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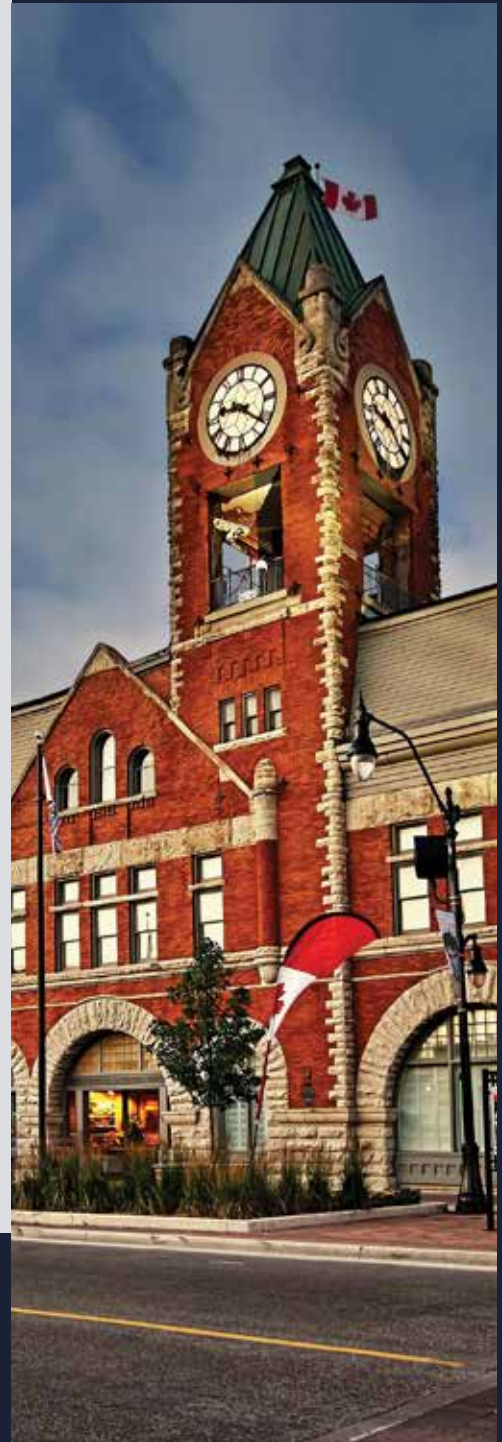


ECONOMIC DEVELOPMENT ACTION PLAN

2020–2025

THE POWER OF PLACE

In 2019, *Maclean's* magazine named Collingwood the 22nd Best Community to Live in Canada. The magazine noted that two-thirds of our residents work where they live, right here in Collingwood—an unusually high proportion for an Ontario town of our size. Think there's a correlation between those facts? When you love where you are, it creates a power of place that's nothing less than magnetic.



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BUILDING ON SUCCESS

BUILDING ON SUCCESS

Among Canadian municipalities, Collingwood is doing well. We are a growing community recognized as a top place for entrepreneurship in Canada¹ and as one of the best places to live in Eastern Canada². We have a very low rate of unemployment and all of our economic indicators show solid growth.

This represents a dramatic change. Five years ago, there was no Business Development Centre. We had never actioned a full-fledged economic plan. Commercial and industrial business was slowly picking up.

Over the past five years, we have achieved 26 of the 27 action items laid out in our inaugural five-year 2015–2019 Town of Collingwood Economic Development Action Plan. The 2020 five-year plan is even more ambitious, as it promises to set Collingwood up for decades of the right kind of growth by focusing on just three key points—those that will best help us drive economic success in our municipality:

- **Make Collingwood a hub for sustainability innovation**
- **Promote Collingwood as a great place to live & work**
- **Ensure Collingwood is investment-ready**



THE BOTTOM LINE? *We can be even better.*

Some of our greatest successes and results over the past 5 years:

SUCCESS

IMPACT

Created and operationalized the Business Development Centre (BDC), more than doubling traffic and facilitating 1,700 business-specific consults per year	Increased consultations, networking and education events, partnerships and financial support
Recognized as a top place for entrepreneurship in Canada	Increased attractiveness for entrepreneurial business leaders
Recognized as a top 25 best place to live and #1 outdoor town in Eastern Canada	Increased attractiveness for younger workforce seeking work-life balance
Conducted an analysis that determined Collingwood is among the top broadband Internet-connected communities in Ontario	Increased attractiveness for knowledge economy–driven businesses and workforce
Grew the profile of Collingwood's lifestyle on social media to one of the top municipal footprints in Ontario with close to 30,000 Experience Collingwood followers	Increased attractiveness for knowledge-economy workforce and entrepreneurs
Created Live More Now job portal and www.TechHubNorth.ca , an online hub for profiling Collingwood's growing cluster of tech-oriented companies	Raised awareness of high-value tech jobs and achieved 30% job-placement success
Launched Youth Career Expo, Collingwood Youth Centre & Summer Company youth entrepreneurship program	Connecting 800+ high school students with 40+ local employers annually
Developed and launched annual Collingwood business survey	Quantified the challenges and opportunities that businesses face

Key economic indicators support that progress has been made but an even greater focus on the following metrics will be able to advance them more aggressively over the next five years.

The partnership with the Business Development Centre has been instrumental in helping businesses thrive in Collingwood and South Georgian Bay.

Start and Grow Your Business HERE

MAKE CONNECTIONS



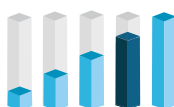
Networking
Events

30

Mentors

997

Registered businesses
in Collingwood



12% Growth
in registered
businesses
2014 - 2017

2229

Registered
self-employed
individuals
in Collingwood

400+

BIA MEMBER BUSINESSES



75%
of businesses
have 1-9
employees



3500+

Jobs Created

By BDC Partner
Organizations

3390

Inquiries
Annually

\$21 M

in Loans Booked
since 1986

47

Business
Grants awarded
every 24 months



ADVICE

Free Consultations

1880 Consults
Annually



2500+ Annual
Foot Traffic

51% Growth in
Traffic since 2015

FINANCIAL SUPPORT

Business Loans:
up to **\$250,000**

Grants:
Starter Company+
up to **\$5000**

Summer Company
up to **\$3000**

BOOK YOUR FREE BUSINESS CONSULTATION
www.businessdevelopmentcentre.info

SOUTH GEORGIAN BAY BUSINESS DEVELOPMENT CENTRE



WHY WE NEED AN ACTION PLAN

So many communities develop in a haphazard fashion, with no plan and no control over local prosperity. That's where this Economic Development Action Plan comes into play. Guelph, Ontario; Victoria and Kelowna, B.C.; Asheville, North Carolina; Bozeman, Montana; and many other forward-thinking municipalities have seen great success through planning for sustainable growth and focusing on areas of strength. With this second five-year plan, we continue to shape our future according to our vision.





Collingwood’s population is growing quickly, with more than 10,000 new full-time and seasonal residents expected to be living in the town by 2031³. In order to maintain its small-town essence, Collingwood must provide jobs for the majority of its residents locally. This will require creating more than 1,500 local jobs in the next 10 years in a moderate-growth scenario. Up to 3,000 jobs would be more consistent with historic trends and account for the town’s future commercial development and the high number of jobs required to support both the tourism industry and population growth.

Collingwood Forecast Population and Employment Growth (2006–2031)

	2006	2016	2031	2006– 2016 Growth	2016– 2031 Growth
Collingwood Population	18,000	22,469	33,400	4,469	10,931
Collingwood Employment	10,800	11,942	13,500	1,142	1,558
<i>Activity Rate</i>				26%	14%

Source: Collingwood Growth Management Official Plan Update, Discussion Paper, July 2020

This plan also sets more focused, measurable targets for 10 key performance indicators (KPIs) based on the influential book *Measure What Matters*⁴.



OUR BOLD, NEW VISION

Collingwood offers residents and visitors a healthy lifestyle of activities in beautiful and safe settings, including an active transportation network, an inclusive multi-generational artful community with strong civic pride, an animated waterfront and boating facilities, and is a hub of successful entrepreneurs and businesses offering rewarding jobs.

This means that we will:

- **Encourage Collingwood's growth** as a thriving, entrepreneurial hub for innovative products, services and sustainable design—especially in key areas like water, environment and health sciences innovation.
- **Champion collaboration** between government, business and academic institutions to make it easy for new and existing business to find the support they need to grow in Collingwood and to attract the young, skilled workforce that will support expanding knowledge-economy businesses.

Part of a broader plan

This Action Plan will guide Collingwood's economic development activities and priorities for the next five years, with a focus on actions over which the Town has direct control. The Action Plan forms one of the five pillars of the broader Town of Collingwood Community-Based Strategic Plan:

Transparent and Accountable Local Government

A Sustainable and 21st-Century Town

Public Access to a Revitalized World-Class Waterfront

Enhance Collingwood's Waterfront to Realize its World-Class Potential and Interconnectivity

Support and Manage Growth and Prosperity

Plan and Leverage Growth to Protect and Build on our Community Strengths, Employment and Livability

Enhance Community Well-being and Sustainability

An Inclusive Community that Supports the Health and Well-being of All Residents

Encourage Diverse Culture and Arts Offerings

To support opportunities for Diverse Culture and Arts Offerings that Enrich and Build a Thriving Community



'Better' rather than 'more'

Economic development does not necessarily mean "more," but rather "better" and "balanced." In other words, it involves planning for long-term economic well-being and quality of life of a community. Mechanisms that will help us achieve "better" include the creation of middle- and high-income jobs, as well as supporting or growing incomes and the tax base through local economic diversification. In the spirit of thinking globally and acting locally, we will use an international standard as a yardstick: UN Sustainable Development Goal 11⁵: Make cities and human settlements inclusive, safe, resilient and sustainable.



BRINGING NEW REVENUE TO COLLINGWOOD

In any economy, local or national, there are two main job sectors, each with distinct workforce and location needs: the local sector and the traded sector.

LOCAL SECTOR businesses produce goods and services that are consumed locally in the region where they were made. In doing so, they circulate existing income in the area, for example, drug stores, physicians' offices, restaurants. In the case of Collingwood, a good proportion of local sector jobs also generate revenues from outside of the region thanks to visitors and vacationers. Local sector businesses are important, as they provide amenities that the community needs and attract young professionals and families that drive the new economy.

TRADED SECTOR businesses produce goods and services that are consumed outside the region in which they are produced, for example, architectural glass, underwater sensors, explainer videos. This brings new revenue to the area. Statistically, workers in the traded sector tend to have higher levels of education and earn higher average wages than do those in local sector businesses.

A sampling of traded sector businesses in the Town of Collingwood



Collingwood's robust entrepreneurial growth and service-sector strength have set a strong foundation for local-sector companies.

More than 70% of jobs in Collingwood are service sector–related with significant strength versus the Simcoe County benchmark.

	Town of Collingwood	Share of Total	Simcoe County	Share of Total
Agriculture; Forestry, fishing and hunting	55	0.5%	3,745	1.5%
Mining; quarrying; oil and gas extraction	60	0.6%	730	0.3%
Utilities	40	0.4%	2,060	0.8%
Construction	895	8.4%	25,140	9.8%
Manufacturing	765	7.2%	27,900	10.9%
Goods-Producing Sectors Subtotal	1,815	17.0%	59,575	23.2%
Wholesale trade	215	2.0%	9,545	3.7%
Retail trade	1,330	12.5%	31,640	12.3%
Transportation and warehousing	230	2.2%	11,250	4.4%
Information and cultural industries	190	1.8%	4,380	1.7%
Finance and insurance	310	2.9%	6,760	2.6%
Real estate and rental and leasing	305	2.9%	4,885	1.9%
Professional; scientific and technical services	750	7.0%	13,000	5.1%
Management of companies and enterprises	10	0.1%	255	0.1%
Administrative and support; waste management and remediation services	620	5.8%	13,275	5.2%
Education services	690	6.5%	16,605	6.5%
Health care and social assistance	1,260	11.8%	27,965	10.9%
Arts; entertainment and recreation	405	3.8%	7,035	2.7%
Accommodation and food services	1,540	14.5%	18,780	7.3%
Other services (except public administration)	490	4.6%	10,405	4.1%
Public administration	375	3.5%	16,575	6.5%
Services-Producing Sectors Subtotal	8,720	81.8%	192,375	74.9%
Individuals working in industries not applicable	120	1.1%	4,805	1.9%
Total	10,655	100%	256,755	100%

Source: Occupation by industry (2016 Census), Town of Collingwood and Simcoe County

As the traded sector increases employment and wages, it also enables entrepreneurs to develop new skills, provides financial resources to foster innovation, inspires new businesses and increases employment opportunities. High-quality traded sector jobs that diversify workforce opportunities are what this Action Plan aims to stimulate.

WORKFORCE DIVERSIFICATION

As Collingwood's economy grows, we need to ensure that it's also resilient for the long term. Economic resilience involves a strong balance of local and traded sector businesses that provide a range of job types and strata. If Collingwood's economy was predominately driven by tourism, for example, it would be more susceptible to the coronavirus pandemic.

