

# Meeting Notes

## Economic Development Roundtable

**Subject:** Collingwood Mayor's Roundtable on Economic Development – i) How U.S. Tariffs are affecting us, and ii) what are your priorities for a refreshed Economic Development Action Plan

**Meeting Date:** Tuesday March 17, 2026

**Time:** 1:00 p.m. – 3:00 p.m.

**Location:** Collingwood Public Library – Community Rooms B&C and via Video Conference

### Attendees:

- Council Members: Mayor Hamlin, Deputy Mayor Fryer, Councillor Perry, Councillor Jeffery,
- Staff: Director Valentine, Manager Sharma, Supervisor Newton, Coordinator O'Donnell
- Members of the community, including representation from small, medium and large enterprises, post-secondary institutions, business support organisations, regional, and provincial government, and more

### About:

The purpose of this Economic Development Round Table meeting was to review the current Economic Development Action Plan (EDAP), its year-to-date progress and next steps on a refresh. This discussion aimed to determine business community's priorities, identify opportunities and challenges, and ensure the EDAP captures the needs of the business community and other stakeholders. An update on USA tariffs was also received and sector exposure in the South Georgian Bay region was discussed.

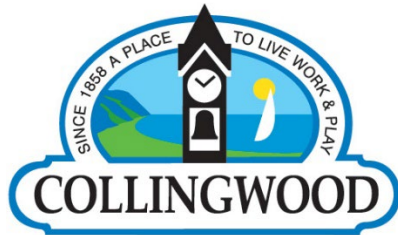
### Welcome and Introductions:

Mayor Hamlin provided welcome remarks and participants introduced themselves.

### Presentation #1: US Tariff Update and Regional Impacts

*Speaker Dawn Hennessey, Director, BDC Advisory Services (presentation attached)*

- Dawn Hennessey provided an overview of how U.S. tariffs and trade uncertainties are shaping the economic landscape. Businesses continue to face rising costs, a weak Canadian dollar, and geopolitical uncertainty, prompting many to delay investment decisions. Nationally, employment remains relatively stable, growth is modest but positive, and interest rates are expected to remain steady. Despite challenges, opportunities exist in automation and AI adoption, defense-sector supply chains and



federal investments in housing, energy, and infrastructure. Uncertainty persists, but Canadian SMEs are demonstrating resilience and strategic adaptation.

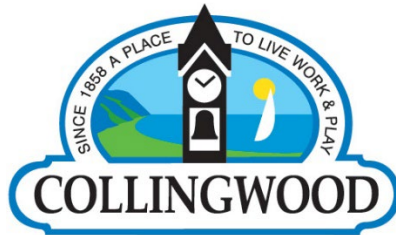
## **Roundtable Discussion #1: How U.S. Tariffs Are Affecting Us**

- Adam Kallio, Manager of Economic Development for County of Simcoe, provided a brief data-driven overview of Simcoe County's export activity, noting that Collingwood has relatively low exposure to U.S. tariff risk compared with other municipalities, with a more diversified export base. He highlighted that manufacturing - especially automotive - dominates county-wide exports, making some areas like New Tecumseth far more vulnerable. Adam also outlined County initiatives to support market diversification, explore defense-sector opportunities, and use new Statistics Canada export datasets to inform regional economic planning.
- Participants reported that tariff uncertainty is having negative effects on the local consumer spending and creating pressure on small businesses, retail, restaurants, and service providers. Rising costs of goods, reduced household confidence, and affordability challenges—especially housing—are impacting both residents and employers' ability to attract and retain workers.
- Manufacturing and mining related firms described mixed impacts: some material cost increases, but steady or growing demand due to specialized services and diversified sourcing. Tourism businesses noted a shift toward daytrips and reduced visitor spending.
- Regional export data shows Collingwood is comparatively less dependent on U.S. markets, with nearly half of export value going to non-U.S. destinations, offering some insulation against tariff shocks. Overall, participants stressed that uncertainty is prompting early cost-cutting, threatening small business stability, and reinforcing the need for diversified sectors and a stronger local workforce base.

## **Presentation #2: Overview of the Economic Development Action Plan (EDAP)**

*Speaker Prerna Sharma, Manager, Economic Development, Town of Collingwood*

- Manager Sharma presented an overview of the current EDAP that recently concluded in 2025, including key metrics from 2025 that included grants offered through business support organisations at the Business Development Centre (BDC), jobs created, startup and loans. Collingwood statistics on livability and workforce, as well as development including number of permits and commercial tax assessment base were also presented.
- Manager Sharma, presented key themes that the Economic Development office has seen and heard from the community and that could be included in the EDAP refresh, including: prioritizing key growth sectors (e.g., mining, innovation, green economy, arts and culture), strengthening post-secondary partnerships, responding to national and international

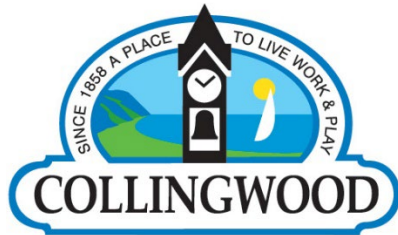


economic trends and post-COVID realities, reviewing EDAP effectiveness, proactively attracting foreign direct investment, enhancing onshoring and interprovincial trade opportunities, and deepening collaboration across South Georgian Bay and Simcoe County.

## **Roundtable Discussion #2: Help us Shape the EDAP Refresh!**

Key themes as below were identified and discussed:

- **Workforce Housing** - Broad agreement, this is the foundational economic issue that the current employers are facing. Suggestions to tackle this issue included Workforce-specific attainable housing models (e.g., 400–600 sq ft units), Tiny-town / micro-unit concepts, using updated zoning bylaws to remove barriers to innovative housing models, strengthening student housing opportunities to support post-secondary expansion
- **Sector Prioritization** - Participants suggested prioritizing: Tourism, Arts & Culture, Advanced manufacturing & engineering (especially mining technology)
- **Post-Secondary Engagement**
  - Strong interest in enhancing the presence of Georgian College and Lakehead University was expressed
  - Desire for co-op pipelines, experiential learning, applied research, and innovation partnerships
  - Continued advocacy for expanded Collingwood/Georgian Bay campus offerings
  - It was emphasized that post-secondary education is seen as essential for workforce attraction and retention in the South Georgian Bay region
- **Tourism Sector Reframing** - Tourism should not be treated as “low wage” but as a major career sector. Needs strong community messaging since tourism provides the lifestyle amenities that attract entrepreneurs and knowledge workers and continued investment through MAT revenues
- **Additional Insights from Participants**
  - Participants recommended checking with the local businesses about what problems they are trying to solve and how the Town can address them
  - Participants identified visiting other communities to see what existing industries and large employers exist, and what they are looking for if given an option to relocate to Collingwood
  - Medatech mentioned that the Town’s branding as an Innovation Hub worked for their industry, however, retention and attraction of workforce continues to be a challenge for them



- Real estate market volatility and affordability pressures remain significant
- Participants emphasized the need to attract administrative/tech employers, not just manufacturers
- Importance of cross-sector collaboration and focus was discussed (avoid “trying to do everything”)
- It was discussed that Collingwood’s strong entrepreneurial base is a major advantage and the opportunity to localize supply chains for major regional energy projects was mentioned
- Post secondaries mentioned they’re open to working on responsive programming for workforce upskilling, contingent on a critical mass for operations


### **Next steps & timeline for the Action Plan refresh process**

*Speaker Leah O'Donnell, Coordinator, Town of Collingwood*

- Coordinator O'Donnell presented on what to expect next as part of the EDAP refresh
- She mentioned that the roundtable was to gather early feedback as input to develop the scope of the RFP
- An RFP will be drafted and issued – a consultant will be hired through the Town’s procurement process
- Following procurement would be new strategy development – Consultant will engage stakeholders, analyze data, explore growth opportunities, prepare and present strategy to Council for approval
- The approved strategy will then be integrated as action items into staff workplans through 2031

### **Closing Roundtable: Key Takeaways and Priorities: Speaker Mayor Hamlin**

- Participants were invited to submit further ideas directly to Economic Development staff
- Meeting adjourned and participants thanked for their time and invited to reach out with further input



2026: Canada  
remains resilient in  
the face of  
uncertainty

# Agenda



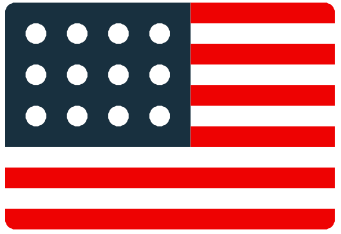
1. Recap of 2025
2. What can we expect this year?
3. Ontario's outlook
4. What does it mean for businesses?

1



# Recap of 2025

# U.S. tariffs are still in place



## U.S. tariffs on Canada:

- 50% on aluminum, steel and copper
- 25% on cars and light trucks
- 45% on softwood lumber
- 25% on kitchen cabinets and on bathroom vanities
- 30% on upholstered furniture
- Removal of “de minimis” provision
- 35% on everything else non-CUSMA

# Negotiations with China are underway



## Current Chinese tariffs \* on Canada:

- 100% canola oil, flour and peas
- 25% on seafood and pork
- 75.8% on canola seed imports in addition to existing 100% tariffs

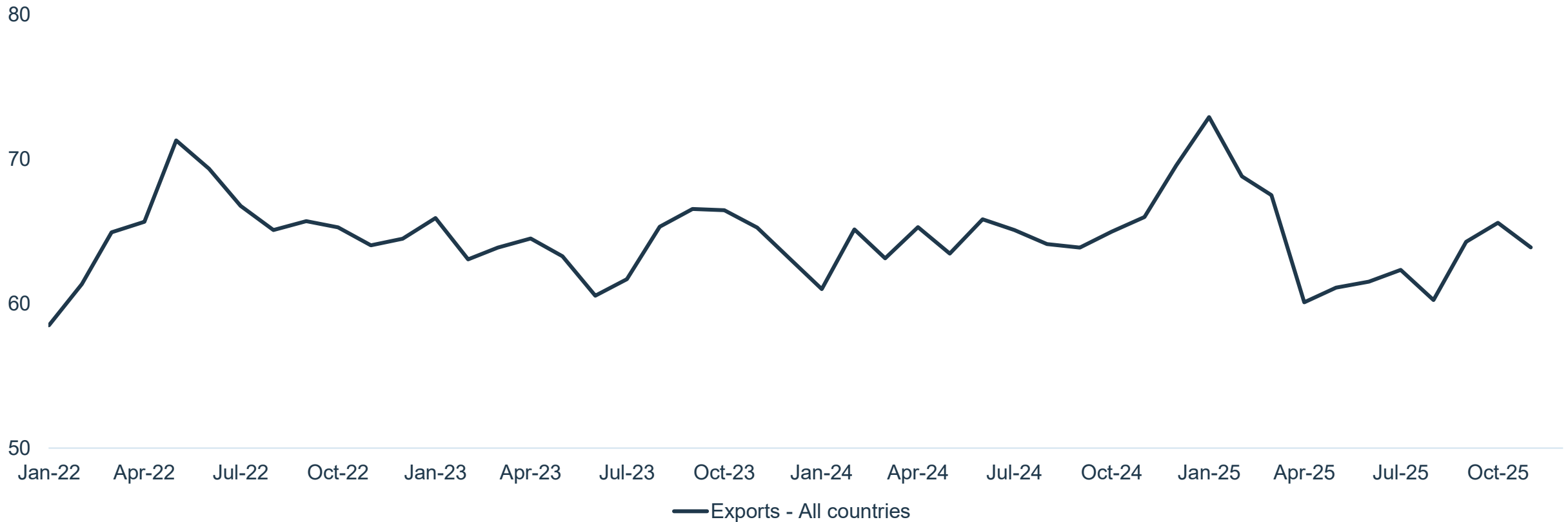
## Negotiations for March 2026 :

- Drop of canola seed duties to 15%
- Remove tariffs on canola meal, lobsters, crabs and peas
- Quota of up to 49,000 Chinese EV into Canada with 6.1% tariff rate

# Export levels are improving after tariff-led dip



## Exports, in billions of dollars

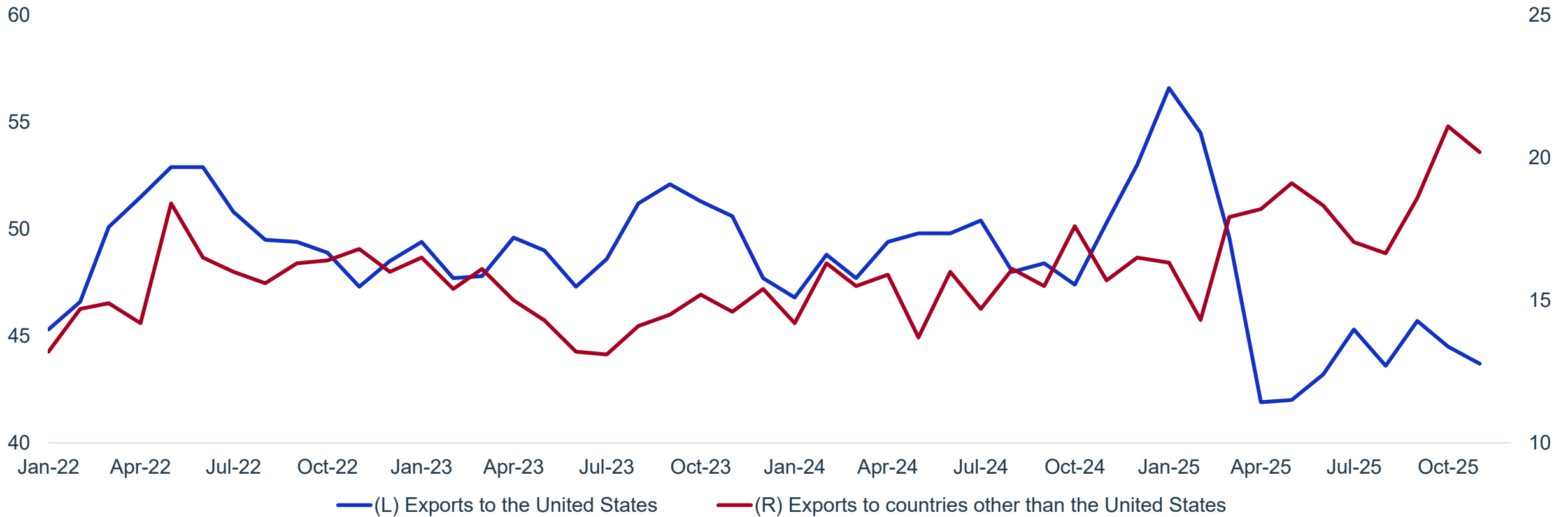


Source: via Haver Analytics, BDC.

