

May 25, 2015

## Economic Development Implementation Plan

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### **PURPOSE**

- The Economic Development Action Plan presented in the Staff Report CAO2015-08 identified specific Action Items the Town of Collingwood should implement in order to increase its investment attractiveness for existing and new businesses.
- This Implementation Plan will act as an ongoing reference for tracking progress relative to the identified timelines.

#### Regional Partner Legend:

- SBEC: Small Business Enterprise Center
- CBED: Center for Business and Economic Development
- BIA: Downtown Collingwood Business Improvement Area
- Chamber: Collingwood Chamber of Commerce
- BERN: Business Enterprise Resource Network
- OMAFRA: Ontario Ministry of Agriculture, Food and Rural Affairs
- ISGB: Institute of South Georgian Bay
- RTO7: Regional Travel Organization #7 (Grey, Bruce, Simcoe)

#### Municipal Partner Legend:

- Planning: Planning Departments
- PRC: Parks, Recreation & Culture Department
- M&BD: Marketing & Business Development Department
- HR: Human Resources Department





## BUSINESS SERVICE PRIORITY





Action Items	Description	Lead	Partner(s)	2015	2016	2017	2018
Customer Service Orientation	Define processes that encourage small, medium and large companies to easily invest in the community.	M&BD	Simcoe County, HR, Customer Service Expert	Start Q4 (\$)			
	Based on the newly defined processes, implement a Customer Service program across the Town of Collingwood's municipal departments.		Department Heads and staff, HR				
Business Ambassadors	Identify local businesses that can act as ambassadors, business development advisors and references for business considering investing in Collingwood.		M&BD				
Land and Space Listing	Leverage the County's new land and space inventory website to showcase available commercial, retail, industrial and shovel-ready land. Provide this link information on Town of Collingwood's new business website.		Simcoe County, Developers and Real Estate Professionals, Planning Services, Collingwood Real Estate Board	Start Q3			

## EXISTING BUSINESS SUPPORT


Action Items	Description	Lead	Partner(s)	2015	2016	2017	2018
Business Development Centre	Actively promote the business support services available in the community, including coaching, mentoring, events and workshops.	M&BD	SBEC, CBED, Chamber, Georgian College, BERN	In Progress			
	Create and maintain a business incentives directory. Ensure it is posted online and outlines local and regional incentives.		SBEC, CBED, Georgian College, OMAFRA and BERN listings.				
Business Visitation Program	Expand business visitation program to connect with business owners and Human Resources professionals to understand how the Town of Collingwood can help them grow.		Existing Collingwood Businesses	In Progress			
Success Story Celebration	Record and promote successes and testimonials to celebrate Collingwood as a great place to do business.		Existing Collingwood Businesses				
Labour Market Data	Work with Simcoe County to ensure the Town of Collingwood has the most up-to-date key labour market data. Make this information readily available to the public, included as part of the Community Profile.		Simcoe County	In Progress			

## SMALL BUSINESS GROWTH

Action Items	Description	Lead	Partner(s)	2015	2016	2017	2018
Start-Up Support	Promote the wide range of start-up services and resources available in the community	M&BF	SBEC, CBED, BERN, Georgian College	In Progress			
	Actively engage youth (18-29) with inspiring events and idea incubation opportunities.	SBEC	SBEC, Georgian College, High Schools	In Progress			
Mentorship	Support expansion of mentorship program linking established, knowledgeable business owners with entrepreneurs and start-ups. Work with Georgian College and other local resource groups.	Georgian College	SBEC, CBED, BERN, Georgian College	In Progress			
Training & Education	Support a series of workshops to help with innovative approaches to business development such as the creation of successful business models, sales development, and general management. Promote the workshops through regional networks.	Georgian College	Georgian College, regional municipalities, ISGB, SBED, BERN	In Progress			
Networking	Support co-working opportunities and assess the feasibility of creating a South Georgian Bay Innovation Network for new business development.	TBC	TBC				