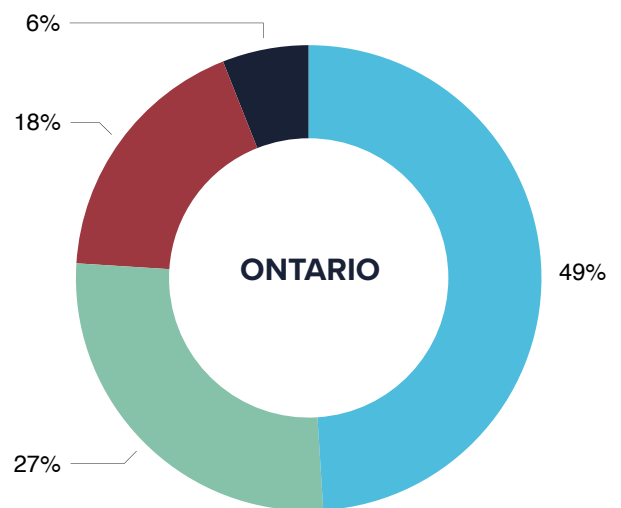
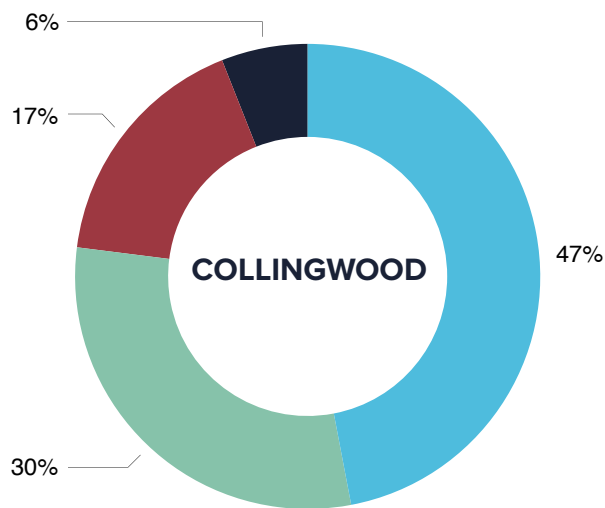
The concept of strata (or levels) of jobs is based on the Korn Ferry Hay Group's method of job classification and involves three variables: accountability, know-how and problem-solving. A strata 1 job like bussing at a restaurant doesn't require much accountability other than performing a few duties. It doesn't require a lot of education, requires less than a day of training and there is not much required in the way of problem-solving. A strata 3 job such as CEO of an engineering firm is very different. The CEO is ultimately responsible for the direction and success of the company; requires highly specialized post-secondary education and many years of experience and training; and must have highly developed lateral-thinking and problem-solving abilities.



WORKFORCE DIVERSIFICATION

With more than 30% of jobs in Collingwood currently supported by tourism-related businesses, we have an abundance of strata 1 and strata 2 jobs. For Collingwood to flourish as a resilient, knowledge-based community with better-paying jobs, we need to increase our ability to fill those better-paying, higher-strata positions at new and expanding companies.

EDUCATION LEVEL



College or
University
Certificate or
Diploma

High School
Diploma or
Equivalent

No Diploma,
Certificate or
Degree

Apprenticeship or
Trades Certificate
or Diploma

As measured by the proportion of our residents without post-secondary education, our knowledge-economy workforce is underdeveloped. As a result, many Collingwood companies are having trouble filling positions—it's gotten so bad that one local engineering firm has employees reverse-commuting from the GTA on a daily basis.

Part of the problem is that Collingwood's workforce has few people in the 20–39 age bracket. This bracket provides companies of all kinds with much-needed entry-level employees who then mature, earn more and become the leaders of tomorrow. Ensuring that this demographic has the college and university education required to support higher-knowledge-intensity employment opportunities presents an additional challenge.

POPULATION BY AGE

	Count	%	Index
0 to 4	982	4.2	80
5 to 9	1,070	4.6	88
10 to 14	1,077	4.6	87
15 to 19	1,028	4.4	80
20 to 24	1,195	5.2	76
25 to 29	1,370	5.9	82
30 to 34	1,291	5.6	81
35 to 39	1,216	5.2	79
40 to 44	1,289	5.6	87
45 to 49	1,296	5.6	84
50 to 54	1,493	6.4	90
55 to 59	1,854	8.0	108
60 to 64	1,865	8.0	125
65 to 69	1,774	7.7	143
70 to 74	1,572	6.8	156
75 to 79	1,152	5.0	165
80 to 84	791	3.4	161
85+	875	3.8	163

Source: 2016 Environics Analytics, Benchmark: Ontario



Highest Growth Industries

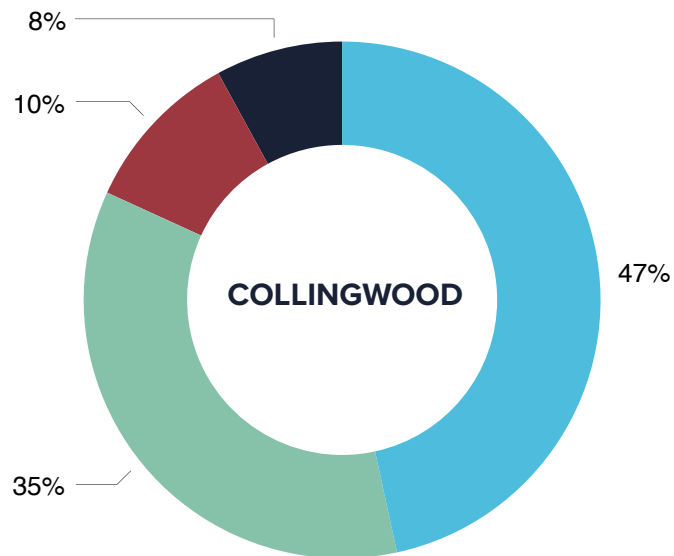
Industry	2011 Jobs	2016 Jobs	Change in Jobs (2011–2016)	% Change
Administrative and support, waste management and remediation services	370	625	255	69%
Professional, scientific and technical services	525	755	230	44%
Tourism; Accommodation and food services, arts, entertainment and recreation	1,735	1,945	210	12%
Health care and social assistance	1,080	1,260	180	17%
Construction	785	895	110	14%
Other services (except public administration)	380	485	105	28%
Educational services	605	695	90	15%
Manufacturing	680	765	85	13%
Information and cultural industries	150	190	40	27%
Wholesale trade	200	215	15	8%

Source: Census 2016 & 2011 NHS Profile

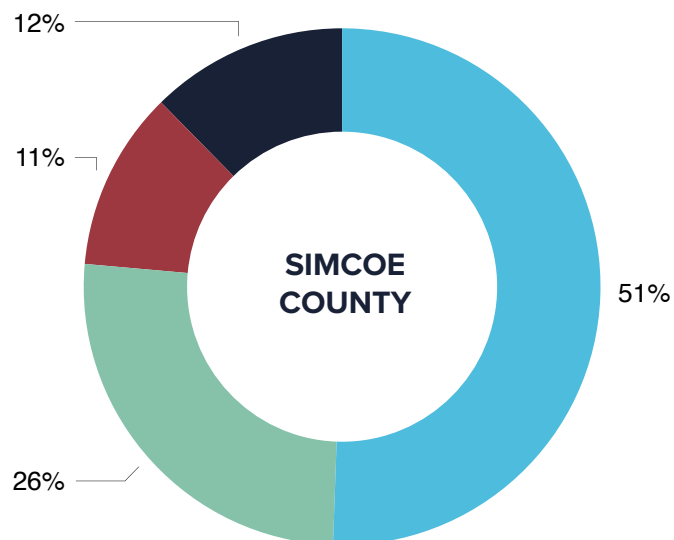


Different business verticals may show strong growth rates in terms of actual jobs created. For Collingwood specifically, looking at job growth levels across industries produces a picture of ideal job sectors in which to diversify:

KEY INDUSTRY JOBS



- Other
- Lifestyle & Tourism
- Construction
- Manufacturing



This plan needs to expand the workforce with a focus on attracting more strata 2 and 3 job candidates to support the growth of traded sector companies. Many of them are already experiencing momentum in Collingwood: green tech and environmentally-focused firms and digital and health care companies.



DEVELOPING THE PLAN



DEVELOPING THE PLAN

The foundation of a solid economic action plan takes into account the ideas and aspirations of stakeholders, and involves data collection and analysis, validation and final approval of recommendations.

- 
-  **Announce September 2019**
Share framework. Seek Council input. Open Mayor's Advisory Team on Economic Development application portal.
 -  **Select October 2019**
Announce Advisory Team. Provide background information to Advisory Team.
 -  **Engage November–December 2019**
Seek ideas from the public. Host Advisory Team work session. Collect primary and secondary data to support fact-based discussions with a broader set of business leaders and to ensure fact-based decision-making.
 -  **Validate January–March 2020**
Conduct broader community engagement session to seek input on draft plan.
 -  **Adjust April–September 2020**
In response to the coronavirus crisis, the Economic Recovery Task Force formed with recovery plan approved by Council June 15. Mayor's Advisory Team on Economic Development called back to active service virtually to provide fresh perspective and help prioritize plan based on the impact of COVID-19.
 -  **Approve - October–November 2020**
Present proposed Economic Development Action Plan to Standing Committee and secure approval from Council.

STAKEHOLDER CONSULTATION

Many groups shape municipal economics. In our case, these groups include businesses located in the Town of Collingwood, Collingwood Town Council and staff, our citizens, the kinds of employees we hope to attract, business leaders and entrepreneurs whose small businesses we hope will grow. This plan takes cues from all of the above.



ESTABLISHING THE GROUNDWORK



ESTABLISHING THE GROUNDWORK

When we engaged with stakeholders, they communicated the growth factors that were important to them. Our economic indicators provided more direction, as did snapshots of local demographics and business statistics. All of these things combine to inform the Action Plan.

ECONOMIC INDICATORS

The economic health of a community, and what it means for the municipality's ability to support and enhance services for its residents, organizations and businesses, is completely dependent on the revenue it generates from its various tax sources.

Collingwood depends on commercial and industrial taxes to offset lack of farmlands and to limit the tax burden on residents

2016 Unweighted Assessment Composition %		
	Peer Avg.	Collingwood
Residential	81.4%	83.5%
Multi-Residential	2.4%	1.8%
Commercial	9.3%	12.5%
Industrial	1.2%	1.9%
Farmlands	5.4%	0.1%
Other	0.5%	0.2%
Total	100.0%	100.0%

Source: Assessment of the Town of Collingwood's Financial Health, November 23, 2016, prepared by BMA Management Consulting Inc

Ensuring there is sufficient commercial and industrial land for companies to flourish on is important. (Source: Collingwood Growth Management Official Plan Update, Discussion Paper, July 2020)

- Collingwood has 2,111,000 square feet of retail/service commercial space available. Another 924,000 is available for development.
- 274,000 hectares of employment/industrial lands are currently available, with 113,500 hectares of additional net vacant land.

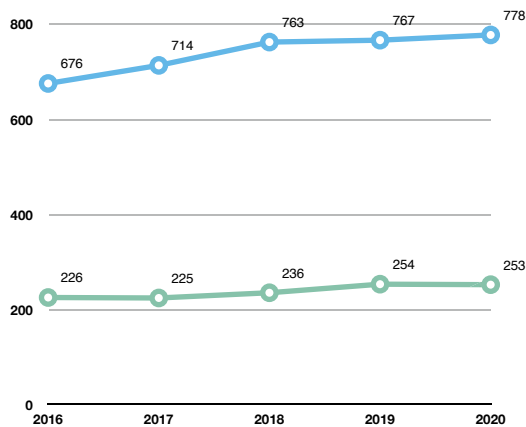
The size of companies, as measured by the number of people they employ, impacts the kinds of land and space they need for their operations.

Collingwood has been successful in supporting the rapid growth of self-employed entrepreneurs and companies with one to nine employees (representing 73% of all companies with employees). Growing these companies into organizations employing 10+ employees has been slower.