# Exports to the U.S. cut back after tariffs were imposed, but stabilized around summer



Exports, in billions of dollars

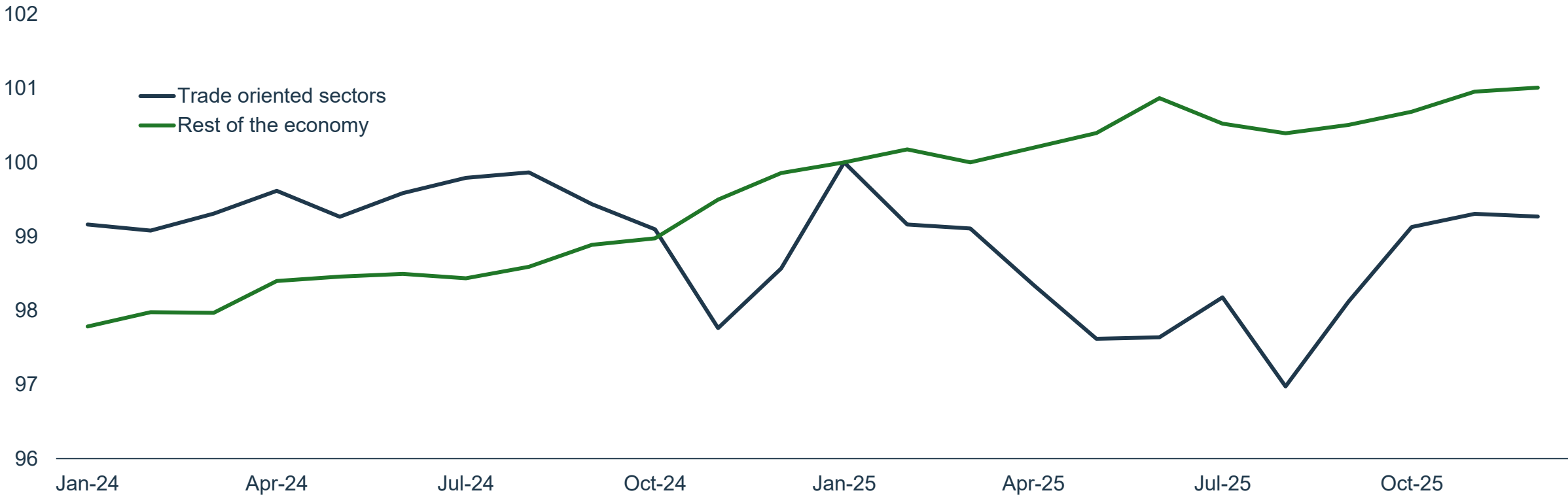


Source: via Haver Analytics, BDC.

# Employment in trade-oriented sectors took a hit but conditions have stabilized since the fall



Employment level, base 100 Jan 2025

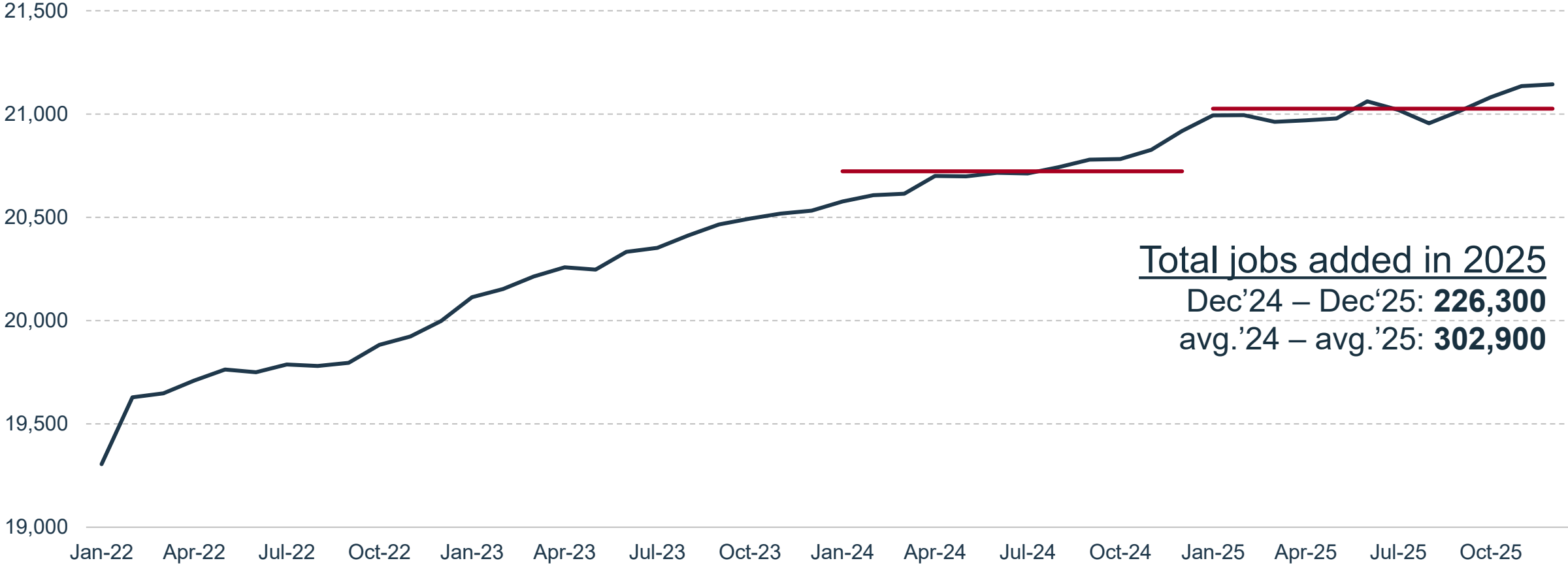


Source: via Haver Analytics, BDC.

# Overall, employment increased in 2025



## Employment, in thousands



Total jobs added in 2025  
Dec'24 – Dec'25: **226,300**  
avg.'24 – avg.'25: **302,900**

Source : via Haver Analytics, BDC.

2



What can we  
expect this  
year?



2026 will be  
shaped by  
three factors

# Deal or No Deal?

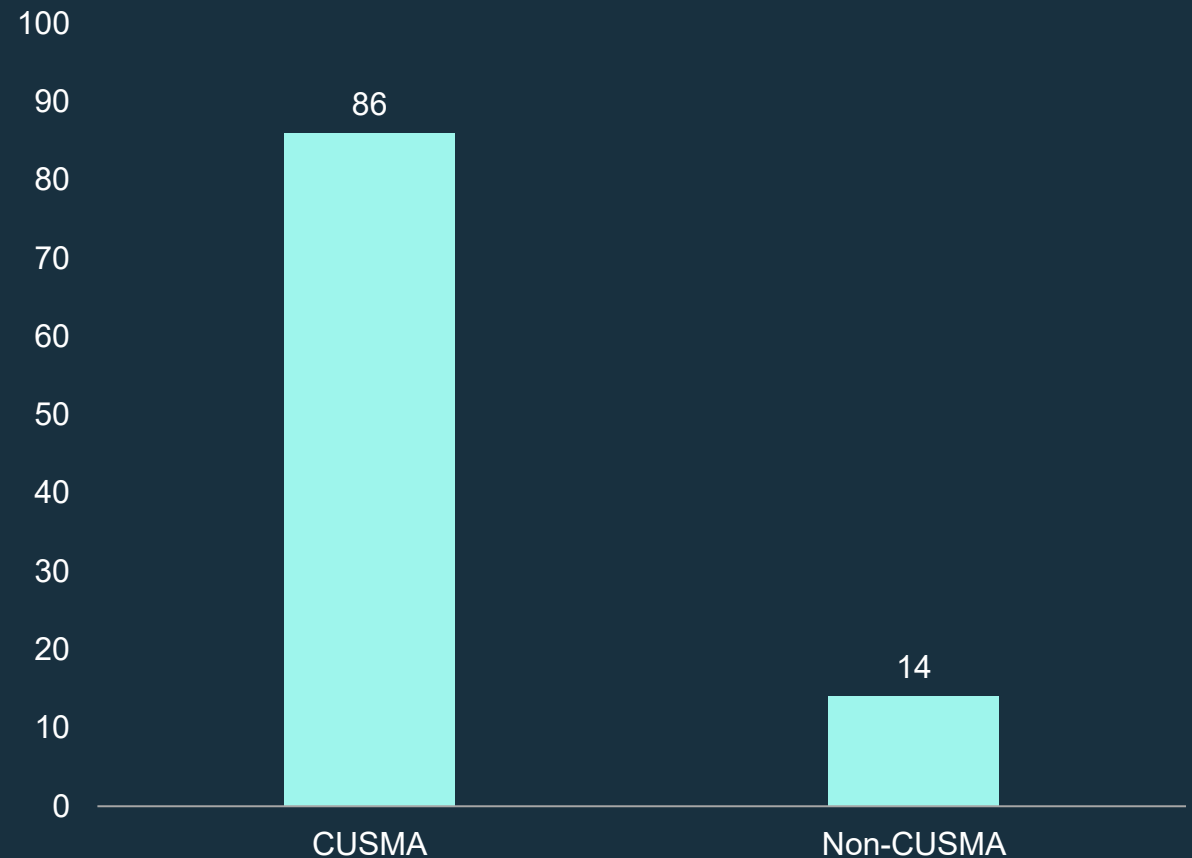
CUSMA talks to take center stage... **sector specific tariffs not a priority**



# CUSMA review set for July...but talks start in January



Proportion of exports qualifying for compliance if they meet CUSMA rules of origin, (%)



Source : RBC report CUSMA compliance rush: Will it shield Canada from U.S. tariffs?  
April 2025, BDC.

# Many possible outcomes of negotiation



- Maintain – agreement maintained through its originally-agreed end point, 2036, (16 years from the original signing in 2020)
- No agreement – move to rolling annual reviews for 10-years, till 2036
- Extend – Add another 16 years, to 2042
- Withdraw/replace – scrap and replace with bilateral trade agreements (requires 6-month notice)

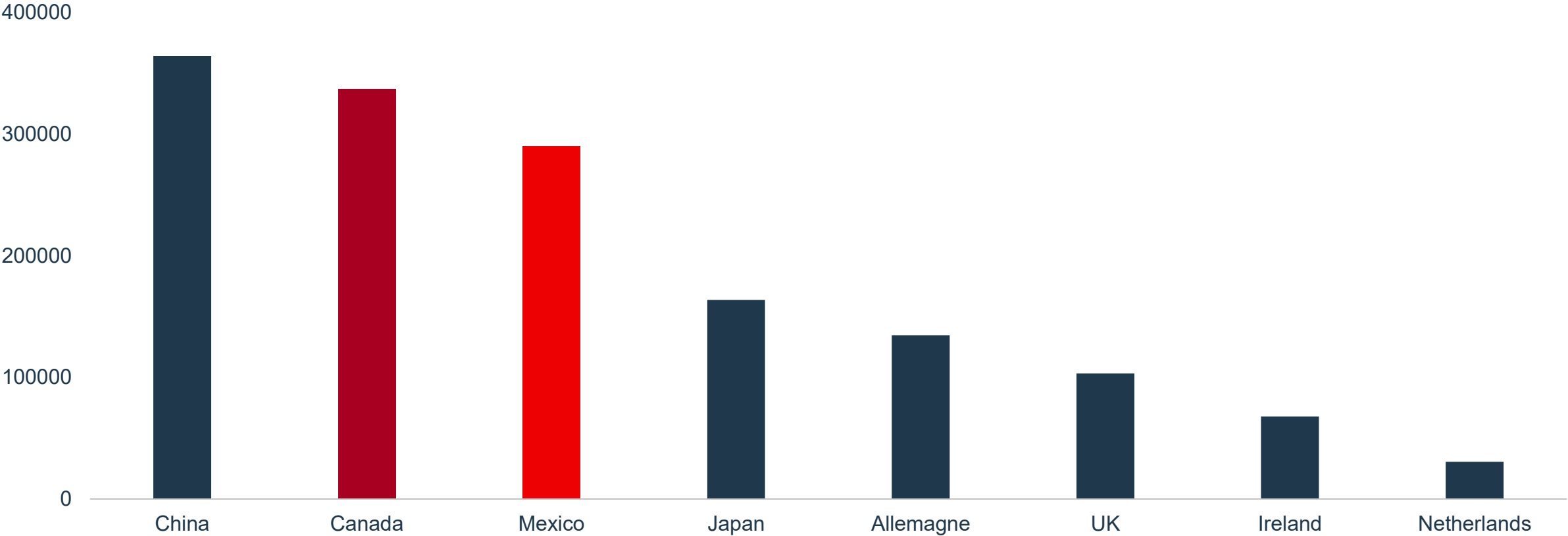
Throughout this process, parties will negotiate on several provisions – rules of origin, market access, compliance, barriers, etc... Threats of withdrawal could be a tool used



# Exiting CUSMA would put a significant volume of trade at risk



Average exports of goods and services from major trading partners to the U.S. in millions of dollars.

