainability & Innovation					
Objective 1.1 Accelerate Small & Medium Businesses Growth					
a) <u>Continue commitment to support services provided through Business Development Centre partnership.</u> Maintain business database to keep businesses regularly informed about opportunities & assess their needs through annual business survey	Lead	Existing	CBED, SBEC, BIA	5 Year partnership MOU; Annual Business survey; BDC visitor traffic & consultations; business database & e-newsletter engagement scores	# of entrepreneurs, Small (1-99 employees) & Medium (100-499 employees) companies grants, loans & capital invested, Net Promoter Score in annual business survey for "great place to invest"
b) <u>Continue providing advice and financial support for start-ups and small businesses.</u> Make it easy to find other regional business support services (https://bizgrid.ca/), provide business & digital advice, networking & introductory education workshops and seminars across broad spectrum of the community (youth, newcomers, older adults)	Influence	Existing	Lead by BDC partners (SBEC, CBED, BIA), Chamber, SGBTA	# of consults, # of entrepreneurs in Town, # of small-medium business in Town, value of loans & grants provided;	
c) <u>Expand services that help businesses accelerate their growth and scale-up their economic contribution.</u> Develop program that immerses companies into an intense 4-6 month program focused on mentorship, training & education events; stimulate connections with local investors and potential partnerships with other Collingwood companies.	Influence	New	CBED, regional municipalities, Simcoe County, new-private sector Business Accelerator Not-For-Profit	Accelerator program starts 2021; # of businesses that graduate each year, # of engaged coaches; % of companies that increase space they rent/own in Collingwood	
d) <u>Grow the profile of Tech Hub North companies and their innovations.</u> Continue to local 'tech' companies, employees and job opportunities via social media and new LinkedIn profile	Lead	Existing	CBED, SBEC, Simcoe County	Visits to www.TechHubNorth.ca portal; traffic referred to participating companies and their job postings	
Objective 1.2 Promote Sustainability Projects in Collaboration with Partners					
a) <u>Act as catalyst for sustainability and green pilot partnership projects.</u> Work on projects with businesses and organizations (ie CGMH, others) in the community; profile them at www.CollingwoodPilotProject.com; support federal & provincial grant submissions by partners/companies. Develop targeted Sustainability Innovation growth sectors plan (health care, environmental, digital tech, advanced manufacturing, food/bev production) and detail their land, space & service needs	Lead	New	Community businesses and organizations, other government funders	Growth sector targeting plan completed; At least 1 'live' project always featured at www.CollingwoodPilotProject.ca; funding secured for pilots from outside sources	Wellness Index
b) <u>Make environmental stewardship and sustainability a priority for the Town;</u> developer support for sustainability initiatives like trails, waterfront access consistent with Town's Strategic Plan to "Preserve the Town's Environment and Take Action on Climate Change". Organize annual conference on urban sustainability and green innovation together with local businesses and UN	Influence	New	Office of the CAO, Corporate & Customer Service, Planning, PRC, Environmental Engineering Firms	Wellness Index, Annual UN conference impact	
2. Promote Collingwood as a Great Place to Live & Work					
Objective 2.1 Promote Collingwood's Better Lifestyle					
a) <u>Invest in growing Town's brand as Ontario's premiere place to Live More Now.</u> Focus on "Experience Collingwood" social media "lifestyle celebration". Create a seasonal "Go Get Out/Discover Collingwood" portal to promote discovering "new things to do"; maintain a current, professional, seasonal photo/video library for all to access online.	Lead	Existing/New	Communications manages daily Experience Collingwood posts/stories. Leverage events organized by Third Party, BIA or PRC for bigger storytelling opportunities	Likes/followers on Facebook & Instagram; engagement, event attendance & spending/person, traffic to Town website; tags, search rankings	Wellness Index % of workforce/ population 20-39 Workforce education level Net Promoter Score in annual business survey for "great place to work and play"
b) <u>Infrastructure and Product Development that strengthens community lifestyle amenities tourists can also enjoy.</u> Trails, events, arts & culture, other community projects first need to connect with those who live, work and play here with a way of elevating overall experiences available at Waterfront, Downtown, the Blue Mountain connection and Outdoor Lifestyle.	Influence	Existing/New	Lead by PRC, supported by SGBTA, PRC, BIA, Third party organizers, Blue Mountain Village Association, Town of Blue Mountains, Simcoe & Grey	Event Participation satisfaction, trail use statistics, spending per visitor	
c) <u>Develop local tourism industry with training and a collaboration opportunities.</u> Hold an industry stakeholder roundtable annually to inspire best practices, conduct quarterly workshops with tourism businesses.	Lead	Existing/New	SBTA, BIA, Third party event organizers, Blue Mountain Village Association, RTO7, Simcoe County	Annual industry survey, Collingwood companies accessing SGBTA tourism resources; revenue generated by tourism sector	
Objective 2.2 Attract a More Youthful (20-39) Workforce to the Region					
a) <u>Foster interest in local job & career opportunities at high school level.</u> Organize Youth Career Expo; Engage Principals & business leaders in developing project-based and/or summer/co-op learning partnerships between industry and youth to increase relevance of education; endorse the creation of a Youth Council to regularly advise Council on the future needs of youth (14-18); track appeal of community to youth	Influence	Existing	Collingwood Youth Centre, SBEC, regional municipal EDO's, Simcoe County	Jobs - # of knowledge worker jobs created, total # of jobs (also % private / public); job vacancy rate; Education – more post-secondary opportunities (local, digital),	Wellness Index % of workforce/ population 20-39 Workforce education level Net Promoter Score in annual business survey for "great place to work and play"