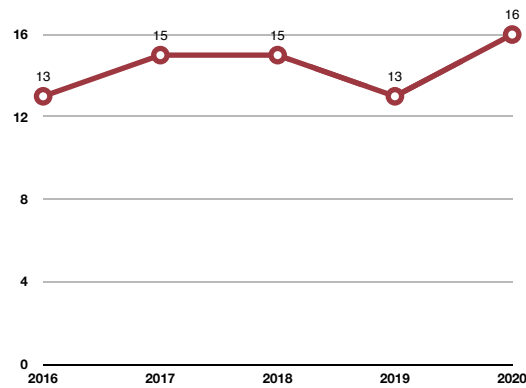
SMALL & MEDIUM BUSINESSES DRIVING GROWTH

NUMBER OF EMPLOYERS

Employers with 1–99 Employees



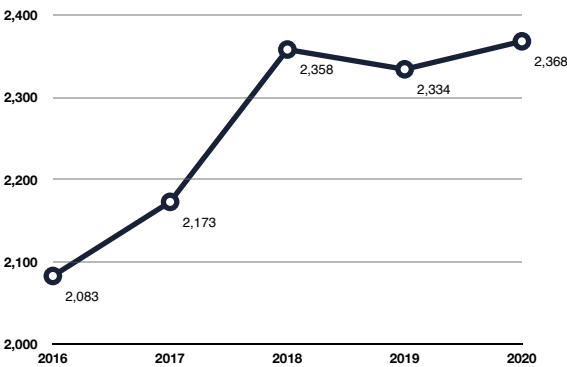
Employers with 100+ Employees



○ 1–9 Employees
○ 10–99 Employees

○ 100+ Employees

NUMBER OF SELF-EMPLOYED INDIVIDUALS



○ Self-Employed

Source: Canadian Business Patterns, June 2015–2020 (some fluctuations in these figures can come from methodological changes)

ECONOMIC INDICATORS

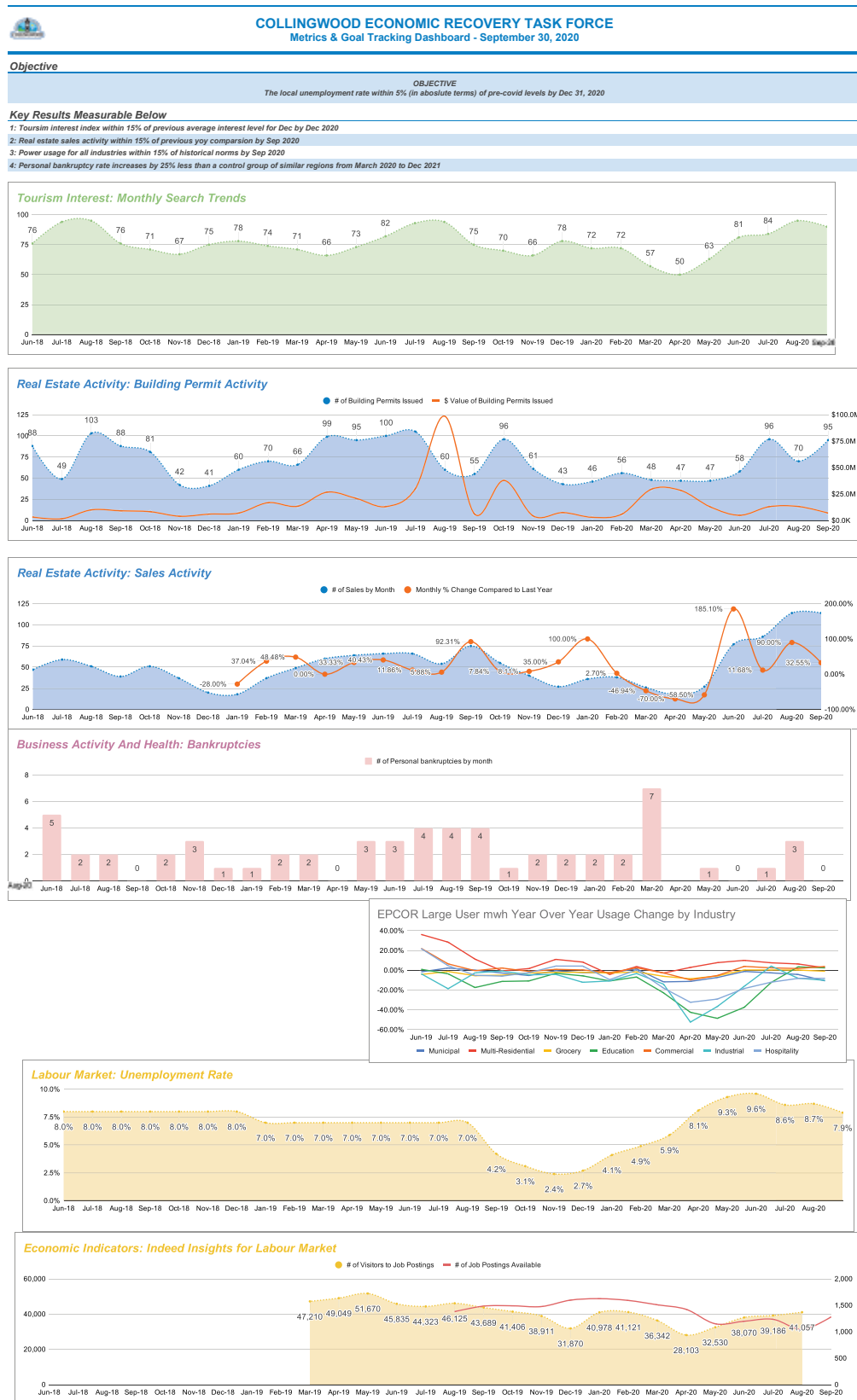
The size of a company is associated with the revenues it generates and the sector it conducts business in. Sectors that export goods and services are particularly valuable as they bring new money into the community.

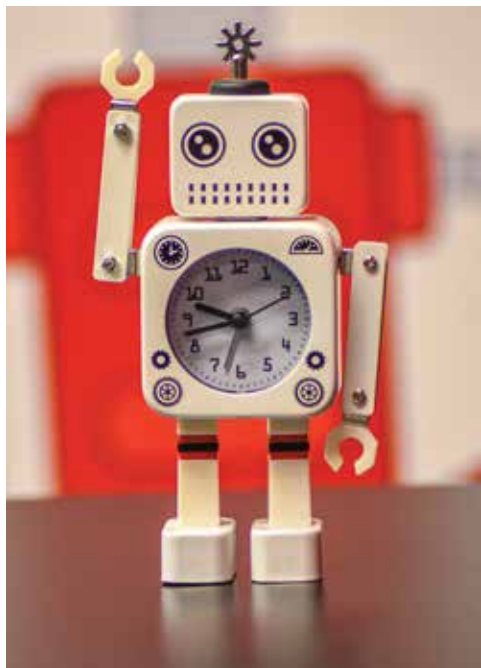
Manufacturing, health care and tourism are the top three exporters of goods and services, with educational and professional, scientific and technical services leading the next cluster in terms of export value.

Business Category	Jobs	Export Value	Top 5 Exporters
11 Agriculture, forestry, fishing and hunting	29	\$14,074,401	
21 Mining, quarrying, and oil and gas extraction	27	\$5,502,221	
22 Utilities	30	\$5,133,304	
23 Construction	1,048	\$45,382,363	
31–33 Manufacturing	1,030	\$418,559,554	1
41 Wholesale trade	545	\$43,366,852	
44–45, 71, 72 Tourism (retail trade and arts, entertainment and recreation and accommodation and food services)	2,055	\$95,265,585	3
48–49 Transportation and warehousing	245	\$24,728,476	
51 Information and cultural industries	197	\$9,720,297	
52 Finance and insurance	319	\$25,748,813	
53 Real estate and rental and leasing	295	\$23,120,623	
54 Professional, scientific and technical services	983	\$54,398,457	5
55 Management of companies and enterprises	10	\$215,166	
56 Administrative and support, waste management and R\ remediation services	758	\$35,399,026	
61 Educational services	723	\$66,323,196	4
62 Health care and social assistance	2,036	\$138,522,950	2
81 Other services (except public administration)	668	\$19,946,879	
91 Public administration	291	\$51,089,952	
Total		\$1,076,498,124	

(Source: EMSI, 2014)

The COVID-19 Economic Recovery Task Force developed a dashboard to track several other important economic diagnostic measures. The intent is to continue evolving this dashboard to encompass additional economic metrics in order to provide Council with updates on the progress of the Economic Development Action Plan.





IMPACT OF BUSINESS SUPPORT SERVICES

The Business Development Centre (BDC) has been an instrumental component of Collingwood's economic growth over the last five years. It now acts as a one-stop shop for businesses looking to start and grow in Collingwood as a result of the range of services it offers, with more than 3,000 customer service contacts per year.

The BDC focuses on customer services. It is able to offer a wide range of business services delivering almost \$2,000,000 in impact annually. This comes as a result of a unique partnership with several locally, provincially and federally-funded organizations:

- Town of Collingwood (facilitating force) – Locally funded
- Collingwood Downtown BIA – Downtown business funded
- Small Business Enterprise Centre – Provincially funded
- Centre for Business & Economic Development – Federally funded

Their efforts have resulted in business growth and job creation, thanks to customer services focused on providing advice, networking opportunities, mentorship, financial support and business-specific consultations.

The Business Development Centre in downtown Collingwood has become a key point of contact for businesses. It has grown in terms of phone, email and walk-in inquiries but has had the greatest impact as a result of the business-specific consults by the BDC advisors.

BUSINESS DEVELOPMENT CENTRE IMPACT

	2020*	2019	2018	2017	2016	2015
Total Contacts	3,821	3,126	2,439	2,300	2,479	1,615
Business Consults	2,069	1,935	1,461	1,491	1,320	749
Inquiries	1,752	1,191	978	809	1,159	866

**Year to date*

MAYOR'S ADVISORY TEAM ON ECONOMIC DEVELOPMENT



“The town should create and deploy a proper Action Plan marketing plan to actively promote the plan and help residents and commuters understand its value.”

~ The Stakeholder Advisory Team

In November 2019, Collingwood Mayor Brian Saunderson convened a Stakeholder Advisory Team which, over the course of two days, came up with valuable advice captured by this Action Plan.

The 12 business leaders selected bring a wealth of experience to the planning process. Their backgrounds vary greatly, ranging from Fortune 500 executives to local entrepreneurs and from fields as diverse as technology, tourism, finance, human resources and marketing. Key selection considerations included diversity of skill sets, expertise, experience and fulsome perspectives on economic development.

Stakeholder Advisory Team Members

- Paola Accettola, True North HR Consulting
- Gillian Fairley, Centre for Business and Economic Development
- Anthony Griffiths, MacLean Engineering
- Bruce Harbinson, T.E.C. (The Executive Committee) Ltd.
- Brandon Houston, Switch Video
- Chris Jordan, Side Launch Brewing
- Dave Maney, Deke Digital
- Johnathan Smeh, UAV Canada
- Tony Smith, 365 Sports
- Andrew Stuart, Isowater Corporation
- Shelby Taylor, Chickapea Inc.
- Foster Williams, Foster Williams Consulting

MAJOR LEARNINGS

Over the course of two full days, the Advisory Team covered a lot of ground. One thing that came out of the sessions was the way in which the Town of Collingwood should approach this Action Plan. There were four main learnings:

FOCUS:

The Town of Collingwood should consider focusing on a few very targeted development areas/topics with high impact and visibility. Many advisors mentioned that they felt the previous Action Plan was not focused enough and addressed too many different topics, resulting in smaller impacts across a broad variety of areas.

EDUCATION:

Businesses in Collingwood should be educated on the new Action Plan in order to help them understand it, foster acceptance and engage them as an essential part of the implementation process. It became clear that advisors had very limited knowledge about the previous Action Plan.

CHANGE:

The town needs to back up the Action Plan with a strong case for change among all demographic groups in Collingwood in order to create support that will ensure its success. We need to show 'what's in it for them'. While our advisors saw the need to attract young talent and families, they understood that, for example, Collingwood's retiree community and weekend residents might not necessarily feel the same.

AWARENESS:

The people of Collingwood realize change and development as it happens, but they should be more aware of the town's intentions. This means that we need to be more vocal about the bigger picture and deploy an Action Plan marketing plan to help citizens understand its component parts and its value.

Top recommendations

The Advisory Team took these four learnings and transformed them into recommended actions:

- **Focus on a few very targeted actions rather than trying to do everything**
- **Create support for the plan by providing a clear 'what's in it for me' for key constituents**
- **Deploy a proper marketing plan to promote and build understanding of the Action Plan's objectives and actions**
- **Engage businesses in helping to implement the new Action Plan**

TRACKING PROGRESS

The Advisory Team recommended that we keep track of our process towards our vision by measuring key performance indicators (KPIs) within the following nine areas pertaining to the Action Plan:

01

Jobs – Metrics such as the number of knowledge worker jobs created, the total number of jobs, percentage private/public and the job vacancy rate

02

Capital – Metrics such as percentage or amount of new capital being invested within the municipality, new businesses investing in Collingwood

03

Demographics – Metrics such as the growth rate of the under 39 demographic, the growth rate of minority groups, the educational attainment of residents

04

Business Success – Metrics surrounding the reduction of red tape, percentage growth among existing companies, the number and percentage of knowledge-driven enterprises, the creation of a “red tape index” or Net Promoter Score

05

Affordability – Metrics such as housing cost as percentage of income, especially for the 20–39 age group, diversity of housing type and number of units available, a shopping cart index, the percentage of people living paycheck-to-paycheck, the percentage of people with savings above \$10,000

06

Education – Metrics such as local and online post-secondary opportunities, entrepreneurship programming for youth and entrepreneurs (all stages), the number of post-secondary education graduates who gain employment in their fields locally, the number of co-op and internship placements

07

Environment – Metrics surrounding access and preservation of the natural environment, the number of existing recreational amenities and natural assets, water and air quality, metrics regarding sustainable tourism, the number of private- and public-sector arrangements that prioritize the environment, climate change adaptability

08

Transportation – Metrics such as public transport within Collingwood, regionally and to the GTA, transport usage metrics, any increase in the number of active transportation routes such as bike lanes, the number of charging stations for e-bikes and cars

09

Inclusion – Metrics surrounding the number of businesspeople mentored, the number of engaged mentors, the number of community forums targeting youth, newcomers and 20- to 40-year-olds, an index that measures the ‘welcome factor’ within our community



FALL PUBLIC SURVEY

We engaged the larger Collingwood community with an online survey asking citizens to share their ideas on Collingwood's economic future. Of the respondents, almost half had relocated to Collingwood within the past five years and almost all of them work in Collingwood or the immediate area.