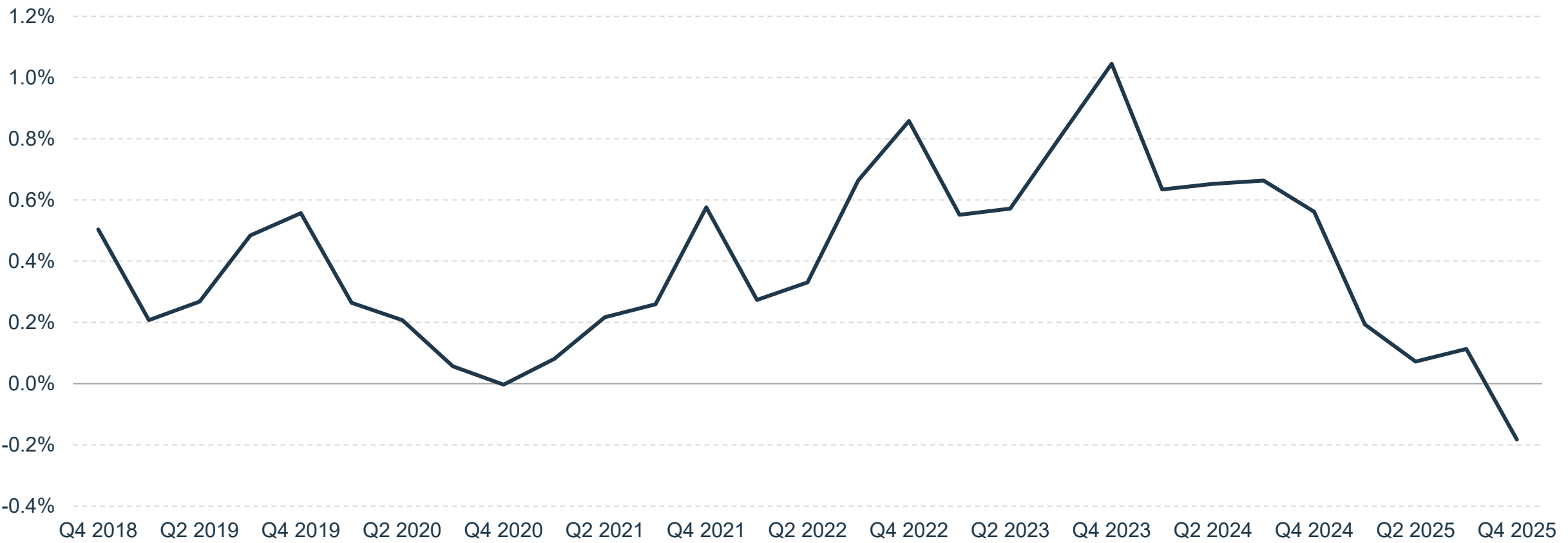


Source : à partir de Haver Analytics, BDC.

# Population growth turned negative in Q4, more of the same expected in 2026



Quarterly growth, (%)

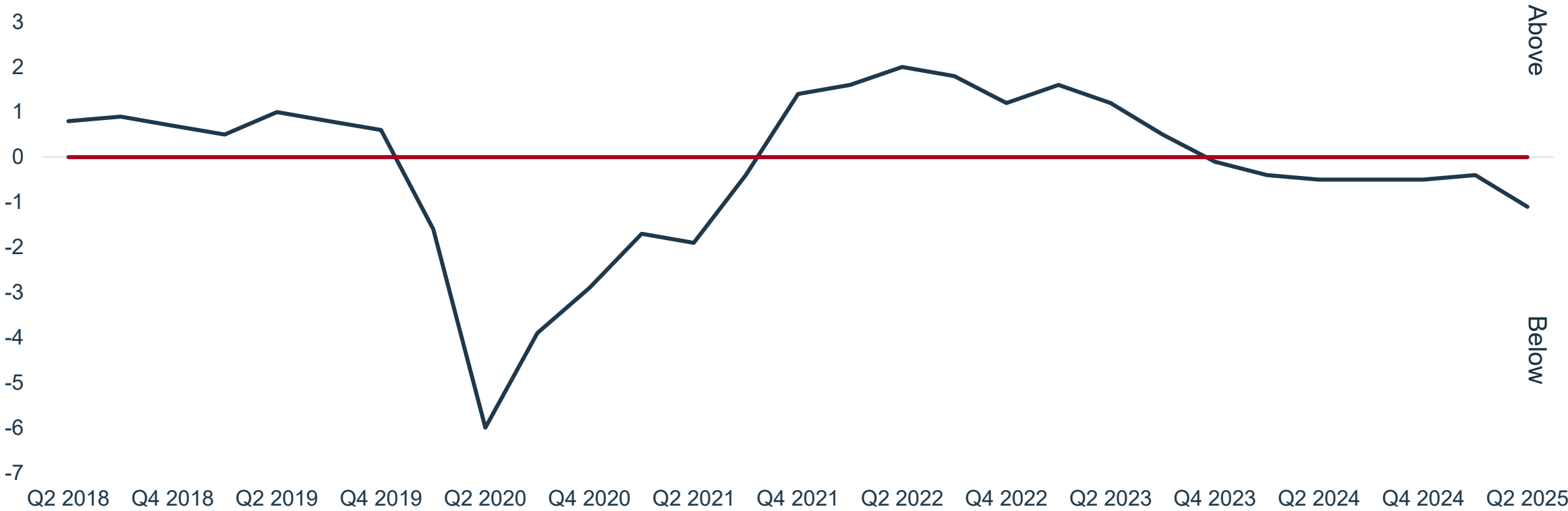


Source : via Haver Analytics, BDC.

# With excess capacity, no labour shortages expected in the near term



## Current MPR output gap (%)

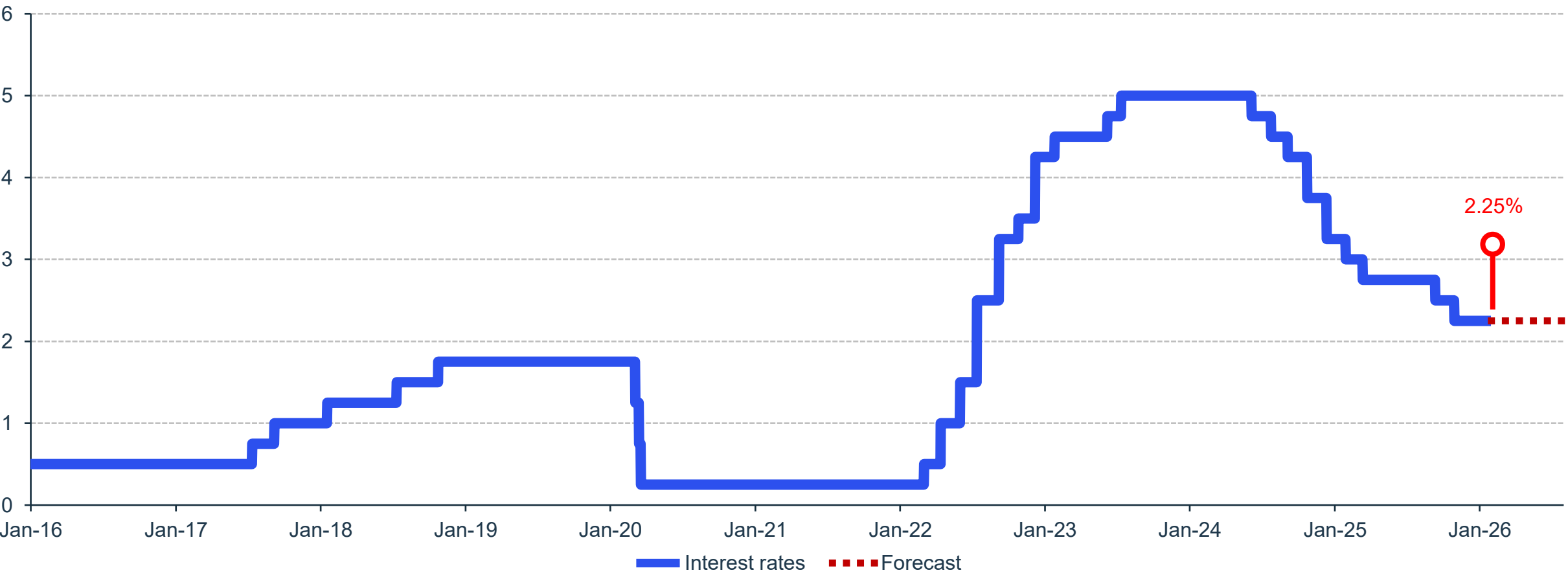


Sources: Bank of Canada, BDC.

# Policy rate is not expected to move anytime soon



## Policy rate (%), Canada

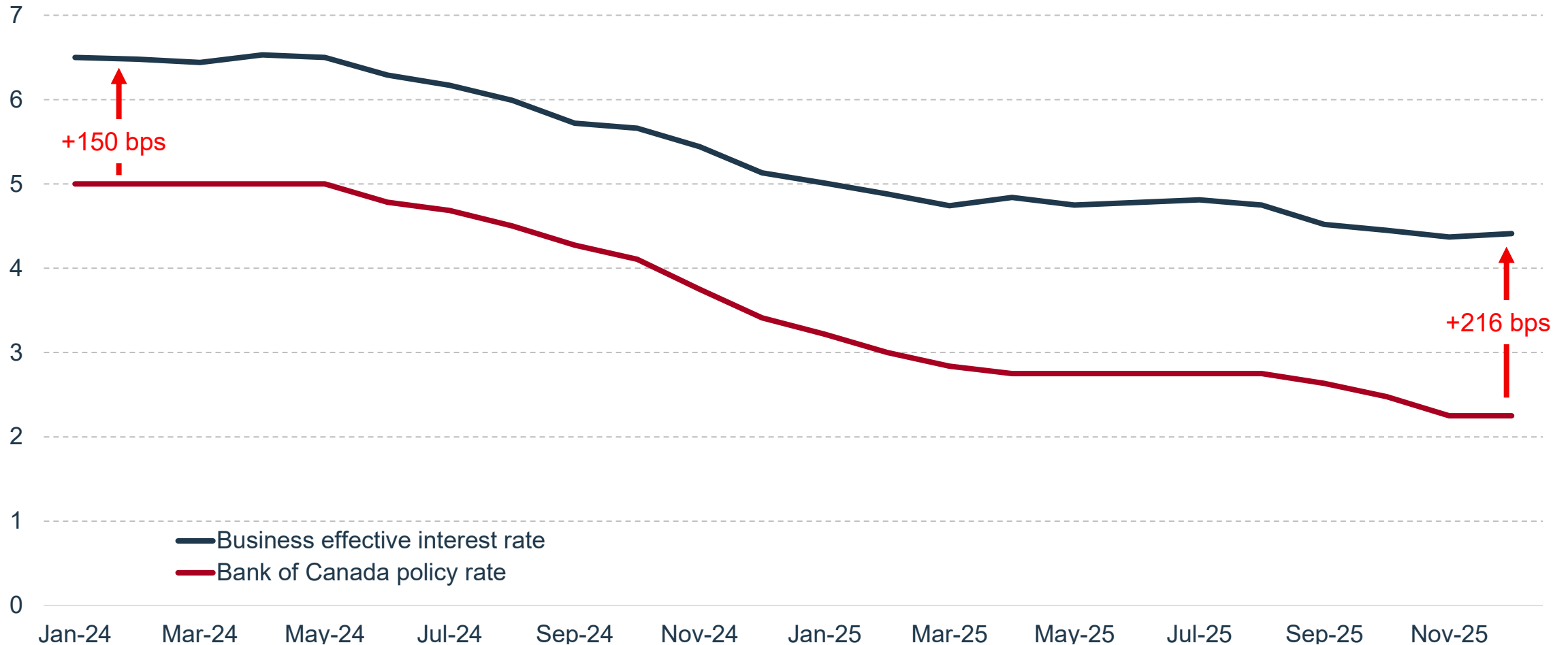


Sources: Bank of Canada, BDC.

# Gap between policy rates and market rates widening

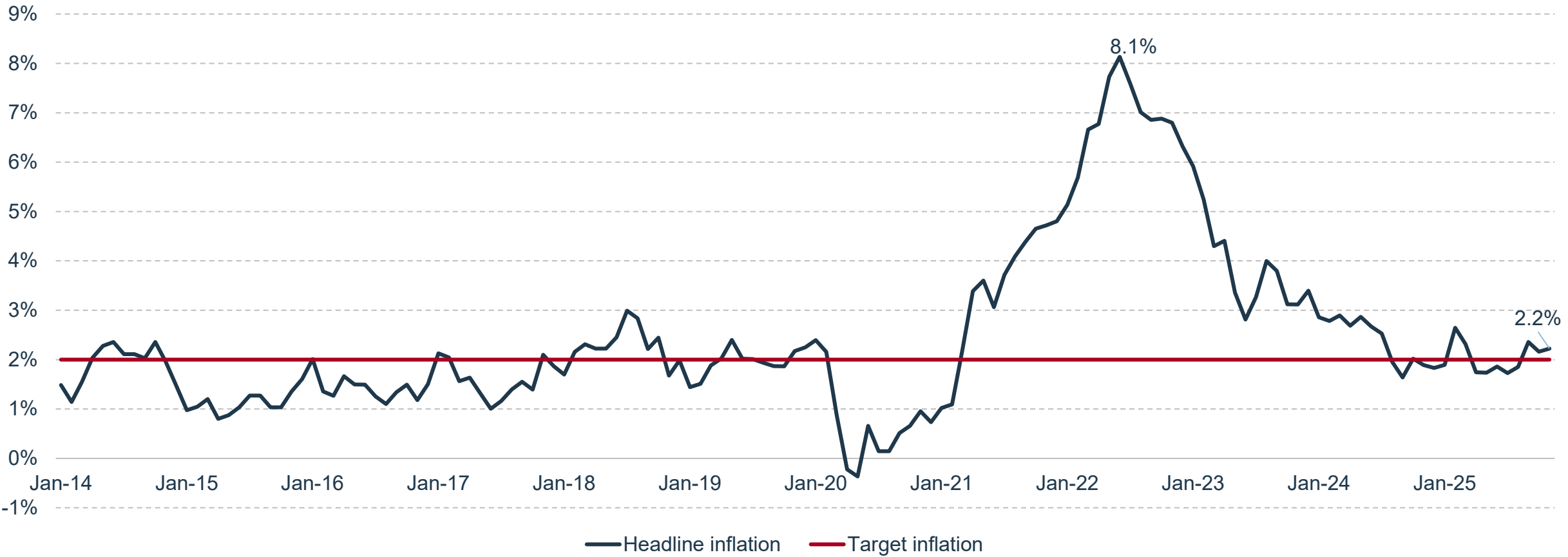


## Interest rates, Canada, %



# With no significant risks, inflation to remain around 2%

## Inflation rate, (%)



Sources: Bank of Canada, BDC.