BUSINESS & TOURISM PROMOTION							
Action Items	Description	Lead	Partner(s)	2015	2016	2017	2018
Image Enhancement	Develop guidelines for marketing Collingwood as a great four-season tourism destination, together with regional partners. Use tourism to showcase business leaders to the thriving business community here.	M&BD	TBC				
Signage & Wayfinding	Continue improving gateway and wayfinding signage throughout the community to increase awareness of key business areas.		PRC, regional partners				
Digital Platform Communication	Leverage existing Town of Collingwood social media channels to promote interesting events.		Communications Officer	Start Q3			
	Create and maintain an up-to-date Collingwood business directory and use it to communicate with the business community through regular email updates.		M&BD, BIA, Chamber, SBEC, CBED				
	Create a new Collingwood Business Development website. Include up-to-date investment readiness information and other resources for potential and existing businesses and investors.		M&BD	In Progress			
Inspire & Understand Businesses	Host an annual symposium where business leaders, key municipal, regional and provincial groups can exchange ideas and discuss economic development in the community.		Chamber, CBED, SBEC, governments, business and support agencies	In Progress			
	Conduct an annual business survey to gauge the perception of Collingwood's investment readiness.		TBC	Start Q4 (\$)			
Partnership Marketing	Engage with regional organizations and municipalities to coordinate business and tourism events		Chamber, BIA, PRC, CBED, SBEC, PRC, BERN, Georgian College, RTO7, GTTA, County of Simcoe	In Progress			
	Celebrate local businesses at monthly business events.		Chamber, BIA, CBED, SBEC, BERN	In Progress			
Competitive Advantage Marketing	Secure newsworthy information such as Success Stories to celebrate Collingwood's investment attractiveness.		M&BD	Start Q3			
	Ensure that Simcoe County is aware of why Collingwood is a great place for business and is included in their efforts to attract investment.		Simcoe County	Start Q4			

## GREAT PLACE FOR BUSINESS

Action Items	Description	Lead	Partner(s)	2015	2016	2017	2018
Broadband	Explore broadband options for ensuring the community has nearly 100% coverage and access to affordable high-speed internet. This may include mapping existing service providers and service areas, and identifying	M&BD	Collus, Rogers, Bell, 3rd Party Providers, SWIFT	Start Q3			
Waterfront	Together with other municipal departments, support the development of a Waterfront Master Plan, including a vision for the waterfront, desired/permitted uses and access, partners for development and a business case for future development.	Planning	PRC, Planning				
Downtown	Support identification of strategic opportunities for Downtown Collingwood. Help the Collingwood Downtown BIA develop a five year improvement plan.	BIA	BIA, Planning	In Progress			
Airport	Support assessment and investigation of economic development opportunities at the airport by working with municipal funding partners and private investment partners to develop a strategy and business case for future of the airport.	Airport Services Board	Airport Board	In Progress			
Arts & Culture	Support implementation of Georgian Triangle Regional Economic Development Strategy .	PRC	Planning, PRC	In Progress			
	Undertake a feasibility study and business case study to examine the development of a downtown Collingwood Arts, Culture and Innovation Incubator (ACII) including the options for private and public funding of both the construction and operation of the facility.	M&BD	Planning, PRC, Community				
Green Trailways	The parks, trails and green spaces are part of what make Collingwood such a great lifestyle community. Support this unique asset by helping define a clear vision, by updating the Active Transportation Plan, caring for trail corridors as well as promoting a balanced approach to the development and celebration of the region's healthy environment.	TBC	Planning, PRC, community groups				

## WORKFORCE AT WORK

Action Items	Description	Lead	Partner(s)	2015	2016	2017	2018
Youth Engagement	Create an outreach program that directly engages local youth (18-29).	SBEC	SBEC, Georgian College, High Schools	Start Q3			
	Work through the Ontario Youth Apprenticeship Program (OYAP), local employers and local school boards to promote co-operative education opportunities and entrepreneurship within the community.	SBEC	OYAP, Simcoe County, others				
Job Search Support	Promote the new County job search website as a central job database.	M&BD	Simcoe Muskoka Workforce Development Board	Start Q3			
	Address the 'trailing spouse' issue by ensuring that employers know to post their employment opportunities on the career opportunity boards.	M&BD	SBEC, Chamber, BIA, CBED	Start Q4	→		
Resource Promotion	Educate businesses about training incentives currently available from the Province, County or any other agencies. Work with Georgian College and other local resource groups.	Georgian College	Georgian College	In Progress	→		
Ongoing Education	Increase engagement between the Town, the local business community and Georgian College to continue developing and delivering training programs that educate the workforce to better support the needs of local businesses.	Georgian College	Georgian College	In Progress	→		