AREAS OF FOCUS

Community survey respondents shared the things that they believe are essential to attract young families and talent to Collingwood:

- Affordable housing
- Jobs that pay well
- Making this a good place for tech
- Smart (infill) development
- Recreation facilities & bike paths
- Tax incentives for businesses
- Better parks & trails
- Better public transportation
- Affordable housing for workers
- Environmental/sustainability sector growth

WHAT'S HOLDING US BACK

Respondents shared the obstacles they think are most likely to impede economic growth in Collingwood:

- Cost of living
- A built-up waterfront
- Suburban-style sprawl
- Lack of desire for progress
- Lack of focus on industrial/manufacturing
- Failure to invest in alluring assets
- Commercial rent costs
- Lack of young workers
- Lack of coordination between town departments
- Shortage of technology

FUTURE VISION

Respondents were asked what types of businesses they envision in Collingwood five to 10 years from now:

- Innovative green technologies
- Sustainable manufacturing
- Tech/IT companies
- Health care-related
- Tourism-related
- Niche farming
- Craft food/beverage production
- Wholesale businesses
- Engineering
- Construction trades
- Businesses that pay a living wage

SUMMER BUSINESS SURVEY RESULTS

The annual “Your Business Matters” business survey, conducted during June and July 2020, asked a series of questions of business leaders. The results include responses from more than 150 Collingwood business leaders. They showed that:

- Collingwood is a *good* place to invest, an *excellent* place to live and *world-class* for visits and vacations. These drivers provide insight into our areas of strength as well as opportunities
- The greatest challenges businesses face in 2020: 1- Operating costs, 2- Hiring & retaining personnel, 3- Debt levels
- A majority of business owners have noticed improvement in Collingwood’s business environment in the last two years
- Seventy-eight percent of respondents expect their business activity to increase by 5% or more in the coming year and 57% anticipate staffing up in the next three years by 3% or more
- The top five requested business support services are: 1- Attracting investment, 2- Networking & collaboration, 3- Four seasons tourism, 4- Resources for workforce development, 5- Centralized business support services
- Having access to high-speed Internet and a vibrant downtown are critical community assets for businesses. Access to public spaces (parks and recreation, the waterfront) and arts and culture were of secondary importance
- While 62% of businesses claim the BDC provides helpful services they will use in the future, 38% want more advanced services focused on growth versus start-up support

ADDITIONAL COMMUNITY BUSINESS LEADER CONSULTATION

Additional consultations were conducted by the mayor with a variety of business leaders across a range of sectors, including: real estate/development, tourism, high-tech manufacturing, health care and environmental engineering. An Open House in Council Chambers was also held for the public to review the draft plan, with Simcoe County and provincial representatives present along with a range of additional business stakeholders from the community and the South Georgian Bay region.

ADDITIONAL SURVEY COMMENTS

ESSENTIALS FOR SUSTAINABLE GROWTH:

- Affordable housing
- Public spaces
- Better regional transport
- Better transport to the GTA
- Simplified land development
- Environmental sustainability sector growth
- Tech sector growth
- Growing the 20-35 age group workforce



BARRIERS TO ECONOMIC GROWTH:

- Ability to hire and keep personnel; lack of young workforce
- Development permits for business
- Danger of sprawl
- Lack of affordable housing
- Municipal support of business; trustworthy Town Council
- Tourist town perception
- Red tape; barriers to innovation
- Business succession planning resources



TOURISM STRATEGY INTEGRATION

The Town of Collingwood and the Downtown BIA began working on the town's first tourism strategy in 2019. F.J. Galloway & Associates was hired, thanks in part to funding from (RTO7) to consult with local businesses, stakeholders and staff to develop a strategy and action plan. The project created an extensive body of work reviewing the state of the tourism industry as well as three different growth options. The project was put on hold as a result of the COVID crisis but then, after a review of the Economic Recovery Task Force plan, it became apparent that tourism forms an integral component of the broader economic foundation of Collingwood. As a result, the proposed Tourism Strategy and Action Plan has been integrated into the broader Economic Development Action Plan.



COVID-19 ECONOMIC SUPPORT & RECOVERY PLAN AMALGAMATION

On June 15, 2020, Town of Collingwood Council approved the recommendations developed by the 14-person Collingwood Economic Support & Recovery Taskforce. This task force, composed of private and public sector leaders, worked tirelessly with town staff to develop a six-item Action Plan within eight weeks. These action items informed the proposed Economic Development Action Plan.

IN SUMMARY

What comes through loud and clear is that business is still good and that businesses large and small need our help! We have applied what we have learned over the past few years to this Action Plan in order to:

- **Create job opportunities while diversifying our economic base**
- **Attract the workers we need**
- **Make it easier to do business here**



SETTING GOALS & OBJECTIVES

SETTING GOALS & OBJECTIVES

We have consulted with stakeholders of many kinds, learned from business leaders and performed the research required to establish the foundation needed to build a solid Action Plan. Now we move into strategy...and potential ways to bring about action.

One Plan, Three Goals



With its natural beauty and promise of work-life balance, Collingwood is growing quickly. This Action Plan zeroes in on just three key points, informed by the Economic Advisory Team—those that will best help us drive economic success in our municipality.

On the following pages, we take a look at each goal in detail, spotlighted with an example or two of how that goal could be turned into action.



MAKE COLLINGWOOD A HUB FOR SUSTAINABILITY INNOVATION

Creating job opportunities



What Could the Future Look Like?

Collingwood has innovation in its soul. From ingenious shipbuilding to ceramics-based sonar, the first electric mining machines to groundbreaking advances in architectural glass, we punch way above our weight as a hub for great ideas. We are also a growing hotbed for sustainable landscape design and innovative urban engineering firms. And while we already support fledgling businesses with advice and financial backing in many ways, we are taking it to the next level. Starting in 2020, we turned up the dial on both innovation and sustainability.

We will put our shoulder to the wheel to create a non-profit business accelerator to speed the transition of area businesses from start-up into core economic contributors and to connect high-growth business owners with investors. We will continue to refine the value proposition that our Tech Hub North technology and advanced-manufacturing companies give Collingwood, with a view to attracting more of the kinds of skilled workers that they need.



We are also going to step up our role in shaping new sustainability-focused business. We kicked this off in September 2020 with an annual conference on urban sustainability and green innovation in partnership with local organizations and the United Nations. We will also act as a catalyst for green pilot partnership projects between global innovators, local businesses and local organizations. Keep your eye on CollingwoodPilotProject.com as we profile projects in Collingwood, our “Living Lab.”



MAKE COLLINGWOOD A HUB FOR SUSTAINABILITY INNOVATION

Objective 1.1

Accelerate Small & Medium Business Growth

We can help take local businesses from surviving to thriving. We can add to the other services we offer and we can do a better job of connecting businesses to services and opportunities. We can also help them find the investment dollars they need to get to the next level.

Actions

- Continue our commitment to support services provided through the Business Development Centre partnership, in person and virtually
- Continue providing advice and financial support to entrepreneurs and expanding businesses. Make it easy to find other regional business support services (e.g., <https://bizgrid.ca/>) and identify service gaps.
- Support sector-specific networking and events, mentorship, training and educational events targeting a broad spectrum of the community (youth, newcomers, women, older adults) in partnership with other business support service providers
- Support the creation of a business accelerator non-profit to help transform small businesses into core economic contributors; connect investors with high-growth-potential Collingwood companies located in town
- Grow the profile of Tech Hub North companies and their innovations; continue to refine our unique value proposition as a hub for innovation

Objective 1.2

Promote Sustainability Projects in Collaboration with Cluster Businesses

Sustainable businesses and initiatives of all kinds are blossoming in Collingwood. We can encourage this desirable growth by acting as a catalyst for sustainable sectors, by finding synergies with existing provincial and federal programs and by supporting the creation of a hub for business acceleration. (And yes, the UN is interested in piloting a green innovation initiative in Collingwood!)

Actions

- Act as a catalyst for sustainability and green pilot partnership projects together with businesses and organizations (e.g., CGMH) in the community (CollingwoodPilotProject.com); support federal and provincial grant submissions with local partners/companies.
- Make environmental stewardship and sustainability a priority for the town along with the other initiatives in the Enhance Community & Well-Being pillar of the Community-Based Strategic Plan to deliver on our vision to “preserve the town’s environment and take action on climate change.” Actions include organizing an annual conference on urban sustainability and green innovation together with local businesses and the United Nations, using it as an opportunity to inspire local action based on UN Sustainable Development Goal “11: Make” cities and human settlements inclusive, safe, resilient and sustainable.



SPOTLIGHT

MAKE COLLINGWOOD A HUB FOR
SUSTAINABILITY INNOVATION

BUSINESS ACCELERATOR

Business accelerators help turn fledgling companies into stable, thriving businesses. They offer space, mentorship, access to services, professional advice and funding options such as equity investments. Joining an accelerator may be the next logical step once a fledgling business has leveraged municipal services and those provided by Collingwood's Centre for Business & Economic Development (CBED).



Given Collingwood's entrepreneur-based economy, which, as mentioned earlier, is dominated by businesses of fewer than 10 people, the Economic Development Action Plan proposes providing support for these businesses to help them grow faster than they otherwise might. A business accelerator is a concept that is commonly used to achieve such an objective and is uniquely suited to building on Collingwood's entrepreneurial economic base. Collingwood is overdue for an accelerator, as CBED staff can attest. The number of fledgling business owners coming through their doors has grown by leaps and bounds, year over year.

Establishing a business accelerator in Collingwood will have a ripple effect on the community. Accelerators attract new business and additional investment, and they foster a dynamic business environment. They provide young businesses with several months' mentorship and access to advice, as well as connections to funding. A Collingwood business accelerator will establish entrepreneurs and their companies as core economic contributors in Collingwood.

We've laid the groundwork

In partnership with the town, the Collingwood Centre for Business & Economic Development commissioned and received a report on creating a business accelerator in Collingwood.

An initial feasibility report conducted by CBED and the Town of Collingwood found that the current Business Development Centre (BDC) in downtown Collingwood provides strong business advice and support, but that four elements beyond the BDC's purview have the potential to ensnare fledgling businesses:

- 1. Short-term office space with areas appropriate for socially distant collaboration**
- 2. Mentorship and sector-specific advice**
- 3. Additional funding options such as equity investments to speed up go-to-market efforts**
- 4. Fast-paced, focused educational programming led by other entrepreneurs and shared with other businesses in similar stages of growth**

Moving to action

From here, the path is clear. We are ready to take the following actions in order to get the business accelerator off the ground with a minimum of delay:

- **Prepare a detailed business plan and funding model**
- **Develop programming and partnerships**
- **Validate the best approach to organizing the program**
- **Identify the accelerator's physical space requirements and location**



SPOTLIGHT

MAKE COLLINGWOOD A HUB FOR
SUSTAINABILITY INNOVATION

SUSTAINABLE INNOVATION HUB

The Sustainable Innovation Hub is a public-private partnership designed to bring environmentally-aware pilot projects to the Collingwood area. With our wealth of water-sector expertise, our thriving tech and health care sectors—even our size—Collingwood is a model testing ground for green initiatives of all kinds.



What Collingwood does really well is scale top innovation down. As a small municipality we are nimbler, giving us the potential to innovate more quickly and cost-effectively. As our disproportionate concentration of sustainable landscape design and innovative engineering firms attests, Collingwood has a highly advanced understanding of what it takes to find workable, sustainable solutions. We are one of the few places north of the GTA where you can find that innovation.

Imagine bringing ultra-cold deep Georgian Bay water to cool buildings downtown. Imagine technology-enabled remote in-home patient care for area residents. Imagine a digital discovery app that helps visitors explore the great experiences of a small downtown and promotes walkability, while integrating vehicle and bike charging stations. These are pilot projects that are well within our grasp.

Moving to action

We will be targeting anchor innovative technology companies that focus on water, the environment and health-related projects; leverage cutting-edge technology; and are ready to work with our local companies and organizations, academic institutions as well as private- and public-sector experts from Ontario and around the world. The interest is there—we have already proven it with projects like the Smart Stormwater Pilot Project, a homegrown system that prevents home flooding with an Internet-connected sump pump, rain garden and cistern. Keep abreast of developments at www.CollingwoodPilotProject.com.





PROMOTE COLLINGWOOD AS A GREAT PLACE TO LIVE & WORK

Attracting the workers we need



What Could the Future Look Like?

Demographics show that Collingwood has a strong need for more young people in the workforce, especially 20- to 39-year-olds with technical knowledge and abilities. This demographic fills entry-level positions at local businesses. As they acquire more skills, graduating to progressively more senior responsibilities, their wages increase and make buying a home in Collingwood viable.

We need to make rental accommodation more attainable for the skilled workers of tomorrow. We must also continue to promote our great outdoor lifestyle to attract people from other jurisdictions who have the technical skills that area businesses need, as well as expand educational opportunities so that citizens of all ages can add to their skill sets and live better lives.



PROMOTE COLLINGWOOD AS A GREAT PLACE TO LIVE & WORK

Objective 2.1

Promote Collingwood's Better Lifestyle

Collingwood is Ontario's premiere four-season playground. Outdoor pursuits like skiing and cycling are some of the things we are best known for and a big reason why many business leaders choose Collingwood: for the lifestyle. *Maclean's* magazine included Collingwood among the 25 Best Communities in Canada in 2019, noting that 60% of our residents live in the community in which they work, which is exceptional. We need to safeguard this aspect of our community through environmental stewardship and support for vibrant parks, trails, recreation and culture. We also need to promote these lifestyle benefits to the kinds of skilled workers and business owners that we wish to attract.