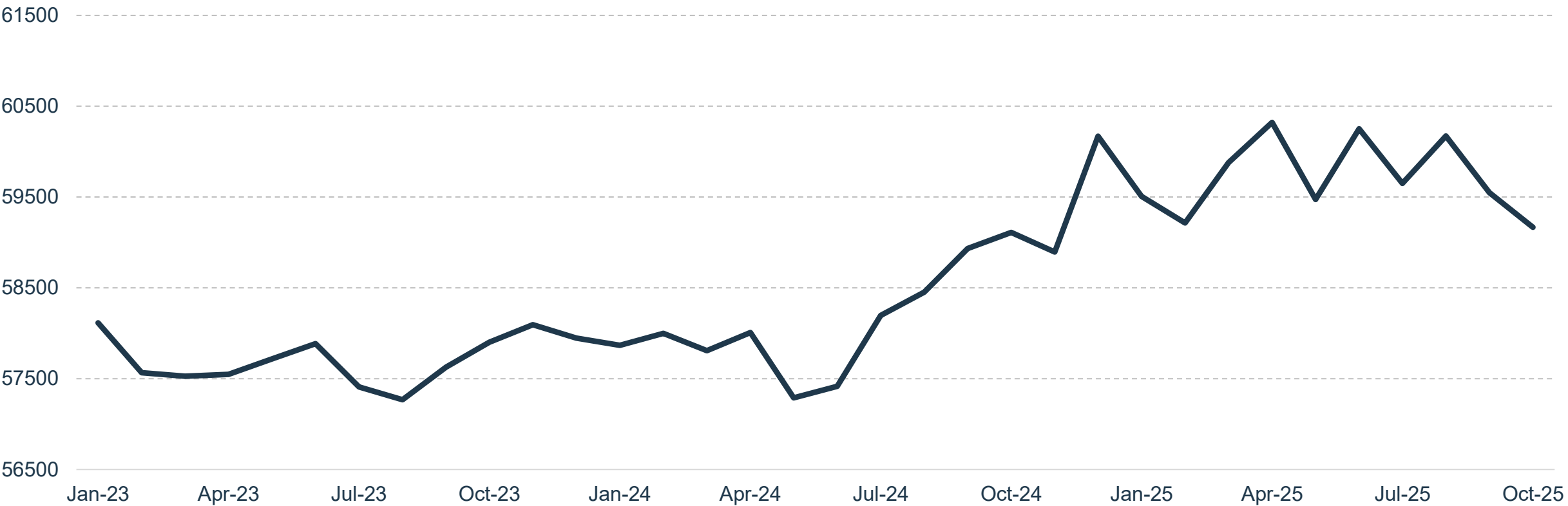


What does it  
mean for the  
Canadian  
economy?

# Consumers have kept the Canadian economy afloat



Real retail sales, monthly seasonally adjusted data, millions of dollars

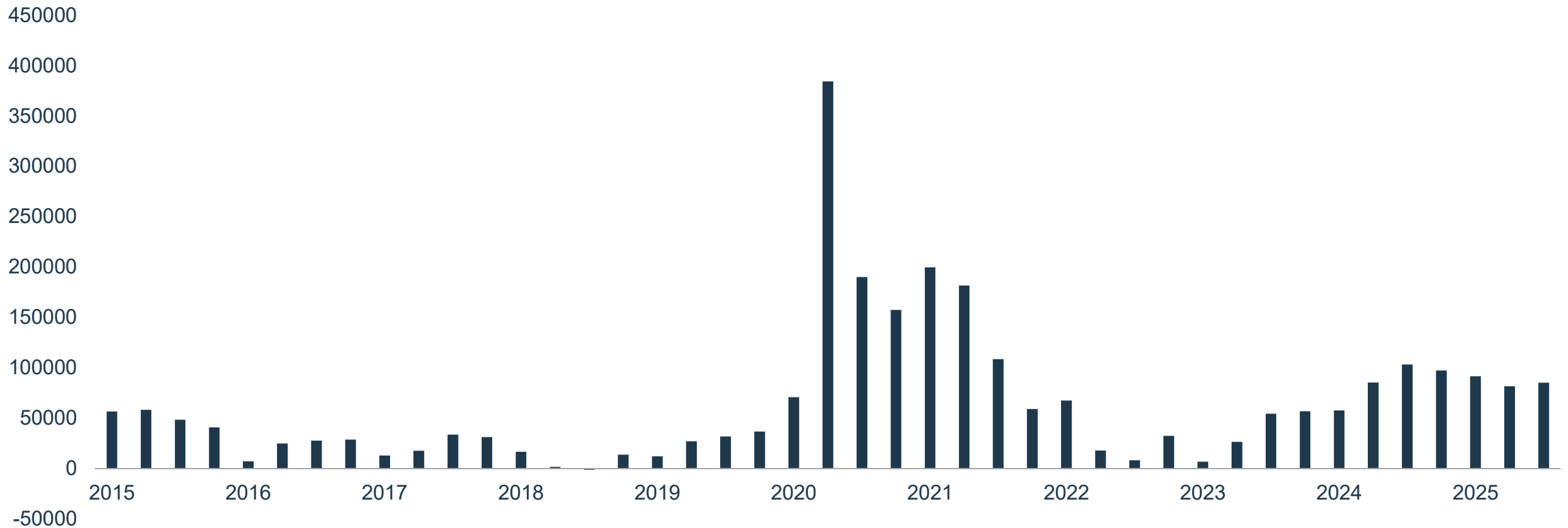


Source : via Haver Analytics, BDC.

# Households still holding on to a good level of savings



## Household Net Saving (SAAR, Mil.C\$)

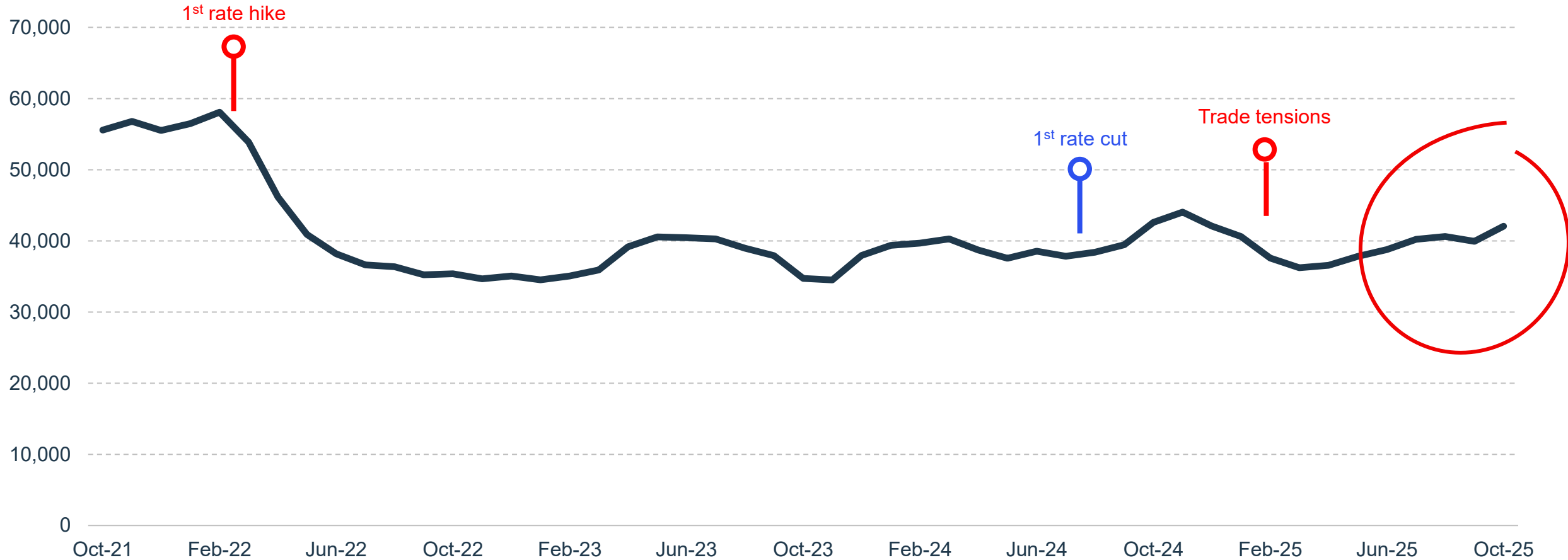


Source : via Haver Analytics, BDC.

# Home sales are starting to pick up



## Home unit sales, Canada

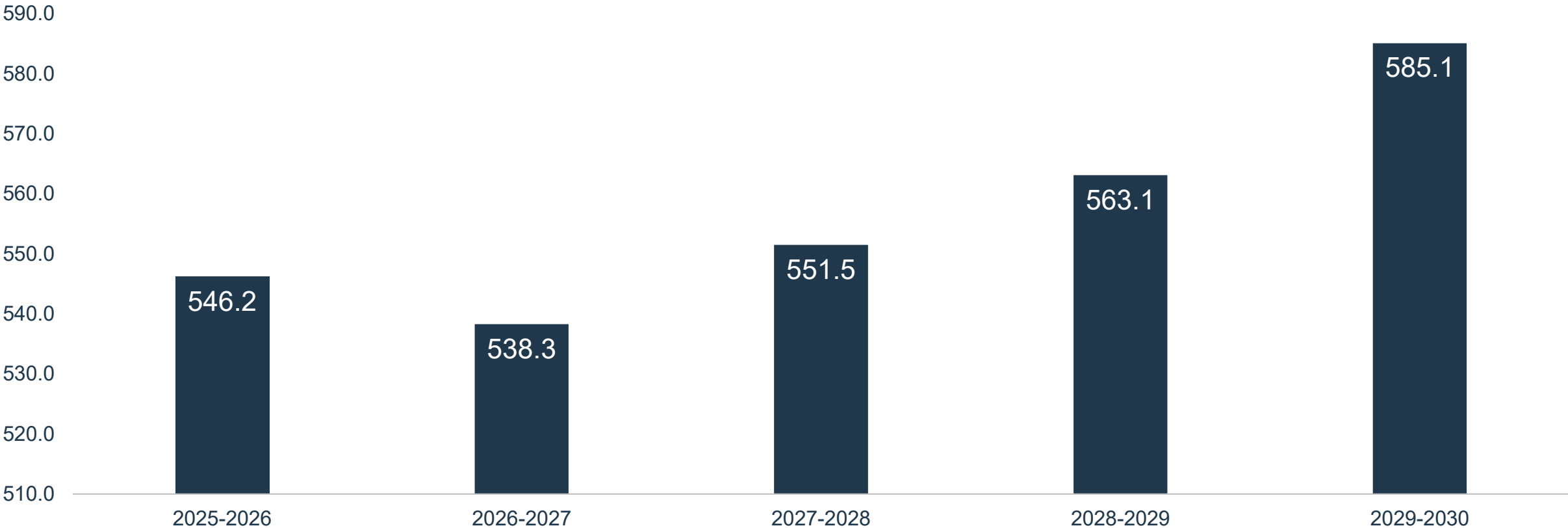


Source : via Haver Analytics, BDC.

# Government operating spending expected to shrink next year, before rebounding in the out-years



Day to Day operational expenses (total expenses minus capital investments) in billions of dollars

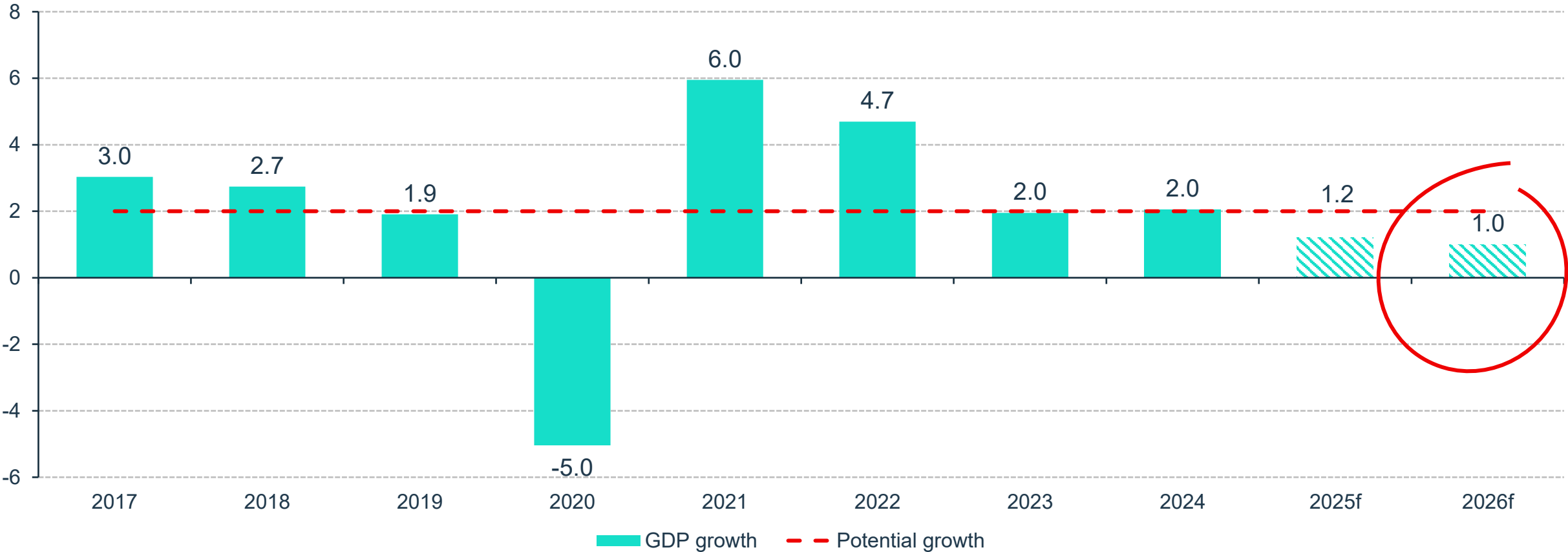


Source : Government of Canada, Budget 2025, BDC.