b) <u>Stimulate the creation of more attainable & attractive housing inventory to meet the workforce needs of Collingwood businesses.</u> Work with re-activated Regional Labour Task Force to continue to further opportunities identified by NBLC in South Georgian Bay Tourism Industry Workforce Housing Research and Business Case. Once new Official Plan is complete, define Collingwood-specific Housing Strategy based on hosting a Sustainable Housing Summit.	Influence	New	Lead by Planning Department, collaboration with Regional Labour Task Force, Simcoe and Grey County	Increased % 20-39 year olds in the workforce; Affordability indicators (examples: shopping cart index, % of people living paycheck to paycheck, % of people with savings beyond 10k.)	
c) <u>Expand the "LiveMoreNow" campaign's digital and physical footprint to profile job opportunities in targeted growth sectors</u> in close collaboration with businesses; partner with organizations that can help reach youth in universities and colleges around Ontario. Leverage 'Experience Collingwood' as a way of extending reach. Re-launch Regional Labour Task Force and solicit funding from neighbouring municipalities.	Co-Lead	Existing	Business Development Centre partners, Neighbouring municipalities	# of hires attributable to LiveMoreNow.ca; % rating workforce issues as major concern in annual business survey	
d) <u>Re-activate regional Transportation Task Force/Authority</u> for expanding range of affordable transit, active & shared economy transportation options. Integrate efforts under broader Regional Labour Task Force re-launch.	Co-Lead	New	With Public Works Department, Regional Labour Task Force, regional municipalities, Simcoe & Grey County	Transportation index to measure usage and system effectiveness, increase in # of riders; active transportation routes (such as bike lanes), # of charging stations for e-bikes / cars	
Objective 2.3 Expand Educational Opportunities for Multi-Generational Talent Pool					
a) <u>Outreach to businesses to identify talent & educational needs;</u> Facilitate connections between businesses & Georgian College to expand educational options in the community;	Lead	Existing	Educational Institutions, Labour Boards, Regional Labour Task Force	Level of education of workforce; multiple layers of expertise	Business service satisfaction Quantity & value of business building permits issued
b) <u>Actively work on attracting other post-secondary institutions to set up satellite campuses.</u> Offer students practical immersion in tech and tourism sectors.	Lead	New	Educational Institutions, Labour Boards, Regional Labour Task Force	Level of education of workforce; multiple layers of expertise; satellite "Living Lab" academic participants	
3. Ensure Collingwood Is Investment-Ready					
Objective 3.1 Characterize, Magnify & Market Business Growth Areas with Available Lands & Space					
a) <u>Develop a profile for key business areas:</u> Business Parks (industrial zones) and Commercial Nodes (commercial zones) along with defining characteristics, update annually and promote on website. Leverage Simcoe County Land & Space promotional portal.	Lead	New	Planning Department, IT/GIS	Annual updates to profiles. Land Vacancy Rate	Residential vs Commercial + Industrial Tax revenue % split
b) <u>Support the Official Plan Review to encourage effective use of industrial/commercial space;</u> facilitate alignment of updated Official Plan direction with economic development efforts; advocate for digital and physical infrastructure to support growth of targeted growth sectors identified under Objective 1.2	Influence	New	Lead by Planning Department	% split of tax revenue coming from commercial and industrial lands	
Objective 3.2 Make it Easy to do Business with the Town					
a) <u>Promote and measure impact of one-stop-shop for businesses at Business Development Centre (BDC);</u> act as business champion through regular updates to Council & business leaders on EDAP progress via regular newsletter, metrics dashboard, business customer service scores. Re-start Council Informational Tours with interested businesses and celebrate their success stories.	Lead	Existing	SBEC, CBED, BIA,	Maintain 80% awareness among Collingwood businesses of BDC, 50% of EDAP, 50% extremely/very satisfied with service	Business service satisfaction Quantity & value of business building permits issued
b) <u>Launch cross-departmental business customer service team to develop 'Green Stamp' business customer service standards;</u> meet quarterly to review metrics and high priority commercial and industrial/employment lands projects; act as a 'concierge' service for business	Lead	New	Corporate & Customer Service department support	Develop tracking & metrics template across departments; Annual survey of ease of doing business with Town departments	
Objective 3.3 Establish a Collingwood Ambassador Team Comprised of Local Business Leaders					
a) <u>Establish a Business Ambassador team of local business CEO's and supporting organizations that meets regularly with Senior Town Leadership</u> to suggest ways to increase EDAP awareness, promote Collingwood business success stories in Ontario and beyond, break down unnecessary barriers at different levels of government; invite representatives from other Collingwood business support organizations to attend (example: Chamber, BIA, etc). Develop terms of reference, solicit applications, select ambassadors and set up meetings every 6 months.	Lead	New	SBEC, CBED, BIA, Chamber, BIA, SGBTA	Meetings 2x per year; Departmental throughput metrics; business survey; business customer service satisfaction survey emailed after end of consult/permit approval	

Action Items Analysis

Leading	11
Co-Leading	2
Influencing	7
TOTAL	20

SBEC- Small Business Enterprise Centre
 CBED- Centre for Business & Economic Development
 BIA- Downtown Business Improvement Area
 SGBTA- South Georgian Bay Tourism Association
 PRC- Parks, Recreation & Culture Town Department