For effective lifestyle promotion, we need to focus on three key priorities that constitute a shift from traditional tourism marketing to marketing the lifestyle experiences that are most relevant to Collingwood's residents and businesses:

- 1 Grow participant spending and satisfaction with experiences that celebrate Collingwood's Live More Now lifestyle**
- 2 Increase revenue stemming from the broader tourism, hospitality, culture and retail sectors**
- 3 Grow awareness of and interest in working and investing in Collingwood**

Unique value proposition (UVP) research and stakeholder engagements that form part of Collingwood's 2020 Tourism Strategy and Action Plan confirmed the core lifestyle aspects attracting people to Collingwood: our downtown, proximity to Blue Mountain, our outdoor lifestyle and the waterfront.

This positioning supports the Community-Based Strategic Plan's priorities related to well-being, sustainability and arts and culture. Specific pillars to focus on from an infrastructure and experience development standpoint include:

Waterfront

Includes redeveloping Collingwood downtown waterfront spaces, notably with an animated plaza/gathering place at North Hurontario Street, and encouraging UVP-aligned waterfront animation and events year-round.

Outdoor Lifestyle

Includes improving walking signage, expanding Walk Collingwood activity guides, introducing the Digital Discovery Platform app and improving cycling amenities to help people explore business-integrated outdoor experiences.

Downtown

Includes exploring the feasibility of an art centre/theatre, additional tiered parking and a new multi-use four-season event space. Encourage UVP-aligned seasonal street animations and events that celebrate the arts and culinary experiences.

Blue Mountain Connection

Includes building a new trail to Blue Mountain based on the Collingwood to Blue Mountain Village Trail Study and building on the success of the Peak to Shore Music Festival to develop seasonal events in collaboration with Blue Mountain.

Actions

- Invest in growing the town's social media reach/engagement to promote Collingwood's lifestyle
- Encourage skilled workers visiting South Georgian Bay to consider Collingwood as a great place to live and work
- Integrate efforts with the local tourism associations⁶ to offer training and collaboration opportunities, an annual industry stakeholder roundtable and quarterly workshops with tourism businesses. Develop a framework for Town resources and responsibilities. In the longer term, consider levying a Municipal Accommodation Tax (MAT) to help fund infrastructure and product-development efforts





PROMOTE COLLINGWOOD AS A GREAT PLACE TO LIVE & WORK

Objective 2.2

Attract a More Youthful (20–39) Workforce to the Region

Having sufficient young workers is a prerequisite for long-term economic health. Collingwood is lacking in this respect and there are clear actions that we can take to change this—right here in Collingwood and in collaboration with neighbouring communities. These include making it affordable to live here, attracting young skilled workers who embrace the outdoor lifestyle, and improving public transit, among others.

Actions

- Foster interest in local job and career opportunities with high school students
 - Support the annual South Georgian Bay Youth Career Expo—the largest gathering of high school students and employers in the region
 - Expand project-based learning partnerships between industry and youth in order to make education relevant through the Collingwood Youth Centre and the Small Business Enterprise Centre



- Endorse the creation of a Youth Advisory Council to regularly advise Town Council on the needs of youth aged 14 to 18, coordinated by the Collingwood Youth Centre
- Address the need for attainable accommodation with a broader, long-term Housing Strategy, informed by the Housing Options Official Plan Update Discussion Paper published in July 2020
- Expand the www.LiveMoreNow.ca recruitment campaign
 - Expand the existing job portal to profile a wider breadth of job opportunities in targeted growth sectors, in close collaboration with businesses
 - Consider hiring a professional HR specialist to work closely with local businesses, assist with recruiting strategies and ensure effective implementation
 - Conduct an ongoing recruitment effort at campuses in Ontario where current Collingwood companies already have a strong level of recruitment success
- Work with surrounding communities to turn a recent transit pilot into an ongoing undertaking for a regional Transportation Task Force/Authority, with a mandate to expand the range of affordable transit, as well as cycling and shared-economy transportation options. Integrate this with the relaunch of the Regional Labour Task Force



Objective 2.3

Provide Workforce Education for Our Multi-Generational Talent Pool

All adults can contribute to our local economy—either through knowledge, purchases, work or some combination of the three. Our citizens should have the opportunity, regardless of their age, to acquire new skills in order to attain the kind of employment that they desire and meet the needs of our local businesses.

Actions

- Facilitate connections between businesses and post-secondary institutions to identify talent and educational needs:
 - Hold multi-sectoral consultations to discuss educational needs. Expand education in the community, especially Georgian College’s South Georgian Bay campus located in Collingwood. This is a critical resource that could supply the education needs of Collingwood’s emerging strata 2 employers, including skilled trades, as well as upgrade certifications among the existing multi-generational workforce supporting tourism and sustainability-focused sectors
 - Identify additional educational partnerships that may support emerging science, technology, engineering and math (STEM)-based “tech” workforce specialties, complementing the IT and tourism programs Georgian College already offers

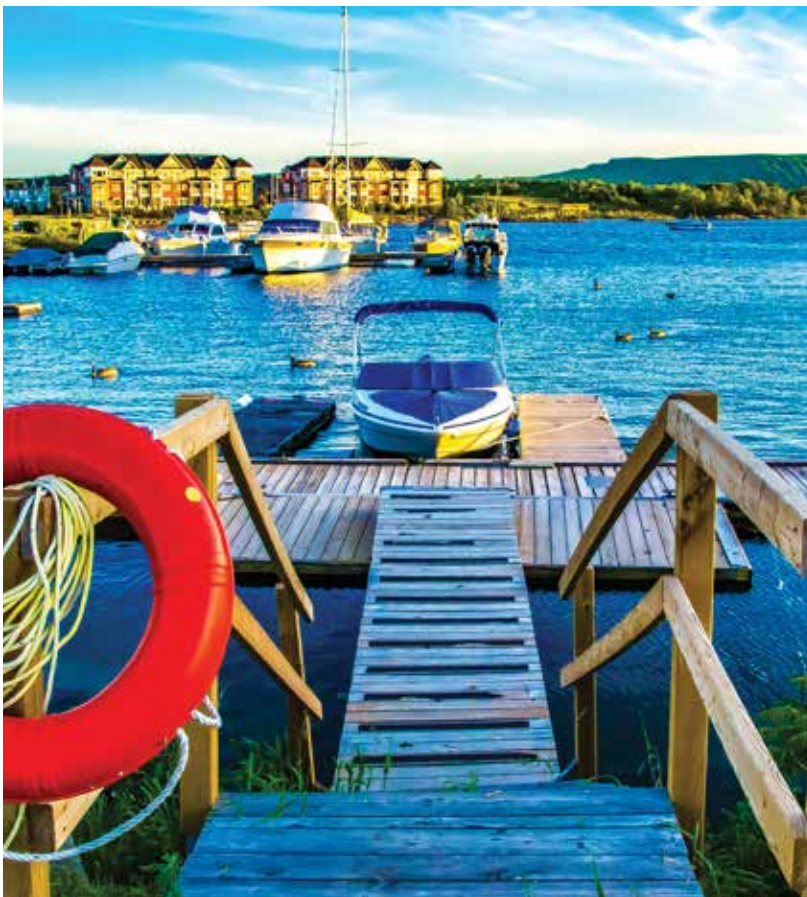


SPOTLIGHT

PROMOTE COLLINGWOOD AS A
GREAT PLACE TO LIVE & WORK

ATTAINABLE ACCOMMODATION

With local employment figures much higher than the provincial average, Collingwood has an acute labour shortage. It's not a new problem. The Collingwood Vision 2020 report⁷, published in 2000, identified this as a growing issue caused in part by a lack of affordable rental housing. At the time, the average cost of a one-bedroom apartment in Collingwood was \$578 per month. Today, it's upwards of \$1,500⁸. As a result, area businesses are concerned; some have had to curtail operations for want of workers.



“Attainable accommodation is a serious matter that hampers businesses and organizations and also brings about social issues that can be divisive. We need to explore the possibilities of cooperative efforts with surrounding municipalities.”

~ George Weider

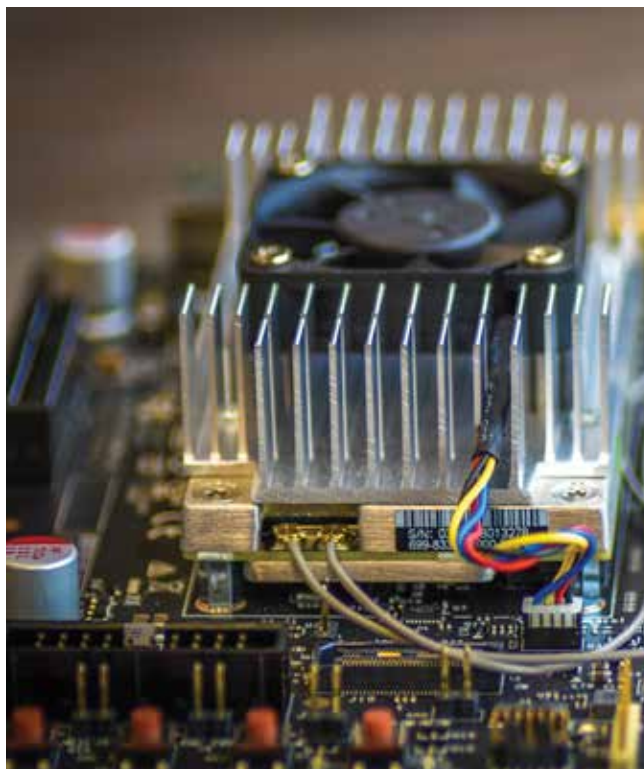
South Georgian Bay needs to add approximately 2,500 people in the 20–39 age bracket to maintain existing demand for workers and to fuel our growth. Imagine that for each of five years we welcomed 500 new young people into our community. What would that do for the local economy?

Partnerships required

To turn this dream into reality, a significant amount of new accommodation inventory is necessary, especially that which is attractive to a younger age bracket. Reports such as the one published by the South Georgian Bay Tourism Labour Supply Task Force in 2018 all point to the need for a public-private collaboration.

Such a collaboration involves the municipality, one or more developers and major local employers to evaluate options based on the criteria identified in the aforementioned report:

- **Complexity**
- **Cost**
- **Start-up resources**
- **Management resources**
- **Ability to target priority groups**



Moving to action

Making more attainable accommodation available for workers to rent and buy will require innovative ideas from private and public leaders. We will hold multi-sectoral consultations to discuss opportunities and put forward potential solutions around development and attainability as part of a broader housing strategy.

“We must have attainable housing for new entrants into the workforce—and current local employers need an available supply of talent to meet current demand before we worry about future demand.”

~ Foster C. Williams, Everlast Consulting Solutions



PROMOTE COLLINGWOOD AS A GREAT PLACE TO LIVE & WORK

BUILDING AN ATTAINABLE ACCOMMODATION STRATEGY

In September 2020, Collingwood hosted a UNHabitat World Summit centred on one of the organization's urban Sustainable Development Goals, that of making cities and human settlements inclusive, safe, resilient and sustainable.

We have the opportunity to build on this momentum by hosting a sustainable housing forum in 2021, a powerful way to gather the best thinking on the topic and an excellent preface to the development of a holistic attainable accommodation strategy for Collingwood. Here are considerations based on the South Georgian Bay Tourism Labour Supply Task Force report:

- **Compact & Healthy** Smaller units would bring down rental or purchase prices. Construction would place emphasis on public spaces and public transport, allowing for greater intensification while respecting the need for social distancing
- **Multi-Generational** Accommodation needs to appeal to the youngest worker age bracket, 20–39, while still being attractive to other sectors of the workforce
- **Sustainable** In keeping with Collingwood's Community-Based Strategic Plan, accommodation would focus on accessible green space, water stewardship and the ability to grow food on the property
- **Accessible** Buildings should be located within easy reach of Collingwood's extensive trail system, the downtown and connected to neighbouring towns via a public transit system that also serves these new residences
- **Culturally Sensitive** Showcase appreciation for different cultures. Collingwood relies on new Canadians to support its workforce needs; an embracing environment will ensure that we remain truly attractive to all potential employees
- **Integrated with Employers** Collingwood companies of all stripes are eager to find accommodation for their employees—some have bought apartment buildings to accommodate new arrivals. The town could work with local employers to create “reserved” space
- **Job-Oriented** Priority access to accommodation could require applicants and residents to meet certain parameters—for example, working within the town of Collingwood



ENSURE COLLINGWOOD IS INVESTMENT-READY

Making it easier to do business



What Could the Future Look Like?

The Town of Collingwood is in good financial shape. Municipal revenues, however, depend heavily on residential taxes. Diversifying the tax base by generating more revenue from commercial and industrial lands is best achieved by increasing the number of businesses occupying these lands.

It is also important to attract the right kinds of businesses. Those that build higher-value structures, as measured through the Municipal Property Assessment Corporation (MPAC), provide more, higher-paying jobs.

We will continue to improve our one-stop-shop, collaborative approach to helping businesses start and grow through the Business Development Centre (BDC) in downtown Collingwood. This approach will be integrated with other municipal departments and combined with new online tools and increased process transparency. This customer service orientation has been proven to help attract new investments and encourage established businesses to invest⁹.