# Growth will be modest in 2026



## Annual growth in Canadian real GDP (%)



Source : via Haver Analytics, BDC.  
f: forecasts

3

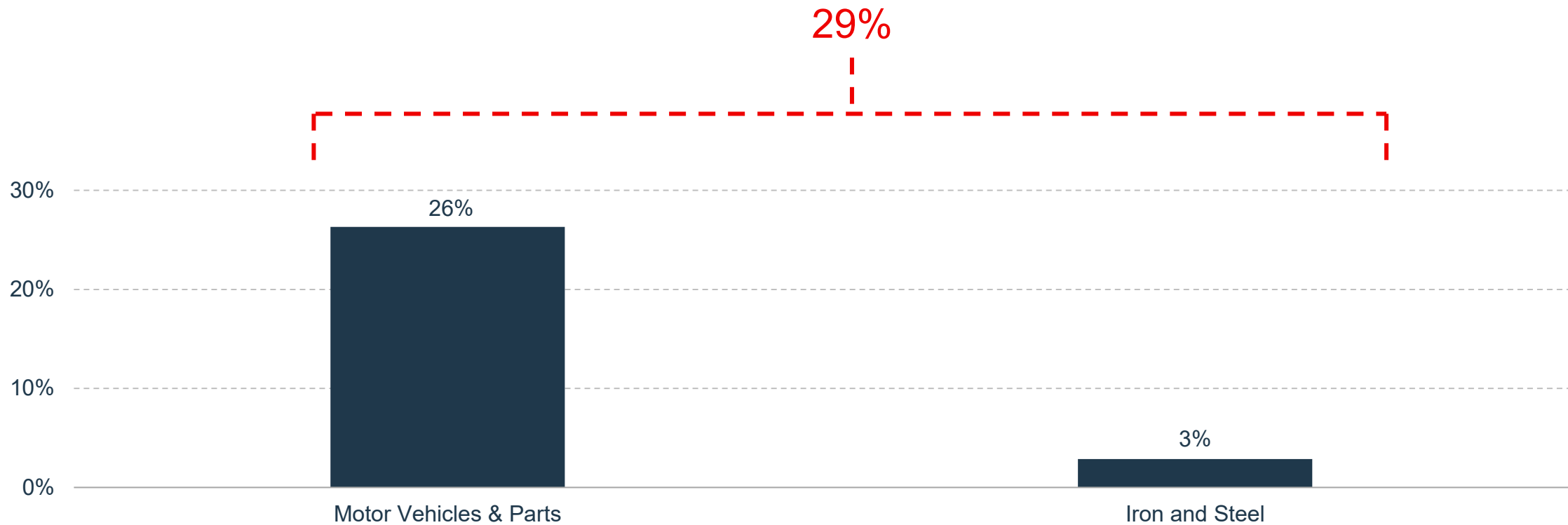


# Ontario's outlook

# Automotive and steel represent a large part of Ontario exports to the US



Size of motor vehicles, iron & steel in exports to the US, (%), Ontario

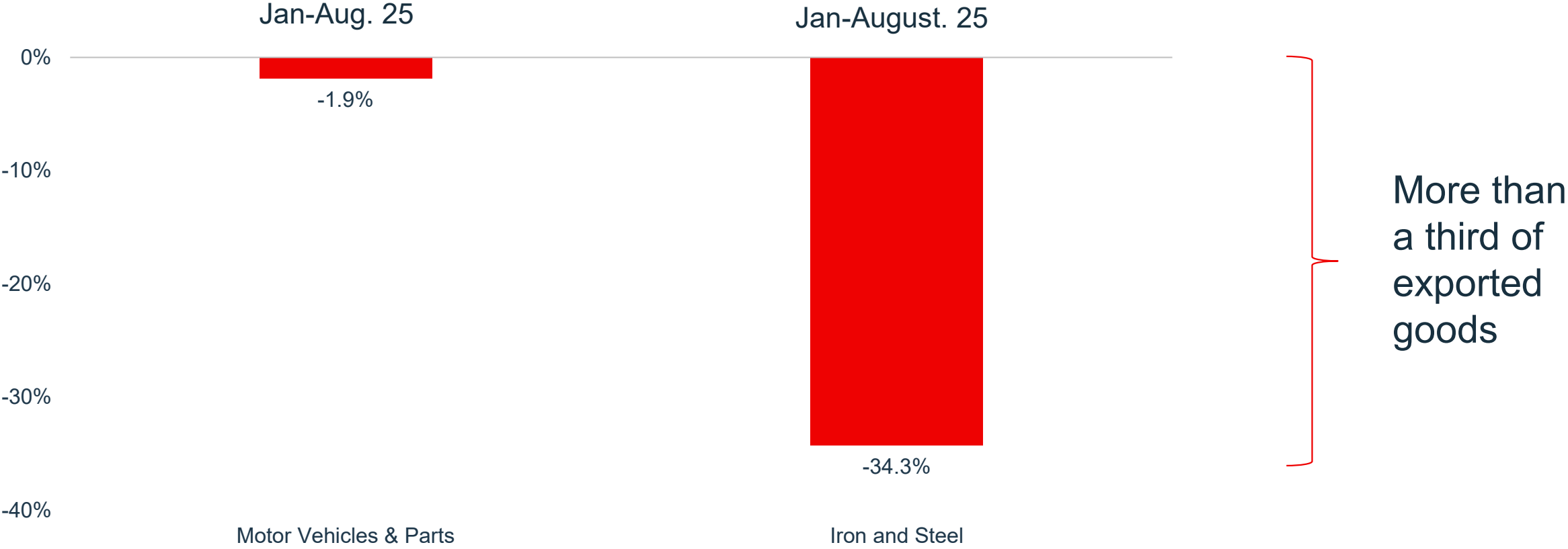


Source: Statistics Canada via Haver Analytics, BDC.  
Average since 2024

# Dutied goods are taking the hit



## Change in exports to the US, year-over-year, (%)

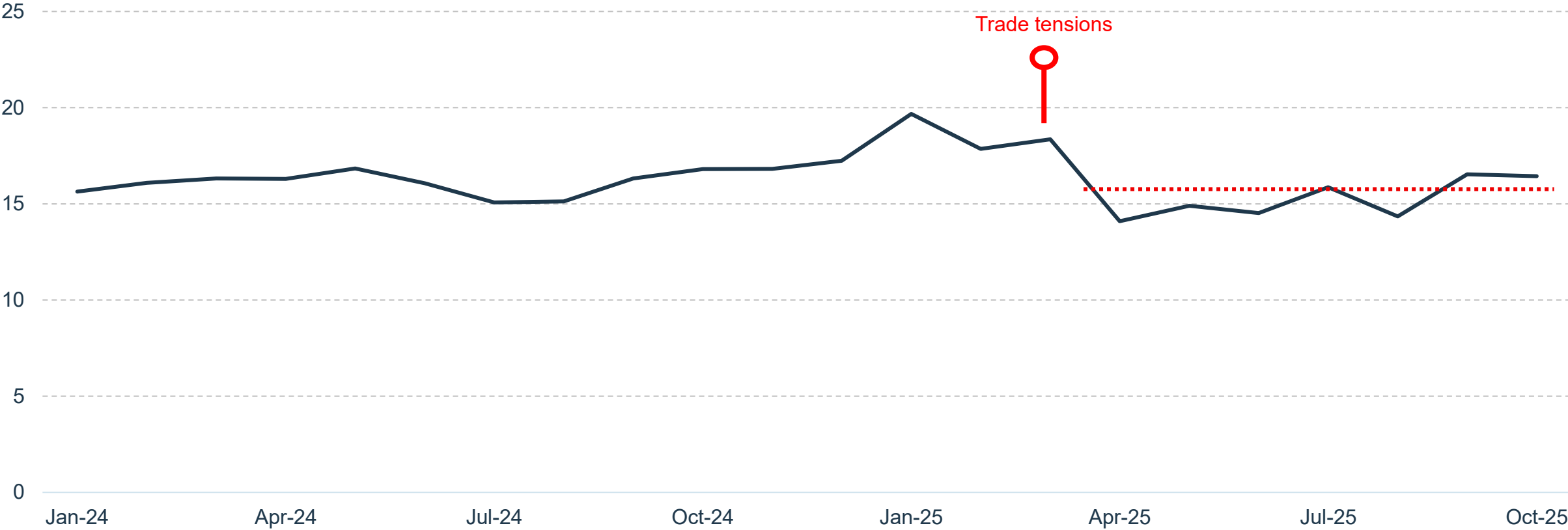


Source : via Haver Analytics, BDC.

# But trade with the U.S. stabilized since April



## Exports to the U.S. in dollar billions, Ontario

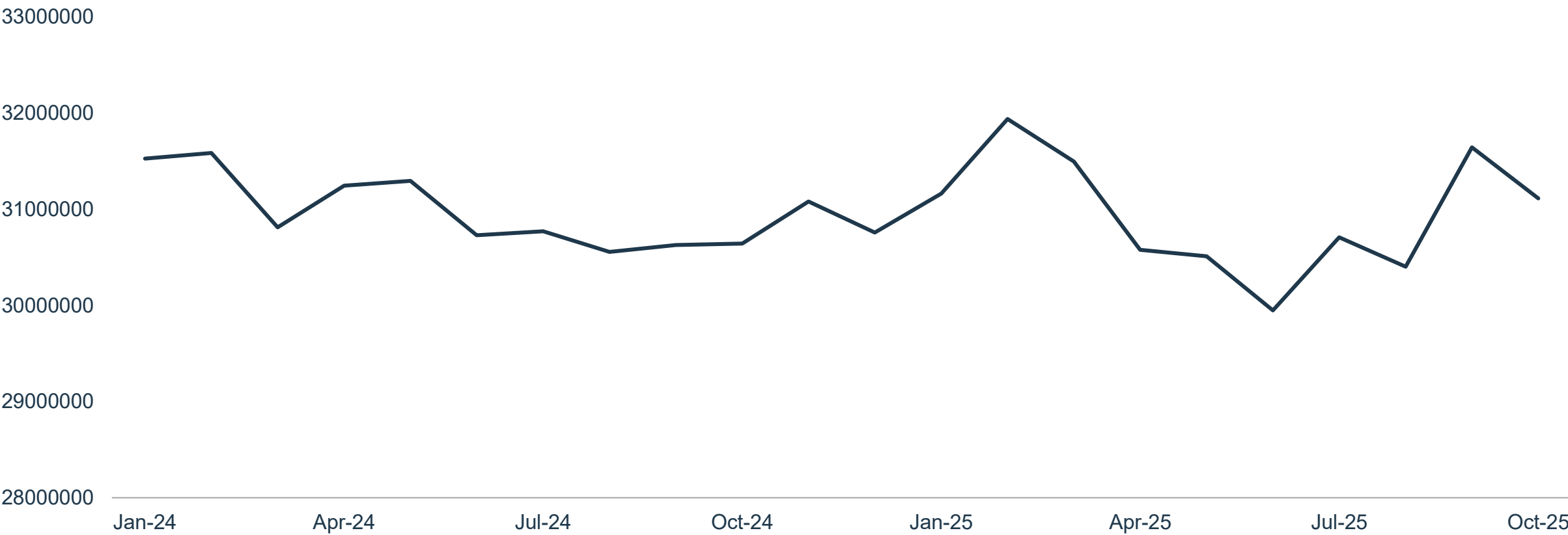


Source : via Haver Analytics, BDC.

# Manufacturing sales rebounded after a challenging start in 2025



Manufacturing sales, (SA, Thous.C\$)

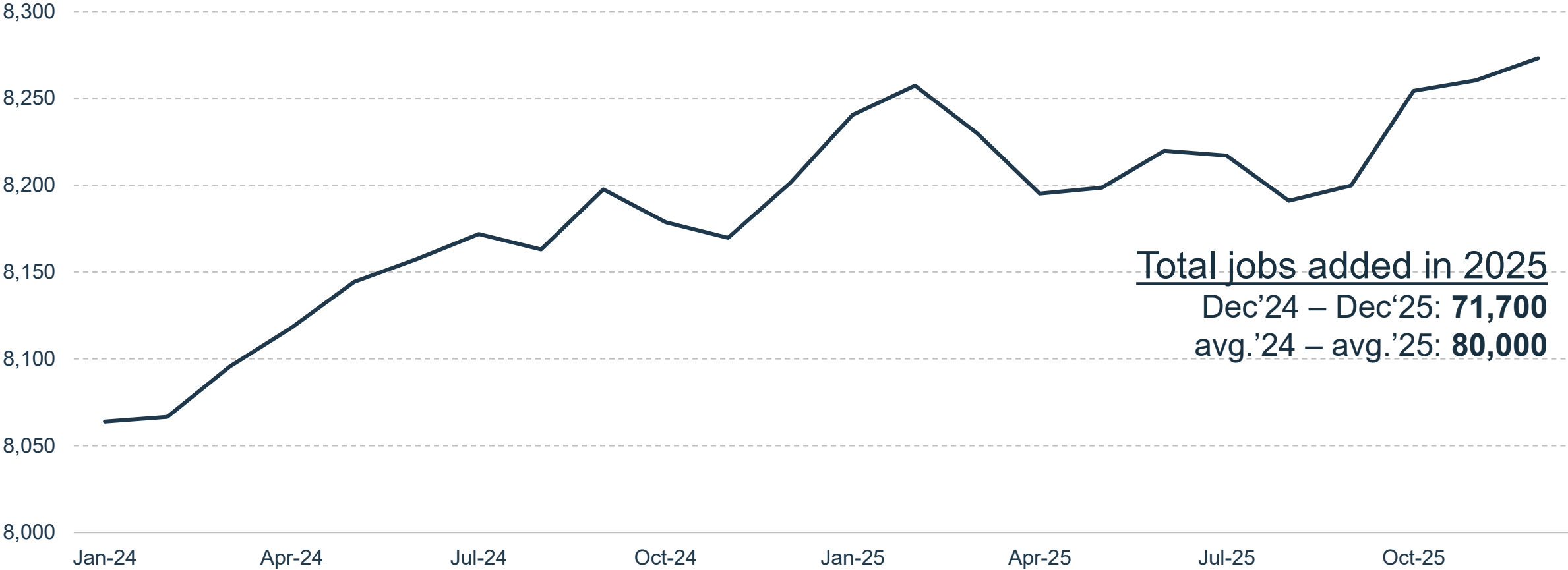


Source : via Haver Analytics, BDC.

# Employment picked up again at year-end...



## Employment, in thousands



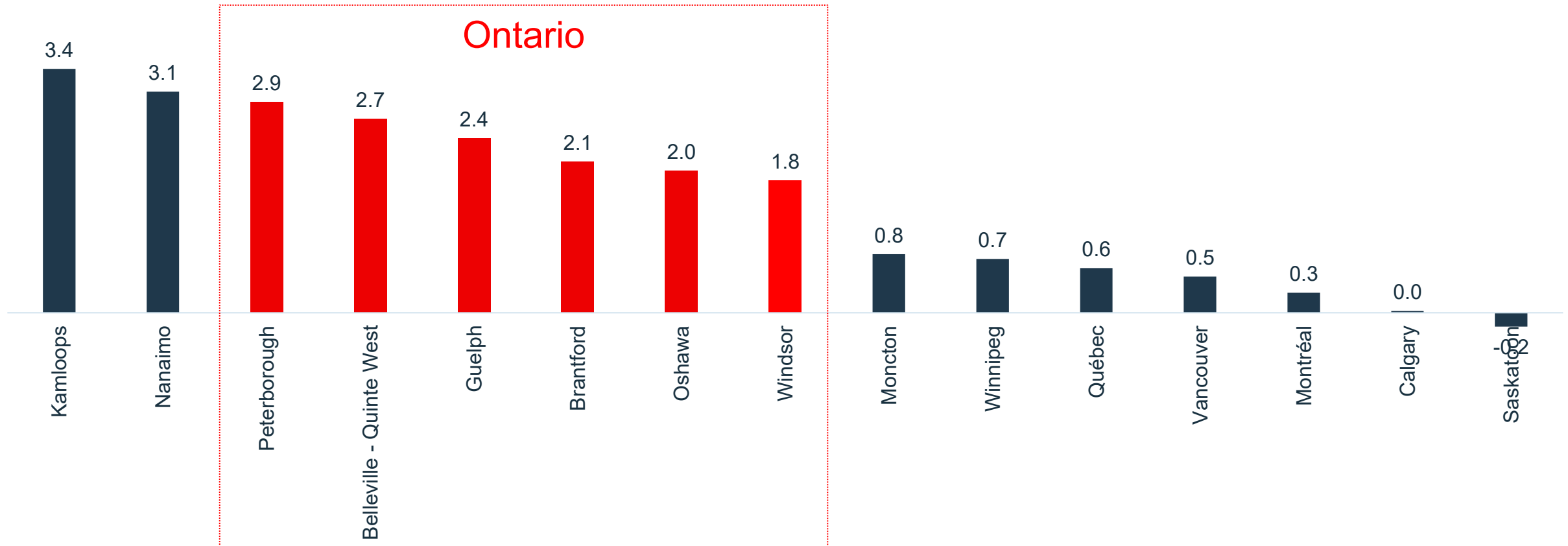
Total jobs added in 2025  
Dec'24 – Dec'25: **71,700**  
avg.'24 – avg.'25: **80,000**

Source : via Haver Analytics, BDC.

# ... but some Ontario CMAAs are still feeling the pain



Change in average unemployment rates by CMAA, in percentage points, between 2024 and 2025



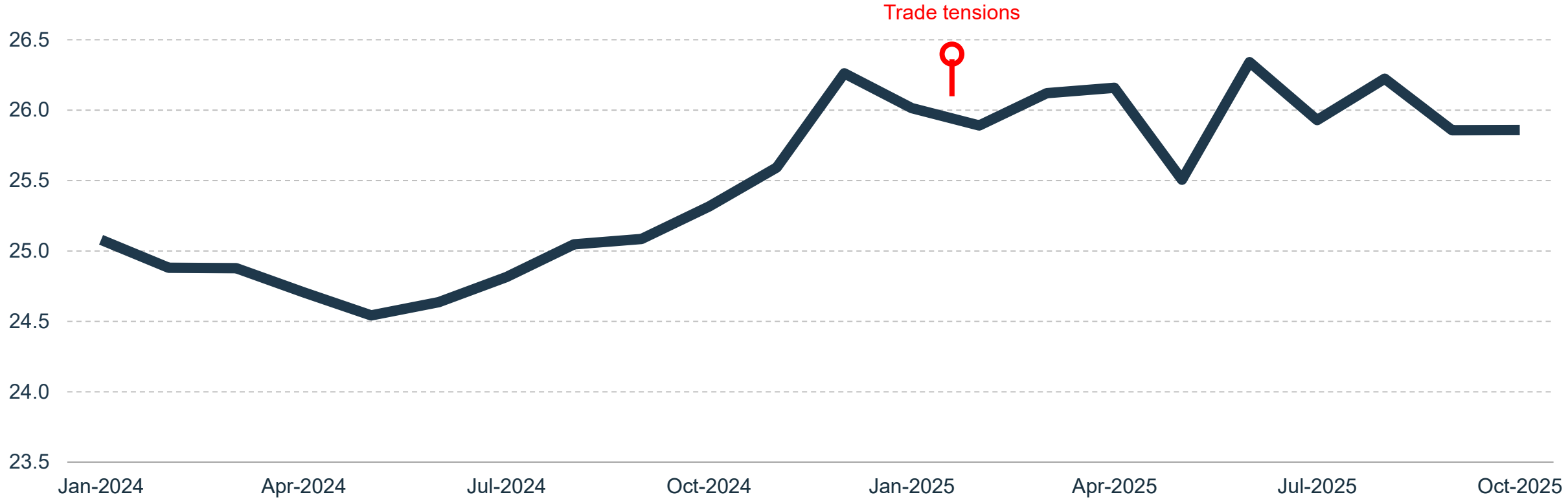


What should we  
expect for 2026?

# Consumption should continue to grow steadily



## Retail sales, in billions (SA), Ontario

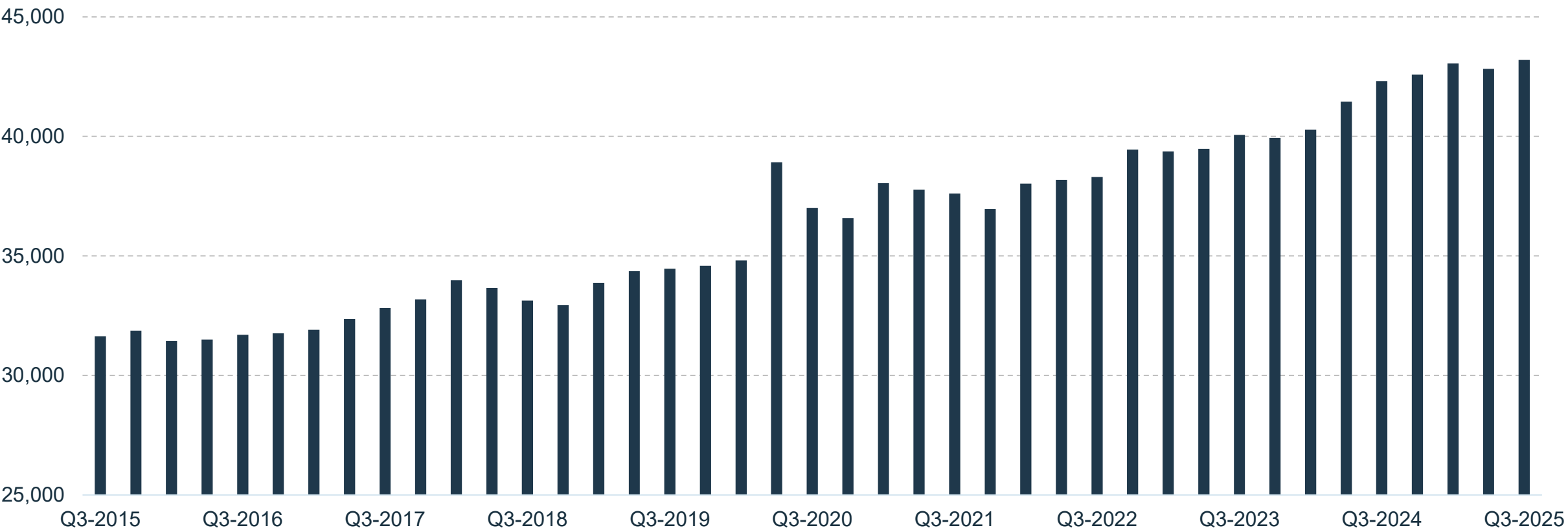


Source : via Haver Analytics, BDC.

# Rising disposable income acts as a cushion



## Households' disposable income per capita, Ontario

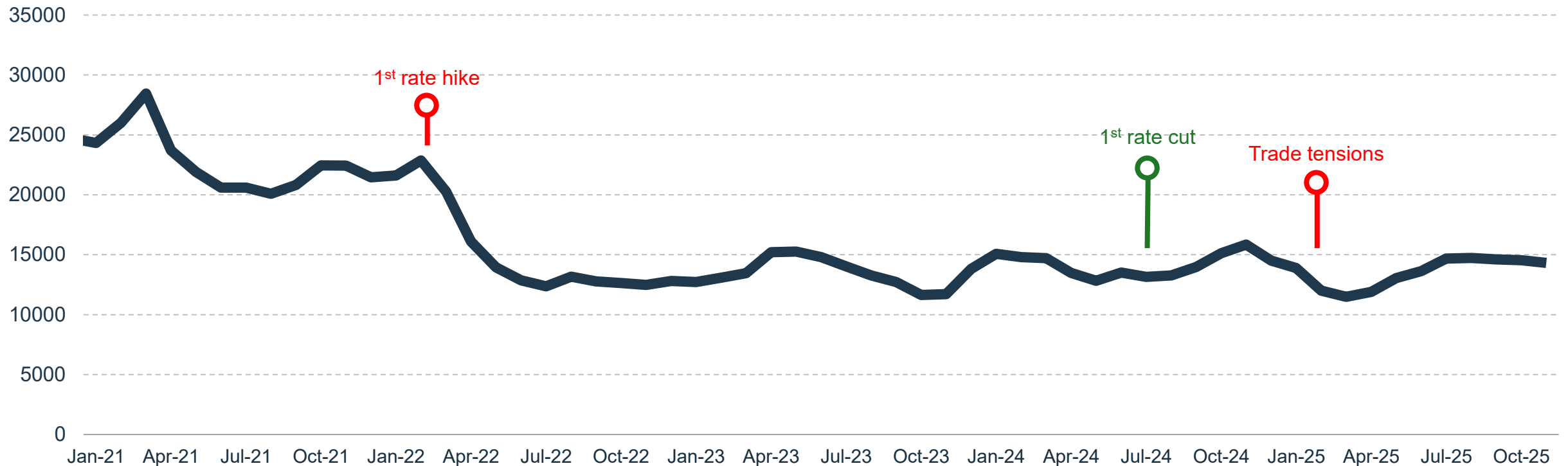


Source : via Haver Analytics, BDC.

# Home sales are slowly improving



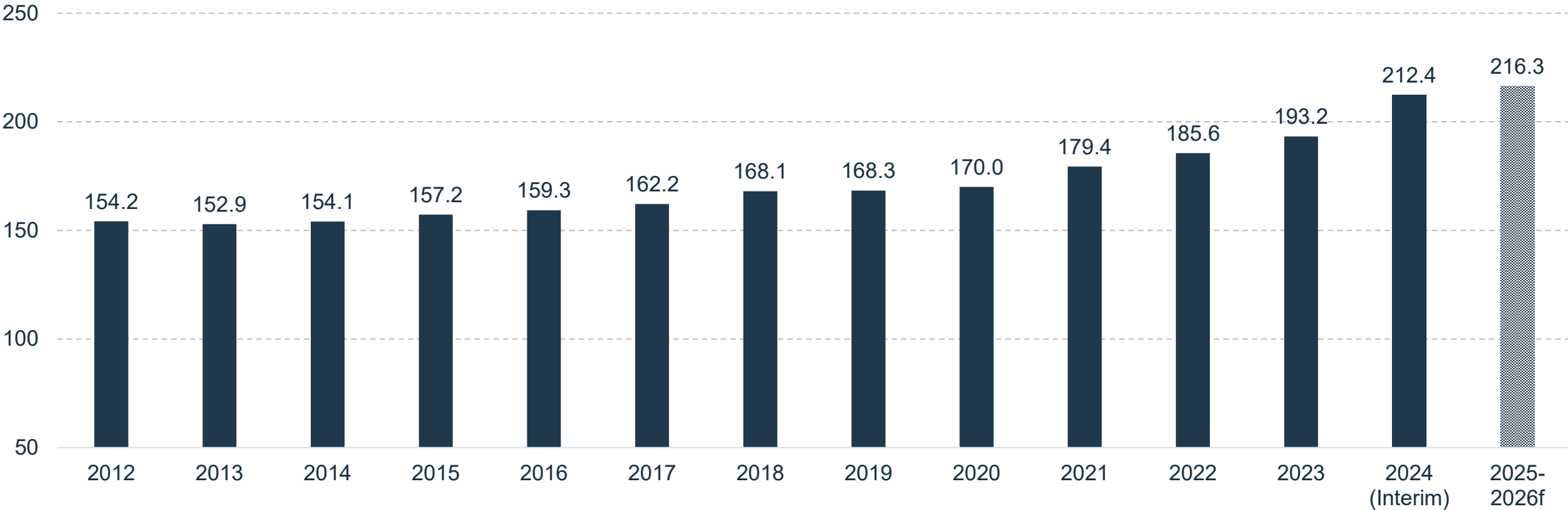
## Home unit sales, Ontario



# The government will continue to support the economy



Government current expenditures, in 2017 chained \$billions and medium-term outlook for 2025-2026



Source: Ontario Government and 2025 Budget, BDC.  
\* excluding interest on debt, in current \$

# Ontario's relief measures are geared towards businesses

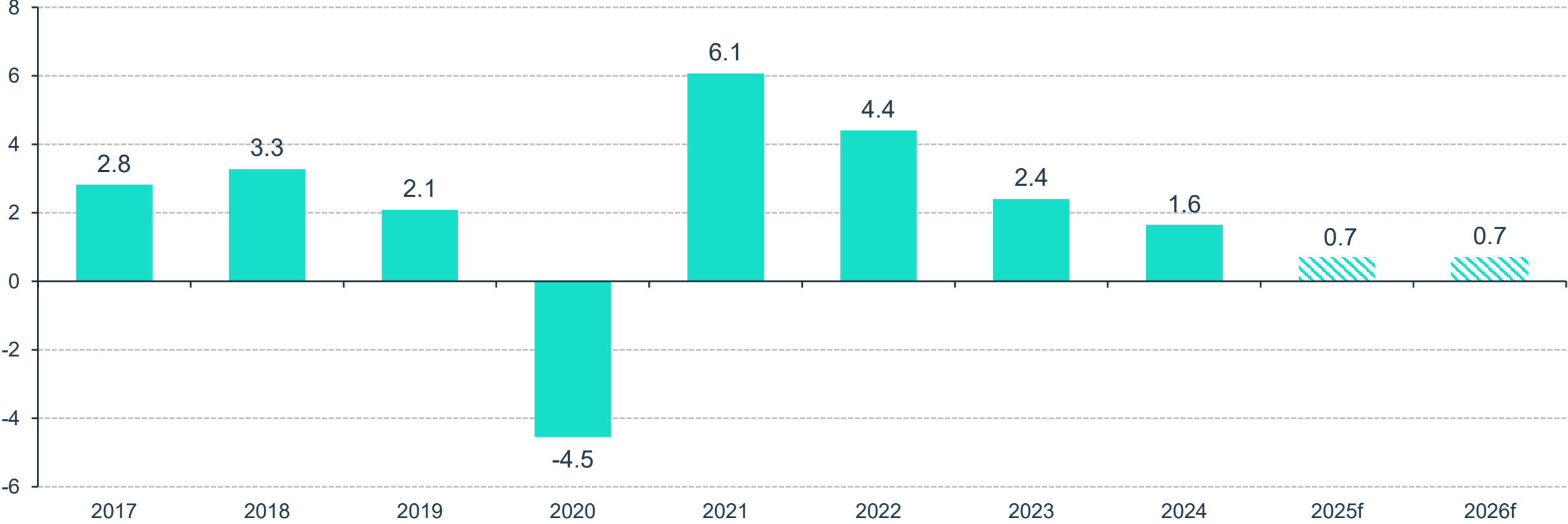


- **Tariff relief:** Establish the \$5B Protecting Ontario Account, including \$1B in immediate relief for businesses impacted by tariffs, and lacking other funding.
- **Strengthen mineral sector:** Invest \$500 million to launch the Critical Minerals Processing Fund, unleashing the potential of the province's mineral sector.
- **Indigenous partnerships:** Triple Indigenous Opportunities Financing Program loan guarantees to \$3B, expanding eligibility to energy, pipelines, mining, and other sectors.
- **Infrastructure development** Commit over \$200B in planned investments over 10 years, including \$33B in 2025-26, for highways, transit, schools, health and childcare facilities.
- **Boost interprovincial trade:** Allocate \$50M over three years to create the Ontario Trade Together Fund, boosting interprovincial trade through infrastructure, equipment and processes upgrades.