More than one-third of Collingwood's industrial and commercial lands are vacant or underutilized¹⁰. With a finite amount of employment lands, focusing on the right business

sectors to fill these spaces is critical. There is an urgency to this, as currently available space for businesses to grow is limited¹¹:

- ° 0.4% commercial vacancy rate versus Orangeville at 1.8%
- ° Industrial shortage is most acute, with none available or under construction

The type of business influences not only building requirements and valuations, but also the number of jobs created per hectare. The kind of business that occupies a given piece of land can, as a result, have a dramatically different impact on employment potential and tax revenue. An advanced manufacturer will pay more tax, build a more valuable building and generate more well-paying jobs than a big-box store on the same land¹². We intend to focus our investment-attraction efforts on those sectors with the highest job growth and that provide the greatest benefit to the local economy.



ENSURE COLLINGWOOD IS INVESTMENT-READY

Objective 3.1

Characterize, Magnify & Market Business Growth Areas with Available Lands & Space

Here are some questions that a potential business investor might ask vis-à-vis locating their business in the Town of Collingwood:

- What land is available?
- Where is there commercial space for rent?
- Are there spaces/parcels other than those shown on MLS?
- How difficult is vacant land to develop? Is it properly zoned for what I intend to build?

Lack of knowledge and clarity is the first barrier that potential investors face. We can do a better job of getting Collingwood investment-ready in this respect.

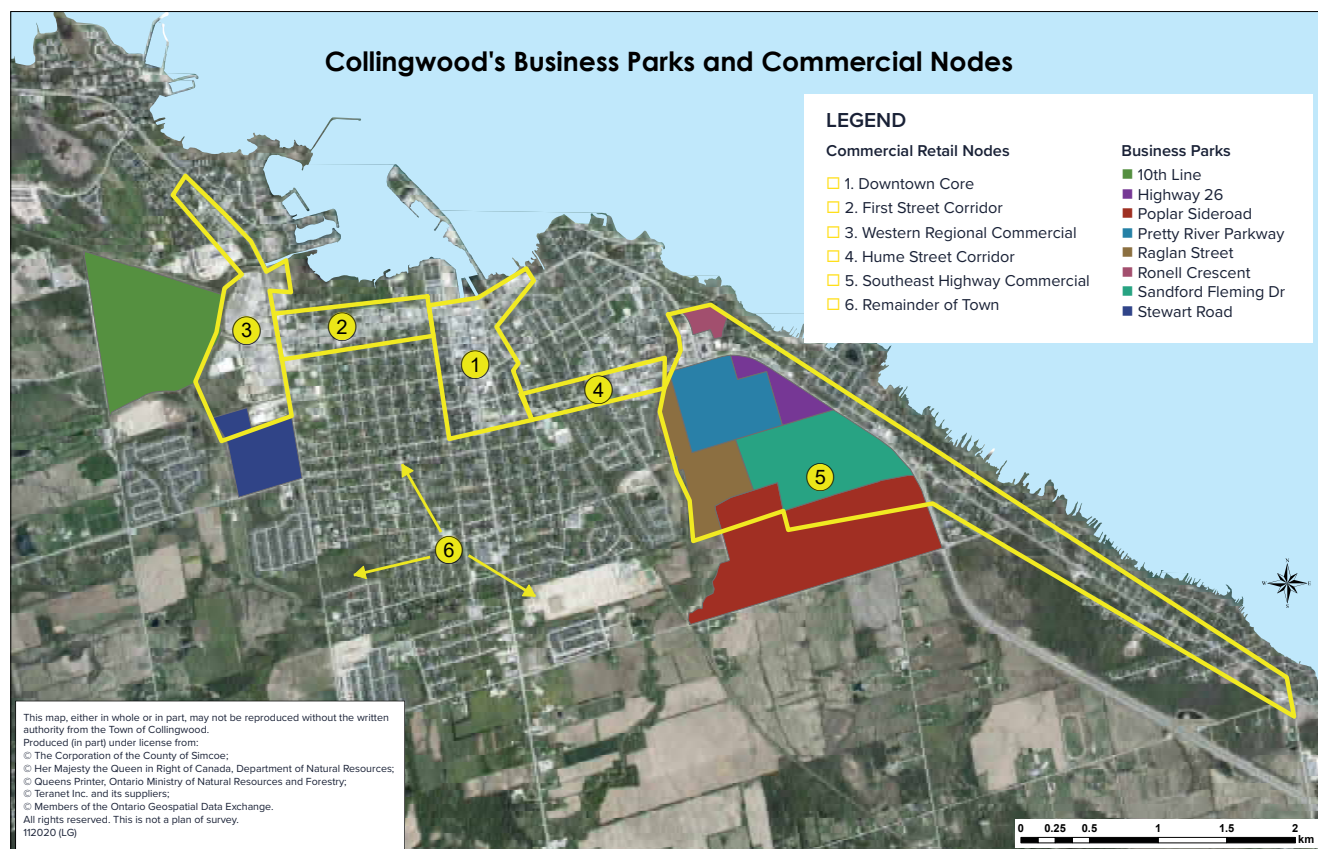
Actions

- Develop a profile for key business areas: business parks (industrial zones) and commercial nodes (commercial zones) along with defining characteristics, updated annually and promoted on the web. Leverage Simcoe County Land & Space promotional portal
- Support the official plan review to encourage effective use of industrial and commercial space. This includes facilitating alignment of updated Official Plan with economic development efforts and advocating for digital and physical infrastructure to support growth of targeted growth sectors

“In recent years, employment land absorption in the town has been very slow. The identified surpluses may be larger if existing employment uses intensify over time and/ or if absorption is not accelerated either through increased market attraction or economic development initiatives.”

- Collingwood Growth Management Official Plan Update, Discussion Paper, July 2020

Potential Business Parks and Commercial Nodes



Objective 3.2

Make It Easy to do Business with the Town

Hard-working staff in the Town of Collingwood do their best in serving citizens and local businesses. We want to continue doing this in an efficient, effective and collaborative way.

Actions

- Promote the Business Development Centre (BDC) as a one-stop shop that acts as a champion for business growth and retention through:
 - Updates to council and business leaders on Action Plan progress, including a dashboard that measures the impact of projects
 - Organizing council informational tours with medium-sized employers
 - Maintaining regular contact with the leaders of key companies, identifying major opportunities and challenges early and addressing them promptly
- Launch a cross-departmental business customer service team to create a more integrated 'concierge' business service to help track and manage major commercial and industrial investment projects, as well as to celebrate projects that support community sustainability as defined in the Community-Based Strategic Plan



Objective 3.3

Establish a Collingwood Ambassador Team of Local Business Leaders

Local business leaders carry tremendous influence with potential investors. Keeping these ‘ambassadors’ informed about and engaged with the latest economic development news is just as important as listening to their feedback about what’s working, what can be improved and how the town can find new opportunities with other levels of government.

Actions

- Establish a business ambassador team of local business CEOs and supporting organizations that meets regularly with senior town leadership to:
 - Increase Action Plan awareness and solicit ongoing feedback on progress
 - Help business leaders promote their Collingwood business success stories in Ontario and beyond
 - Assist in breaking down unnecessary barriers at different levels of government
 - Connect Collingwood businesses with provincial, national and international partnership opportunities



SPOTLIGHT

ENSURE COLLINGWOOD IS
INVESTMENT-READY

ESTABLISH A BUSINESS AMBASSADOR TEAM

A team of local business leaders informed about and engaged with the latest economic developments can help Collingwood in many ways: with potential investors, with long-term planning and with problem-solving when it's needed the most.



An ambassador team composed of successful local businesspeople would have the tools and the suasion needed to encourage the kind of investment that Collingwood wants. Such a team, informed about world and local events as well as municipal plans, could provide feedback about what is working in our area and how to make further improvements.

An ambassador team could chime in on how the town can find new opportunities with other levels of government. They can also help with resilience, monitoring global and local issues, and being available to aid town staff in guiding the community through recovery from any future disasters.

Moving to action

- Develop terms of reference for the business ambassador program
- Solicit applications; select and celebrate the ambassadors
- Convene regular meetings (every six months) with the town's senior leadership

SPOTLIGHT

ENSURE COLLINGWOOD IS
INVESTMENT-READY

BUSINESS-FRIENDLY CUSTOMER SERVICE

We will ensure that the community is investment-ready and that residents, applicants and businesses understand each process and can work collaboratively with municipal staff.



What it will take

The first step is conducting an analysis of existing processes, deciding what's working and what can be improved, and then implementing recommendations with the help of our core team of cross-departmental experts and customer service specialists. Scope of the analysis could include:

- **Reviewing team composition and roles**
- **Evaluating software applications with a view to simplifying work streams**
- **Reviewing the ways that we communicate internally and externally**
- **Reviewing the way that we measure performance**
- **Reviewing application management protocols**
- **Reviewing best practices for innovation and inspiration**

We're already partway there

In January 2020, the Building Department and Clerk's Office updated their Common Service Standards. These standards include wait times, time to return phone calls and emails, as well as other communication-related metrics.

Green Stamp is a concept that the Mayor's Advisory Team on Economic Development created with the intention of giving businesses more certainty when it comes to working with the town. The Green Stamp was conceptualized as an antidote to "red tape," focusing on:

- **Service** Define and track customer service standards for responses, applications and permits
- **Transparency** Showcase approval times for Building, Planning & Public Works applications in order to help businesses plan their actions
- **Consistency** Ensure that all town departments are working together to support businesses and know how to address questions and requests
- **Sustainability** Celebrate projects that support community sustainability as defined in our Community-Based Strategic Plan

Publicize the Green Stamp philosophy as a key competitive advantage vis-à-vis other municipalities and also as a way of ensuring that businesses feel motivated and reassured in working with the town.



MEASURING SUCCESS

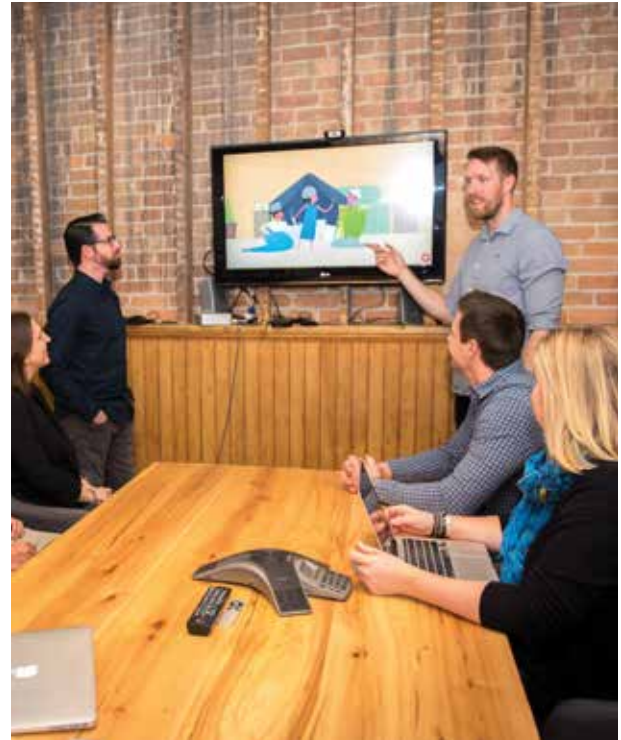


SETTING GOALS

Setting goals is a challenge, as they must balance ambition with achievability. There's no question that goals must be set and results measured, as author John Doerr observes in his book *Measure What Matters*. It's a book that local business legend George Weider referenced in commenting on this Action Plan. (He liked it, by the way.) In his note, Mr. Weider asked a very good question: "The question will be: Who will do these things and when?"

By way of answering, it should be said that the most challenging part of setting goals lies in deciding what not to do. The Strategic Advisory Committee that the Mayor convened to provide direction on this Action Plan put it well: *Collingwood should consider focusing on a few very targeted development areas/topics, with high impact and visibility; i.e., avoid trying to be "everyone's darling."*

Maintaining a narrow focus is a difficult thing because there are many opinions on what's important for economic development in Collingwood. And it's likely that none of them are wrong! You can't, however, please everyone—that leads to going in all directions at once and not getting anything done.



In building this Action Plan, we progressively narrowed our focus, choosing goals with the greatest potential to accelerate the long-term economic well-being and quality of life of our community. The three overarching goals we landed on are:

- 1** Make Collingwood a hub for sustainability innovation > Creating job opportunities
- 2** Promote Collingwood as a great place to live and work > Attracting the workers we need
- 3** Ensure Collingwood is investment-ready > Making it easier to do business

Each goal also has metrics attached. Because without effective measurement, who's to say how effective completed actions actually are?

We need to know that we're moving the needle on economic well-being for the long term. As we shift into execution, we will be measuring our progress on each goal, which will allow us to adjust in order to be more effective.