# We do not expect a recession in 2026



## Annual growth in Ontario's real GDP (%)



Source : via Haver Analytics, BDC.  
f: forecasts

4



What does it  
mean for  
businesses?



# The economic environment will remain uncertain

- 
1. Business environment remains volatile, uncertainty clouds the outlook
  2. Tariffs still evolving, renegotiation of CUSMA
  3. Geopolitical tensions and upheaval of the world order
-



# Businesses will continue to face cost pressures

---

1. Shift in trade and counter tariffs are adding costs

---

2. The Canadian dollar will remain weak

---

3. Salaries are still increasing above the historic average

---



Profitability will  
be the **main**  
challenge for  
companies



# Companies will have to improve productivity to protect profitability

---

1. Investing in technologies (AI, robotization, etc.)

---

2. Review business processes: reduce waste and inefficiencies

---

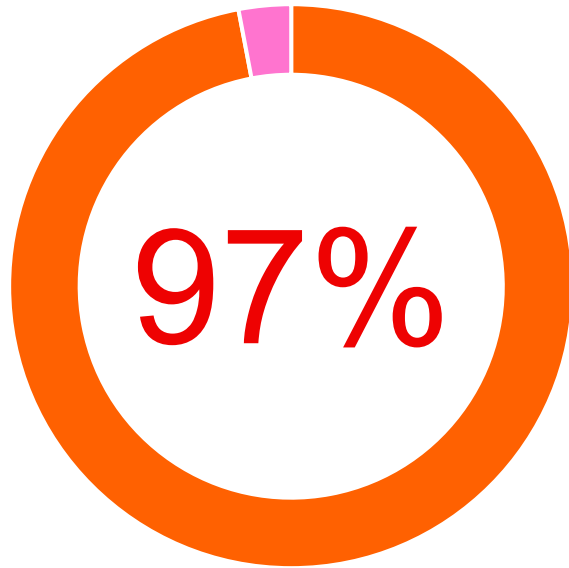
3. Diversification

---



There are still  
opportunities  
ahead

# Tech innovations and AI are rewriting the productivity playbook



of companies using AI said that it helped their business

- Saved time/increased efficiency
- Improved customer service
- Increased sales/growth
- Facilitated forecasting

# A boom in business transitions is coming



140,000+

entrepreneurs plan to close, transfer or sell their business in the next 5 years.



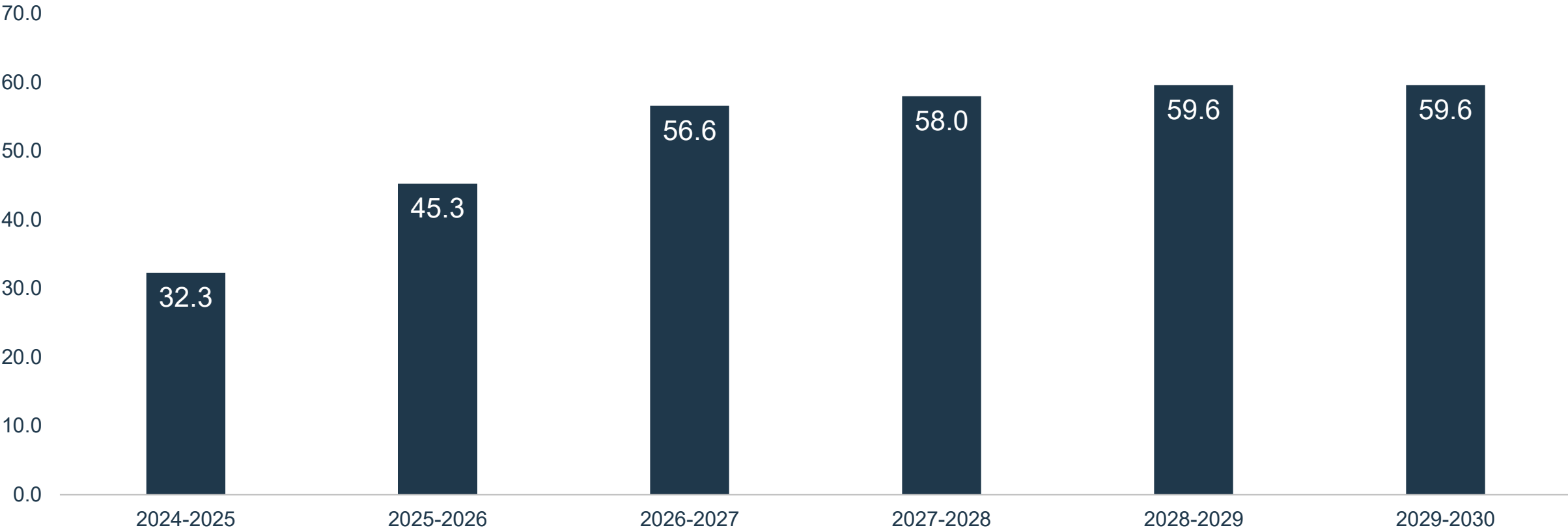
1 in 5

businesses in Canada.

# The government plans to spend big



## Federal total capital investments, Budget 2025, in billions of dollars, on accrual basis, Canada



Source : Government of Canada, Budget 2025, BDC.



# Major investments will generate opportunities within **the manufacturing sector**

---

1. New housing project

---

2. Defence spending

---

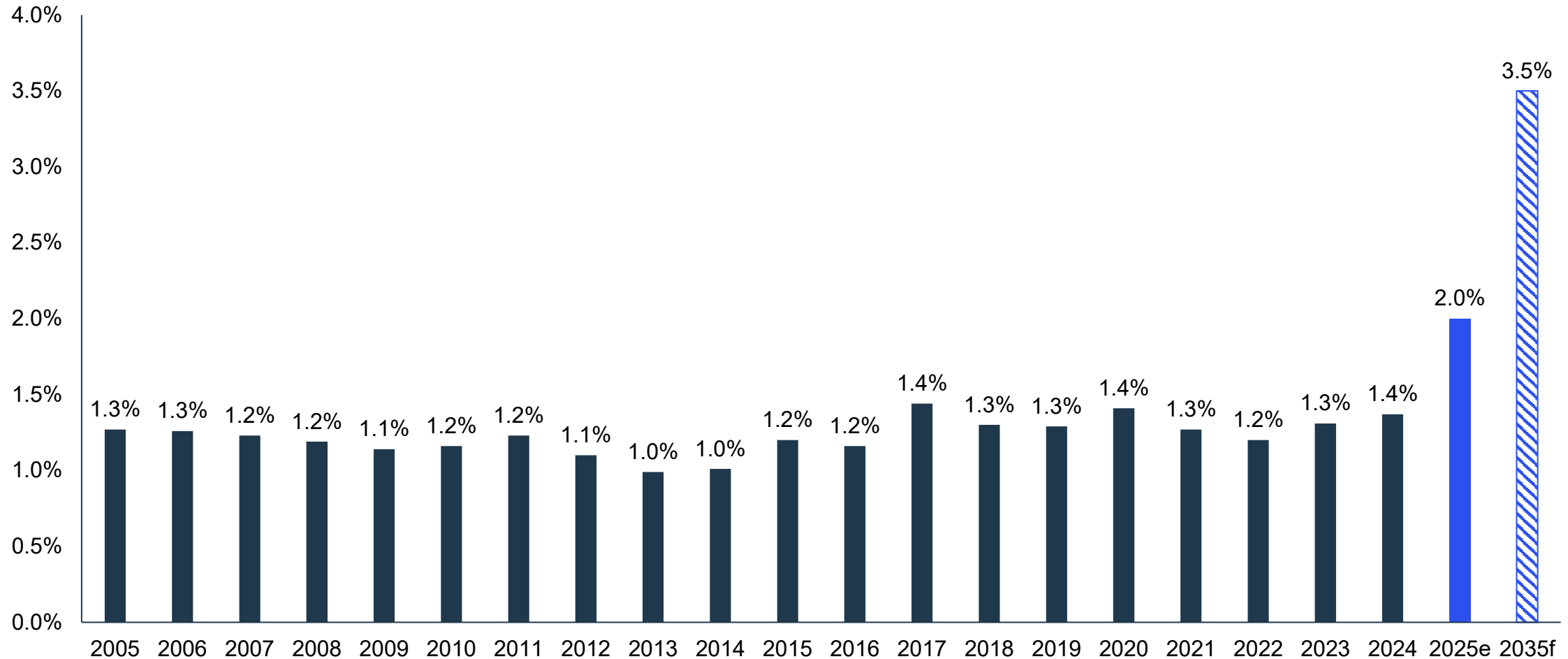
3. Energy related projects and expansions

---

# Defence spending will increase significantly



## Canadian defence spending as share of GDP



# New major projects will create opportunities

- Phase two of LNG Canada in Kitimat, B.C., doubling its production of liquefied natural gas
- The Darlington New Nuclear Project in Clarington, Ont., which will make small modular reactors
- Contrecoeur Terminal Container Project to expand the Port of Montreal
- The McIlvenna Bay Foran Copper Mine Project in Saskatchewan
- The expansion of the Red Chris Mine in northwestern B.C.



More than  
60 billion dollars  
expected  
for the Canadian  
economy

# Provinces are planning major investments



## Quebec

Period: 2025-2035

Budget: \$100 billion

Objectives:

- Add capacity
- Upgrade dams and grids
- Decarbonize

## Ontario

Period: 2025-2035

Budget: \$16 billion

Objectives:

- Add capacity
- Upgrade dams and grids
- Energy efficiency

## BC


Period: 2025-2034

Budget: \$36 billion

Objectives:

- Add capacity
- Upgrade dams and grids
- Reduce emissions

# Conclusion

- 
- Uncertainty isn't going away. Tariffs hurt trade and related businesses, but the Canadian economy will remain resilient in 2026.
  - The business environment is facing new challenges in the form of rising input costs and evolving trade conditions.
  - Despite headwinds, there are opportunities businesses can benefit from.

# Questions?



BDC



BDC\_ca



BDC



BDC\_ca





Financing.  
Advisory.  
Know-how.

# Trade Resilience

## Empower your business amid unforeseen changes to market conditions

Are you concerned about the effect of trade uncertainty on your business? Worried about rising costs, shrinking profit margins, and losing important clients or suppliers? Canadian businesses are facing new headwinds, and the uncertainty of trade policies is making business planning challenging.

## Is your business ready for today's uncertain trade landscape?

BDC Advisory Services' trade resilience solutions can help you face uncertainty by moving away from reacting to trade news, to giving you tools to build resilience through thoughtful near to mid-term planning. We offer you two solutions to help secure your cash flow, identify your immediate course of action and implement measures to increase your organization's readiness to unexpected shifts in the business landscape:

- Trade Resilience Assessment
- Trade Resilience Plan



## Trade Resilience Assessment

By assessing business risks, evaluating financial flexibility, current financial management practices and conducting scenario modelling, you'll be better equipped to mitigate the adverse effects of changes in market conditions, ensuring long-term stability and growth.

### We help you:

- Assess financial health using key ratios, break-even point and borrowing capacity to identify vulnerabilities, strengths and flexibility to handle market changes.
- Evaluate your financial management tools and financial information including operating budget, cash flow forecast, and product costing and pricing.
- Conduct scenario analysis to evaluate potential financial impacts of market volatility, changes to the economic and business landscape, and to integrate operational responses from within your organization.
- Develop a roadmap including key findings and recommendations for immediate action.

### Our approach:

**Phase 1** – Financials and high-level business assessment

**Phase 2** – Scenario modelling and analysis

**Phase 3** – Execution, planning and communication

## Trade Resilience Plan

We take a deeper dive into specific areas of your business to help plan for better resistance to economic volatility.

### We help you:

- Assess business functions that are critical to absorbing unforeseen market changes, to identify key vulnerabilities, strengths and areas requiring immediate attention.
- Look deeper into a focus area of your business to improve your resilience; priority areas may include:
  - Financial resilience  
Refine budgeting for scenario planning. Create key performance indicators (KPIs) to monitor impact. Provide cash flow and scenario management tools, integrating inputs from your business operations. Implement a financial governance plan for market uncertainty.
  - Operational efficiency and supply chain  
Identify waste and inefficiencies, assess supply chain risks, improve operations management with clear KPIs and governance, and provide recommendations for quick wins.
  - Market analysis and diversification  
Review and assess current cross-border clients and markets. Analyze and identify suitable domestic and international markets using a structured approach. Build industry and market analysis to support a diversification strategy.
  - Industry diversification plan  
Evaluate and uncover industry diversification opportunities, validate initiatives, and develop a high-level implementation plan to enhance business resilience and growth.
- Develop a roadmap including key findings and recommendations for immediate action.

### Our approach:

**Phase 1** – Business assessment

**Phase 2** – Go deeper into one of these functions:

- Financial resilience
- Operational efficiency and supply chain
- Market analysis and diversification

**Phase 3** – Roadmap and recommendations

## Building resilience is your solution to market uncertainty

Creating trade resilience empowers Canadian entrepreneurs like you to proactively tackle changes in market conditions, including those related to trade. By moving beyond reactive measures, our solutions provide a practical framework to ensure that you're well-prepared to handle the financial impacts these challenges generate. With a clear roadmap and actionable insights, you can achieve long-term stability and growth, securing your future in an increasingly unpredictable trade and economic environment.