DEFINING THE METRICS

While the Action Plan Summary Chart (see Appendix) includes measurements for all discrete actions, annual Action Plan scorecards will focus on the five key metric categories linked to the plan's main goals:

Metric Category	Metrics	Source	Status
GOAL #1  INVESTMENT ATTRACTION	- Impact of Business Development Centre (BDC) grants, loans and coordinated capital investments in helping local businesses grow and create new jobs - Number and growth of entrepreneurs, small (1–99 employees) and medium (100–499 employees) companies	BDC Partners Simcoe County Economic Development	Existing Existing
GOAL #2  LIVABILITY	- Measure quality of life based on an index that evaluates Collingwood's health, education, economic security, sustainability and several other values - Quarterly lifestyle-event-focused surveys to assess satisfaction and economic impact	TBD	New New
GOAL #2  JOB OPPORTUNITIES	Number and growth of jobs in prioritized knowledge-economy sectors; job vacancy rate	Simcoe County Economic Development	Existing
GOAL #2  SKILLED WORKFORCE	- Growth rate and number of people in the 20–39 age group - Workforce post-secondary education levels; overall workforce participation across multiple generations	Simcoe County Economic Development	Existing Existing
GOAL #3  BUSINESS SATISFACTION	- Satisfaction with town approval processes - Tax base across residential, commercial and industrial - Investments by companies made in commercial and industrial building developments - Index of business leader local-investment sentiment	- TC – TBD - TC – Finance - TC – Building Department - TC – Economic Development Department	New Existing Existing Existing

TC = Town of Collingwood

WELLNESS-TRACKING OPTIONS

This index measures the state of the economy and workforce, but also the overall health of the community. It has the potential to become a key measure of Collingwood's attractiveness to investors and new employees. Several measurement options are under consideration:

	Cities Prosperity Index	Index for Well-being	Urban Work Index
SOURCE	United Nations	University of Waterloo	Decode Inc.
COMMENTS	Integrates six critical dimensions: productivity, infrastructure development, quality of life, equity and social inclusion, environmental sustainability, governance and legislation	Distinguishes between activities that are beneficial and those that are harmful to our overall well-being. It treats beneficial activities as assets and harmful ones as deficits—providing a more accurate accounting of the well-being of Canadians	Spinoff from the Youthful Cities ¹³ index, which measures a range of education, affordability, employment and entrepreneurship factors
DETAILS	unhabitat.org	uwaterloo.ca	Decode web



GETTING THE WORK DONE

AVAYA

GETTING THE WORK DONE

Our new Action Plan is ambitious both in terms of its targets and scope of work. The Stakeholder Advisory Team was clear in its recommendation of the need to be proactive in keeping the business community updated on plan progress and ways to get involved. To hit our targets, manage the work and involve businesses as much as possible, we need to adjust the way we will do things in three ways:



1 Promotionally

The Stakeholder Advisory Team recommended developing a promotional storyline to help raise awareness of Collingwood as a great place to invest, the jobs available here and the emerging cluster of innovative, tech-forward companies that we have.

The team identified two key targets:

1. Community stakeholders, including business leaders and citizens, who are interested in knowing about progress being made, what it means for them and their businesses, as well as how they may be able to provide additional support
2. A broader group of business leaders, investors and influencers who are interested in finding out more about investment opportunities in Collingwood...from buying land or buildings, to locating their companies here or investing in newer ventures

Given the large number of visitors who come to the Collingwood region to enjoy Ontario's official four-season playground, and the blurring of "weekenders" versus "full-time" residents, the promotional channels targeting each group are not mutually exclusive. Marketing tactics under consideration include:

- Quarterly e-newsletters to keep businesses updated on events, opportunities and progress on the Economic Development Action Plan
- Select media releases to highlight when we have hit key milestones
- Regular podcasts featuring interviews about local success stories and inspiring global perspectives
- Targeted presence at events and venues locally and across Ontario where council and staff can promote investment opportunities in person
- Frequent social media news, boosted posts and ad campaigns on Facebook, Instagram and LinkedIn (new)
- Broader business gatherings that inspire world-class leadership, workforce development and innovation
- Leadership breakfasts with business leader ambassadors
- Updates to council twice per year or more

Watch for headlines like these in the years ahead:

- UN Habitat Conference Chooses Collingwood as a Hub for Sustainability, Innovation
- Collingwood Digital Discovery Platform to Help Downtown Sustainability, Walkability
- Business Accelerator Opens Doors in Collingwood, Welcomes 6 Companies for First 6 Months
- Major New Employer to Build Water Innovation Centre, Investing Millions
- NEW Live More Now Podcast Series Part of Workforce Recruitment Initiative
- Transportation Task Force Increases Employee Bus Usage 50%, Introduces New Active Transport Options
- 2021 Census Data Reveals Rapid Growth of 'Creative Class' in Collingwood
- Collingwood Tracks Progress on Sustainability Index, Developed Jointly with UN
- New Interactive Land & Space Portal Helps Businesses Find Space in Collingwood
- Collingwood Recognized as One of Best Places to Live & Work
- New Interactive Portal Helps Businesses Find Land & Space in Collingwood
- Town Wins Provincial Business-Friendly Award for Its High Level of Service and Support

2 Organizationally

The Town of Collingwood's economic development engine is currently resourced as follows:

- **Director of Marketing & Business Development (Salaried)**
- **Receptionist, Business Development Centre (Contract)**
- **Coordinator, Small Business Enterprise Centre (Contract)**
- **Assistant, Small Business Enterprise Centre (Consultant, intermittent)**

New areas of focus and greater activity in all existing areas of focus will place new demands on economic development. For ideas on how to potentially shift resources, see Appendix 2.

ACTIVITIES

-  = activity
-  = not a current activity
-  = increased future activity

	Current	Future
Connect & Consult with Small & Medium Businesses		
Organize & Promote Business Events		
Manage Sustainable Innovation Hub Projects		
Promote Collingwood's Lifestyle		
Workforce Attraction		
Workforce Development		
Promote Collingwood to Potential Investors		
Profile Available Land & Space		
Provide Business-Friendly Customer Service		
Retain & Celebrate Existing Businesses		
Budgeting, Grants & Sponsorships		
Purchasing		

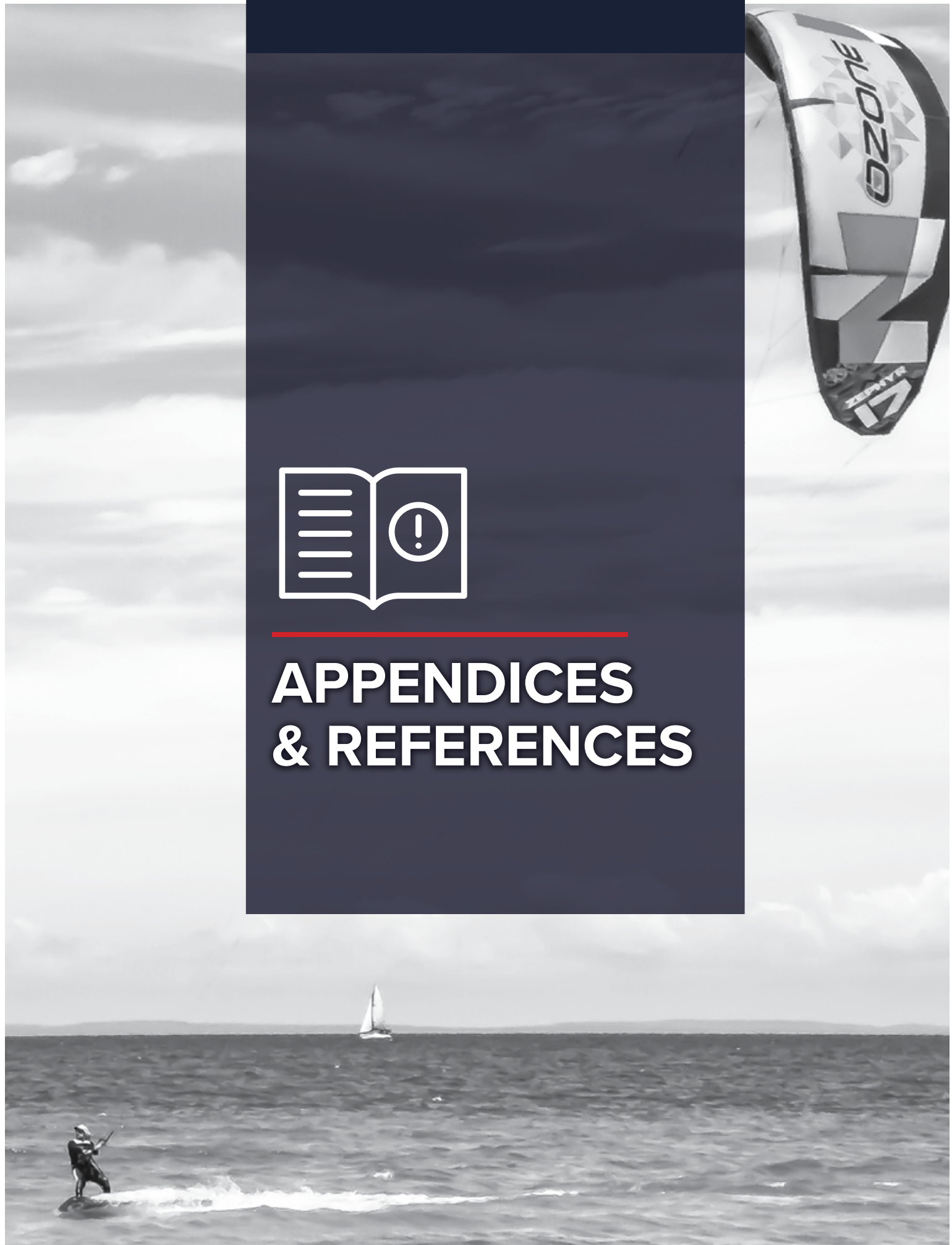


3 Financially

A rigorous bottom-up approach to appropriately budgeting for this ambitious plan will be required. Detailing funding requirements, particularly for the new projects, will require time. A measured approach will ensure that responsible recommendations are presented to council as part of the annual budgeting process.



APPENDICES & REFERENCES



APPENDICES

Appendix 1

Action Plan Summary Chart

For the most up-to-date version, visit www.collingwood.business.ca

Collingwood Economic Development Action Plan Framework 2020 to 2025 (CBSP Goal: Support and Manage Growth and Prosperity)					
Potential Action Items	Role	New/Existing	Partners	Examples of Success Measures	Metric Targets
2. Make Collingwood a hub for sustainability innovation					
Objective 1.1 Accelerate Small & Medium Business Growth					
a) Continue commitment to support services provided through Business Development Centre partnership; maintain business database to keep businesses regularly informed about opportunities and assess their needs through annual business survey.	Lead	Existing	CBED, SBEC, BIA	5-year partnership MOU; annual business survey; BDC visitor traffic and consultations; business database and e-newsletter engagement scores	# of entrepreneurs, small (1-99 employees) and medium (100-499 employees) companies Grants, loans and capital invested Net Promoter Score in annual business survey for "great place to invest"
b) Continue providing advice and financial support for start-ups and small businesses; make it easy to find other regional business support services (https://bizgrid.ca/), provide business and digital advice, networking and introductory education workshops and seminars across broad spectrum of the community (youth, newcomers, older adults).	Influence	Existing	Led by BDC partners (SBEC, CBED, BIA), Chamber, SGBTA	# of consults; # of entrepreneurs in town; # of small-medium businesses in town; value of loans and grants provided	
c) Expand services that help businesses accelerate their growth and scale up their economic contribution. Develop a program that immerses companies into an intense 4- to 6-month program focused on mentorship, training and 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 non-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) Grow the profile of Tech Hub North companies and their innovations; continue to engage 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 Cluster Businesses					
a) Act as catalyst for sustainability and green pilot partnership projects with businesses and organizations (e.g. CGMH, others) in the community as a "Living Lab" with profile at www.CollingwoodPilotProject.com; support federal and 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 and 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) Make environmental stewardship and sustainability a priority for the town; develop support for sustainability initiatives like trails and 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 and customer service, planning, PRC, environmental engineering firms	Wellness index; annual UN conference impact	
3. Promote Collingwood as a Great Place to Live & Work					
Objective 2.1 Promote Collingwood's Better Lifestyle					
a) Invest in growing town's brand as Ontario's premiere place to live. More Now through an Experience Collingwood social media lifestyle-celebration focus. 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 and Instagram; engagement, event attendance and spending per person; traffic to Collingwood website; tags; search rankings	Wellness index % of workforce/population 20-39 Net Promoter Score in annual business survey for "great place to work and play"
b) Infrastructure and product development that strengthens community lifestyle amenities that tourists can also enjoy. Trails, events, arts and culture and other community projects first need to connect with those who live, work and play here as a way of elevating overall experiences available at the waterfront and downtown; the Blue Mountain connection and our outdoor lifestyle.	Influence	Existing/New	Led by PRC, supported by SGBTA, PRC, BIA, third-party organizers, Blue Mountain Village Association, Town of Blue Mountains, Simcoe County and Grey County	Event participation satisfaction; trail use statistics; spending per visitor	
c) Develop local tourism industry with training and collaboration opportunities; hold an industry stakeholder roundtable annually to inspire best practices and conduct quarterly workshops with tourism businesses.	Lead	Existing/New	SGBTA, 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) Foster interest in local job and career opportunities at high school level, organize Youth Career Expo; engage principals and 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 EDOs, 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 Net Promoter Score in annual business survey for "great place to work and play"
b) Stimulate the creation of more attainable and attractive housing inventory to meet the workforce needs. Led by Collingwood business. Work with reactivated Regional Labour Task Force to continue to further opportunities identified by N. Barry Lyon Consultants 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	Led by planning department in collaboration with Regional Labour Task Force, Simcoe County and Grey County	Increased % 20-39-years in the workforce; affordability indicators (examples: shopping cart index, % of people living paycheck-to-paycheck, % of people with savings beyond 10K)	
c) Expand the Live More Now campaign's digital and physical footprint to profile job opportunities in targeted growth sectors 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. Relaunch 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) Reactivate regional Transportation Task Force/Authority to expand range of affordable transit and active and shared economy transportation options. Integrate efforts under broader Regional Labour Task Force relaunch.	Co-Lead	New	With Public Works Department, Regional Labour Task Force, regional municipalities, Simcoe County, 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 Provide Workforce Education for Our Multi-Generational Talent Pool					
a) Outreach to businesses to identify talent and educational needs; facilitate connections between businesses and 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	Residential/commercial/ industrial tax revenue % split Business service satisfaction Quantity and value of business building permits issued
b) Actively work on attracting other post-secondary institutions to set up satellite "Living Lab" campuses; create a practical immersion centre for students in tech and tourism.	Lead	New	Educational institutions, Labour Boards, Regional Labour Task Force	Level of education of workforce; multiple layers of expertise; satellite "Living Lab" academic participants	
4. Secure Collingwood's investment strategy					
Objective 3.1 Characterize, Magnify & Market Business Growth Areas with Available Lands & Space					
a) Develop a profile for key business areas; 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/commercial/ industrial tax revenue % split
b) Support the Official Plan Review to encourage effective use of industrial/commercial space; facilitate planning 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	Led 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) Promote and measure impact of one-stop shop for businesses at Business Development Centre (BDC); act as business champion through regular updates to Council and business leaders on progress of this plan via regular newsletter, metrics dashboard, business customer service scores. Restart 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
b) Launch cross-departmental business customer service team to develop Green Stamp business customer service standards; meet quarterly to review metrics and high-priority commercial and industrial/employment lands projects; act as a "concierge" service for businesses.	Lead	New	Corporate and customer service department support	Develop tracking and metrics template across departments; annual survey of ease of doing business with Town of Collingwood departments	Quantity and value of business building permits issued
Objective 3.3 Establish a Collingwood Ambassador Team of Local Business Leaders					
a) Establish a business ambassador team of local business CEOs and supporting organizations that meet regularly with senior town leadership to suggest ways to increase EDAP awareness, promote Collingwood business success stories in Ontario and beyond, and 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 six months.	Lead	New	SBEC, CBED, BIA, Chamber, SGBTA	Meetings biannually; departmental throughput metrics; business survey; business customer service satisfaction survey emailed after end of consult/permit approval	

Action Items Analysis

Leading
Co-Lead
Influence
TOTAL

11
2
7
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
BDC = Business Development Centre

Appendix 2

Getting the work done: Operations

In order to manage the broader, more strategic efforts proposed in the Economic Development Action Plan, there are key shifts in responsibilities that will be required to address new areas of focus, reduce some replication of effort and streamline certain processes. Contrast current positions and responsibilities with those proposed:

Current Economic Development Organization

Position	Responsibilities
Director of Marketing & Business Development (Salaried)	• Lead retention of existing businesses • Support small business growth • Promote tourism and business success • Lead strategy and annual budget planning for economic development • Oversee Business Development Centre partnership and operations • Support regional workforce initiatives
Receptionist, Business Development Centre (Contract)	• Provide receptionist and daily operational support for Business Development Centre • Assist with organizing and marketing educational, inspirational and networking events for all businesses • Assist with marketing Collingwood's lifestyle • Assist with grant and sponsorship applications • Budgeting and purchasing
Coordinator, Small Business Enterprise Centre (Contract)	• Connect and consult small and medium businesses • Organize and promote business events for entrepreneurs and small businesses • Ensure effective delivery of starter and summer provincial grant programs • Engage youth in entrepreneurship at high schools • Manage the Small Business Enterprise Centre (SBEC) program funding contract with the province
Assistant, Small Business Enterprise Centre (Consultant, intermittent)	• Update the Small Business Enterprise Centre website and social media channels • Coordinate and book consultation requests • Assist in coordinating summer and starter company meetings • Assist in organizing educational and networking events for small businesses • Budgeting and purchasing

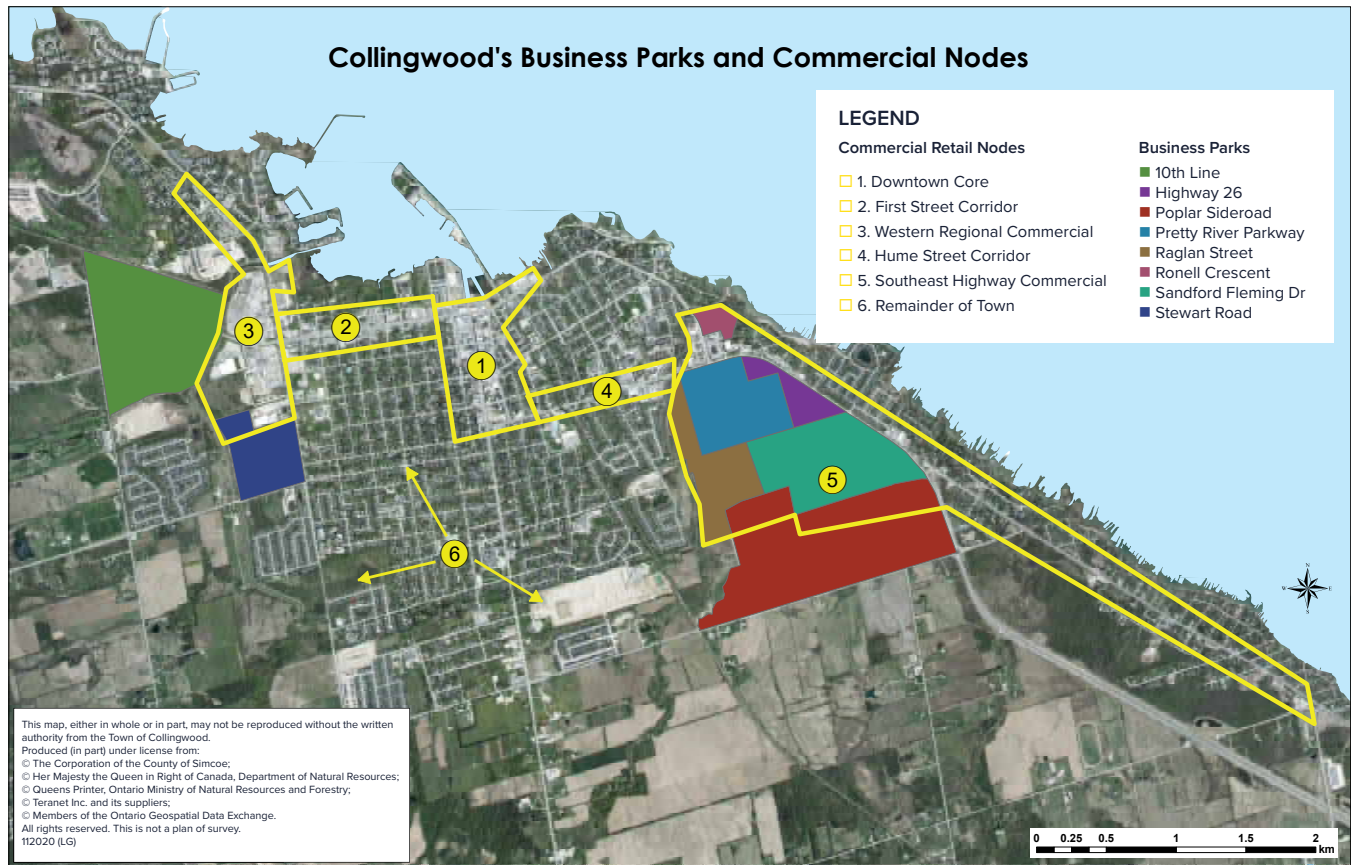
Adjustments in responsibilities could help realize the potential impact of Collingwood's ambitious Economic Development Action Plan.

Potential Economic Development Organization

Position	Responsibilities
Director of Economic Development (Salaried)	• Retain and celebrate existing businesses • Manage sustainable innovation hub projects • Lead promotion of Collingwood to potential investors • Profile available land and space • Workforce attraction
Coordinator, Business Development Centre (Salaried)	• Provide business-friendly customer service • Support promotion of Collingwood to potential investors • Promote Collingwood's lifestyle • Purchasing
Manager, Small Business Services (Salaried)	• Lead: Connect and consult small and medium businesses • Organize and promote business events • Lead business-friendly customer service • Workforce development • Budgeting, grants and sponsorships
Administrative Assistant, Business Development Centre (Salaried)	• Provide business-friendly customer service • Support: Connect and consult small and medium businesses

Appendix 3

Potential Business Parks & Commercial Nodes



Business Parks

Mountain Road

Key companies have chosen to locate along this highly visible corridor to Blue Mountain, with access to key services such as broadband. Lots average about 3 ha and include some with addresses on 10th Line.

Examples: Agnora, Van Dolder's Custom Exteriors, Side Launch Brewing, Southwinds Marine & Boat Storage, CrossFit Indestri Gym

Highway 26

This smaller park is located along the highest traffic route into Collingwood, providing ease of access to Highway 26, along with good services.

Examples: Collingwood Hyundai, StorageMart

Poplar Sideroad

This is the largest area of underutilized/vacant land remaining in Collingwood. Large lot sizes, access to Poplar Sideroad and proximity to the Highway 26 roundabout and Georgian College make this an attractive location.

Examples: Georgian College, Collwest Grain Ltd.

Pretty River Parkway

At the edge of Highway 26, close to trails and downtown, this park is perfect for small and medium-sized companies. A hotel provides ease of accommodation for visitors.

Examples: Brown-Forman/Canadian Mist, VOA Autoliv, Chatterson's Home Furniture, Anytime Fitness, Holiday Inn

Raglan Street

This industrial corridor provides easy access to both Poplar Sideroad and Highway 26, while located on a lower-traffic artery. Surrounded by a unique blend of high tech and service businesses, trails and bus stops make workforce access easy.

Examples: Maclean Engineering, JSI Furniture, AG Designs, Heretic Spirits, Collingwood Fine Cars, Buff-It Detailing, Bird Fuels

Ronell Crescent

A unique combination of service-based businesses has made this a very lucrative park. No vacant lands remain here; however, certain buildings may be suitable for redevelopment.

Examples: South Paw Canada, Reliabuild Construction, Midas Auto Service & Tires, Georgian Bay Signworks, Parkway Collision

Sandford Fleming Drive

This area has become home for many of Collingwood's Tech Hub North companies. With larger lots, full servicing and easy access to main roads, this dynamic area has only a few remaining lots available for development.

Examples: Pilkington/NSG, MEDATech, Collingwood Brewery, Tatham Engineering, Habitat for Humanity, Happenings Party Rentals, Isowater, Landmark Bus Lines, SKS Novelty Company, CSN Blue Mountain Automotive

Stewart Road

Located on the east end of town right beside attainable accommodation at High Street, this park has become a favourite for unique businesses requiring a blend of office and warehouse space.

Examples: Sensor Technology Ltd., Tin Shack Distributors, Apple Self Storage, Collingwood Home Hardware Building Centre, OK Tire, Active Life Gym, Alpine Ontario, Georgian Design Centre

Commercial Nodes

Node 1 – Downtown Core: includes Collingwood's historic downtown core and The Shipyards. This node is consistent with the Downtown Commercial Core boundaries as defined in the Official Plan Schedule A – Land Use Plan, which generally includes retail/service commercial facilities located along Hurontario Street, Pine Street and Ste. Marie Street between First Street and Hume Street. This area can be characterized by a mix of commercial and residential uses, including a number of offices, restaurants, boutique retail, entertainment and services.

Node 2 – First Street Corridor: includes the majority of retail/service commercial space located along both sides of First Street between Maple Street and Balsam Street/High Street. The node is primarily designated for Mixed-Use Commercial and features a large number of strip retail plazas, standalone retail pads and major restaurant chains. This corridor is a primary route for individuals travelling out of Collingwood and into Blue Mountains and the surrounding region;

Node 3 – Western Regional Commercial: includes the only Regional Commercial District in Collingwood, which is situated at the corner of Balsam Street/High Street and First Street Extension. This node includes the Collingwood Centre, Blue Mountain Centre, as well as large-format retailers such as Walmart Supercentre, The Home Depot and Metro. This node also includes the two retail plazas: Cranberry Mews and Harbour Centre, both of which are designated as Highway Commercial and are situated along Highway 26.

Node 4 – Hume Street Corridor: includes the retail/service commercial facilities located along Hume Street, between Ste. Marie Street and Raglan Street. This node includes a wide range of standalone retail pads, strip plazas and converted residential dwellings, and is designated as both Highway Commercial and Mixed-Use Commercial. This corridor is an important route for individuals travelling into Collingwood as it provides the connection between Highway 26 and downtown Collingwood.

Node 5 – Southeast Highway Commercial: includes retail/service commercial space located in industrial parks and fringe industrial areas situated north and south of Highway 26, as well as Highway Commercial facilities along Highway 26 and the Restrictive Commercial facilities on Beachwood Road. The majority of these retail/service commercial facilities have developed organically over time or have commercial functions that are suitable for industrial large-format buildings, like athletic clubs or specialized building supply companies.

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