## Financing options available.

For more information, visit [bdc.ca](https://www.bdc.ca) →





*Welcome to the*

*Collingwood*

**MAYOR'S ECONOMIC DEVELOPMENT**

**ROUNDTABLE**

**MARCH 17, 2026**





*Collingwood*  
MAYOR'S ECONOMIC DEVELOPMENT  
**ROUNDTABLE**

*Topic:*

- 1. How U.S. Tariffs Are Affecting Us**
- 2. What are your priorities for a refreshed Economic Development Action Plan**





*Collingwood*  
MAYOR'S ECONOMIC DEVELOPMENT  
**ROUNDTABLE**

*Introductions*





# AGENDA

1. US Tariff Update and Regional Impacts  
presentation by Dawn Hennessey, Director, BDC  
Advisory Services
2. **Roundtable Discussion #1: How U.S. Tarriffs are  
Affecting Us**
3. Overview of the Economic Development Action  
Plan (EDAP)
4. **Roundtable Discussion #2: Help us shape the  
EDAP refresh!**
5. Next Steps





# Dawn Hennessey

Director,  
Business Development Advisory Services  
Business Development Bank of Canada





*Collingwood*

**MAYOR'S ECONOMIC DEVELOPMENT**

# **ROUNDTABLE**

**TOPIC #1**

**HOW U.S. TARIFFS ARE AFFECTING US**

## **How U.S. Tariffs Are Affecting Us**

1. Sector exposure of U.S Tariffs in South Georgian Bay (manufacturing, construction, food production, distribution)
2. What supports are needed from the Regional partners or Town (e.g. advocacy, data, resources, Business Retention & Expansion touchpoints, etc.)?
3. What collaborative opportunities exist to increase resilience (e.g. shared procurement, local supplier networks, etc.)
4. How global trade uncertainty should shape Collingwood's updated economic development priorities?



# Overview of the Economic Development Action Plan (EDAP)

## What is the EDAP

The current version of EDAP helped guide Collingwood's economic development activities and priorities over a five year period, 2020-2025.

## 1 plan, 3 goals



**GOAL 1** - Make Collingwood a hub for sustainability and innovation



**GOAL 2** - Promote Collingwood as a great place to live & work



**GOAL 3** - Ensure Collingwood is Investment-Ready



# Overview of the Economic Development Action Plan (EDAP)

**WHERE are we going?**  
These goals will best help us drive Collingwood's economic success.

**HOW will we get there?**  
Each Goal is composed of Objectives, which in turn contain distinct Actions.

**GOAL 1:**  
**MAKE COLLINGWOOD A HUB FOR SUSTAINABILITY & INNOVATION**  
**Creating job opportunities**  
From ingenious shipbuilding to ceramics-based sonar, the first electric mining machines to groundbreaking advances in architectural glass, Collingwood punches way above its weight as a hub for great ideas. Starting in 2020, we turned up the dial on both innovation and sustainability.

---

**GOAL 2:**  
**PROMOTE COLLINGWOOD AS A GREAT PLACE TO LIVE & WORK**  
**Attracting the workers we need**  
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, their wages increase and make buying a home in Collingwood viable.

---

**GOAL 3:**  
**ENSURE COLLINGWOOD IS INVESTMENT-READY**  
**Making it easier to do business**  
We will continue to improve our one-stop-shop, collaborative approach to helping businesses start and grow. This approach will be combined with new online tools, increased process transparency and a customer service orientation proven to help attract new investments and encourage established businesses to invest.

**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, do a better job of connecting businesses to services and opportunities, and help businesses find the investment dollars they need to get to the next level.  
**Objective 1.2 Promote Sustainability Projects with Partners**  
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 and by supporting the creation of a hub for business acceleration.

**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. It's a big reason why many business leaders choose Collingwood and a key part of attracting skilled workers. We need to safeguard this aspect through environmental stewardship and support for vibrant parks, trails, recreation and culture, and to promote these lifestyle benefits to the kinds of people we wish to attract.  
**Objective 2.2 Attract a Young (20-39) Workforce to the Region**  
Sufficient young workers is a prerequisite for long-term economic health. We will get to 'sufficient' in collaboration with neighbouring communities by making it affordable to live here attracting young skilled workers who embrace the outdoor lifestyle and improving public transit, among others.  
**Objective 2.3 Offer Workforce Education to a Multi-Generational Talent Pool**  
All adults can contribute to our local economy through knowledge, purchases or work. Our citizens should have the opportunity, regardless of age, to acquire new skills to attain the kind of employment they desire and meet the needs of our local businesses.

**ENSURE COLLINGWOOD IS INVESTMENT-READY**  
**Objective 3.1 Characterize, Magnify & Market business growth areas with available lands & space**  
We will help investors find space in Collingwood by identifying and encouraging effective use of space, as well as by adopting a more collaborative, customer service-oriented approach.  
**Objective 3.2 Make it Easy to do Business with the Town**  
Hard-working staff in the Town of Collingwood do their best to serve citizens and local businesses. We will continue to do so in an efficient, effective and collaborative way.  
**Objective 3.3 Establish a Collingwood Ambassador Team Comprised 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.



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

### GOAL 1 – Make Collingwood a hub for sustainability and innovation

- Continued collaboration with business support organizations at the BDC and Simcoe County to enhance services for SMEs, large businesses, and entrepreneurs
- Provided ongoing opportunities for the business community by improving communication, information sharing, and access to resources through consultations, newsletters, social media, website updates, business events, and celebrations
- Contributed to the Town’s environmental stewardship priorities by organizing sustainability-focused conferences
- Actively participated in climate change initiatives and cross-departmental sustainability projects



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

**GOAL 1 – Make Collingwood a hub for sustainability and innovation**

### Business Development Center by the numbers

KPI	2025 Result *	Source
Impact of Business Development Center <ul style="list-style-type: none"> <li>• Grants</li> <li>• Loans</li> <li>• Coordinated Investment</li> <li>• Job creation</li> </ul>	<ul style="list-style-type: none"> <li>• \$86,000 in grants</li> <li>• \$1.1M dispersed in business loans and 540 jobs impacted</li> <li>• 913 Consultations</li> <li>• 76 new business startups</li> <li>• 60 events</li> <li>• Collingwood was named the happiest place to live in Ontario by Stats Canada</li> <li>• Collingwood has ranked #1 in Ontario and #6 in Canada in Entrepreneurship by CFIB</li> </ul>	BDC partners

\*prior year data available upon request



# Overview of the Economic Development Action Plan (EDAP)

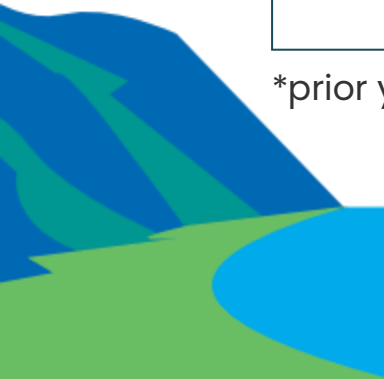
## Current Progress

**GOAL 1 – Make Collingwood a hub for sustainability and innovation**

### Business Development Center by the numbers

KPI	2025 Result *	Source
Number of entrepreneurs, small (1-99) and medium (100-499) companies	<ul style="list-style-type: none"> <li>• 3,197 Self Employed</li> <li>• 1,204 Small (1-99)</li> <li>• 13 Medium (100-499)</li> <li>• 2 Large (500+)</li> </ul>	Analyst

\*prior year data available upon request



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

### GOAL 2 – Promote Collingwood as a Great Place to Live & Work

- Invested in growing the Town’s brand as Ontario’s premiere place to live, work, and play through digital campaigns on social media, local success stories on the Live More Now website, and more
- Led the development and implementation of the Tourism Master Plan and Municipal Accommodation Tax
- Support several local and regional initiatives like the Summer Company and Summer Ventures program run by the local SBEC, CFSGB, and promote WorkinSimcoe.ca job board
- Collaborated with the County and Simcoe’s two post secondaries to connect industry with opportunities in research and innovation and experiential learning like co-op and placement



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

### GOAL 2 – Promote Collingwood as a Great Place to Live & Work

#### Promotion by the numbers

KPI	2026 YTD Results*	Source
<ul style="list-style-type: none"> <li>Digital Campaigns on social media</li> <li>Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>134,236 impressions of the advertisements which were run locally and in the GTA region</li> <li>93,406 accounts reached through the social media campaigns</li> <li>3,824 landing page views achieved through ad clicks</li> <li>Newsletter subscribers:               <ul style="list-style-type: none"> <li>Live More Now 60 sec update - 1,441</li> <li>SBEC - 2,709</li> <li>Tourism - 71</li> </ul> </li> </ul>	Digital Marketing Tools

\*prior year data available upon request



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

### GOAL 2 – Promote Collingwood as a Great Place to Live & Work

#### Livability by the numbers



KPI	2026 YTD Results*	Source
Affordable Housing	<ul style="list-style-type: none"> <li>Through the Town’s Affordability initiatives, the delivery of 70 new rental units and \$280k in funding since 2023 has been supported by the Town</li> <li>Secured 34 affordable units through development agreements and dedicated land for 30 AH units with County partners</li> </ul>	ToC Affordable Housing
Average wages/income	<ul style="list-style-type: none"> <li>Median household income                             <ul style="list-style-type: none"> <li>◦ \$72,500</li> </ul> </li> <li>Average household income                             <ul style="list-style-type: none"> <li>◦ \$90,300</li> </ul> </li> </ul>	Statistics Canada Census 2021

\*prior year data available upon request



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

### GOAL 2 – Promote Collingwood as a Great Place to Live & Work

#### Workforce by the numbers



\*prior year data available upon request

KPI	2025 Results*	Source
<ul style="list-style-type: none"> <li>Number and growth of jobs in prioritized knowledge –economy sectors</li> </ul>	<ul style="list-style-type: none"> <li>13,322 jobs in the knowledge sectors i.e. professional, scientific and technical services, finance and insurance and management</li> </ul>	Analyst
<ul style="list-style-type: none"> <li>Workforce post-secondary education levels</li> </ul>	<ul style="list-style-type: none"> <li>91% of Collingwood residents have a certificate, diploma, or degree</li> <li>63.6% of Collingwood residents have a post- secondary education</li> </ul>	Stats Canada
<ul style="list-style-type: none"> <li>Job vacancy rate 2025 – unique jobs posted by unique employers (percentage increase)</li> </ul>	<ul style="list-style-type: none"> <li>Unique Collingwood job postings - 2,101 by approximately 400+ companies</li> </ul>	Analyst



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

### GOAL 3 – Ensure Collingwood is Investment-ready

- Developed key sector profiles now published on the Live More Now website.
- Supported the Planning team throughout the Official Plan review process.
- Collaborated with InvestON to host a guided tour showcasing Collingwood's assets and opportunities.
- Partnered with the County of Simcoe on Site Selector roundtables and investment attraction initiatives.
- Promoted and strengthened the Business Development Centre as Collingwood's one-stop shop for business support.
- Established the Mayor's Economic Development Roundtables and Leadership Forums to raise awareness of economic development initiatives and reduce barriers to doing business in Collingwood.



# Overview of the Economic Development Action Plan (EDAP)

## Current Progress

**GOAL 3 – Ensure Collingwood is Investment-ready**

### Investment activity by the numbers

KPI	2025 Results*	Source
<ul style="list-style-type: none"> <li>Investment made in commercial and industrial building developments</li> </ul>	<ul style="list-style-type: none"> <li>73 permits under 250K were issued for a construction value \$3,958,500.00</li> <li>24 permits over 250K for a construction value \$39,455,000.00</li> </ul> <p>Overall - 653 permits were issued by the ToC for a total value of \$84,528,600</p>	Building Department Permit Data
<ul style="list-style-type: none"> <li>Tax Base across commercial, residential and industrial</li> </ul>	<ul style="list-style-type: none"> <li>\$579,711,335 Commercial</li> <li>\$66,406,800 Industrial</li> <li>\$4,583,984,651 Residential</li> </ul>	MPAC

\*prior year data available upon request



# Need for EDAP refresh

- The current version of EDAP, 2020–2025, has reached the end of its lifecycle
- Much has changed between 2020, and now – pandemic, tariffs, international, national and local governments and more
- Investment in business sectors and the way businesses operate have changed



# Need for EDAP refresh

Alignment with the Town's Strategic Plans:

- **Community-Based Strategic Plan**
- Pillar 3: Vibrant – We are home to a dynamic and resilient economic ecosystem, driven by design and continuous learning and powered by people.
  - **Goal: Grow and diversify Collingwood's economy**
    - Refresh and implement the Town's 2020–2025 Economic Development Action Plan to align on key areas for economic growth and investment attraction.
    - Continue to encourage the Town's position as a regional centre for economic activity in South Georgian Bay.
    - Complete and implement the Tourism Master Plan and continue to support four-seasons tourism, building on and leveraging Town assets and amenities and those of its neighbours.
    - Update Town policies and practices to make it easier to do business in Collingwood.



# Need for EDAP refresh

Alignment with the Town's Strategic Plans:

- **Community-Based Strategic Plan**
- Pillar 3: Vibrant – We are home to a dynamic and resilient economic ecosystem, driven by design and continuous learning and powered by people.
  - **Goal: Build our local labour force**
    - Work with Simcoe County and other partners to identify and address current and projected skills gaps across industries in the South Georgian Bay region and related strategies and action plans.
    - Enhance the vibrancy of Georgian College and attract a new college and university to provide more opportunities for residents to stay, learn, and grow in Collingwood.
    - Explore opportunities for more experiential learning opportunities at and within the Town to support youth with “on the job” training and mentorship.



# Need for EDAP refresh

Alignment with the Town's Strategic Plans:

- **Community-Based Strategic Plan**
- Pillar 3: Vibrant – We are home to a dynamic and resilient economic ecosystem, driven by design and continuous learning and powered by people.
  - **Goal: Enhance the downtown and waterfront as a place to be.**
    - Complete and implement the Downtown Visioning Master Plan to guide the evolution of the downtown area to 2051, including fostering greater connection to and integration with the waterfront.
- **Tourism Master Plan** (>20 actions as lead/co-lead)
- **Downtown Master Plan** (>20 actions as lead/co-lead)
- **and more...**



# What have we heard from the community

Identify priority sectors of focus

**Post-secondary attraction**

**Regional, National and International trends**

Overall review of EDAP effectiveness

Post covid impacts

**Bolstering on-shore manufacturing**

**Provincial-Inter-trade**

**Proactive attraction of foreign direct investment**

Need for alignment and collaboration across South Georgian Bay and Simcoe County at large





*Collingwood*

**MAYOR'S ECONOMIC DEVELOPMENT**

# **ROUNDTABLE**

**TOPIC #2**

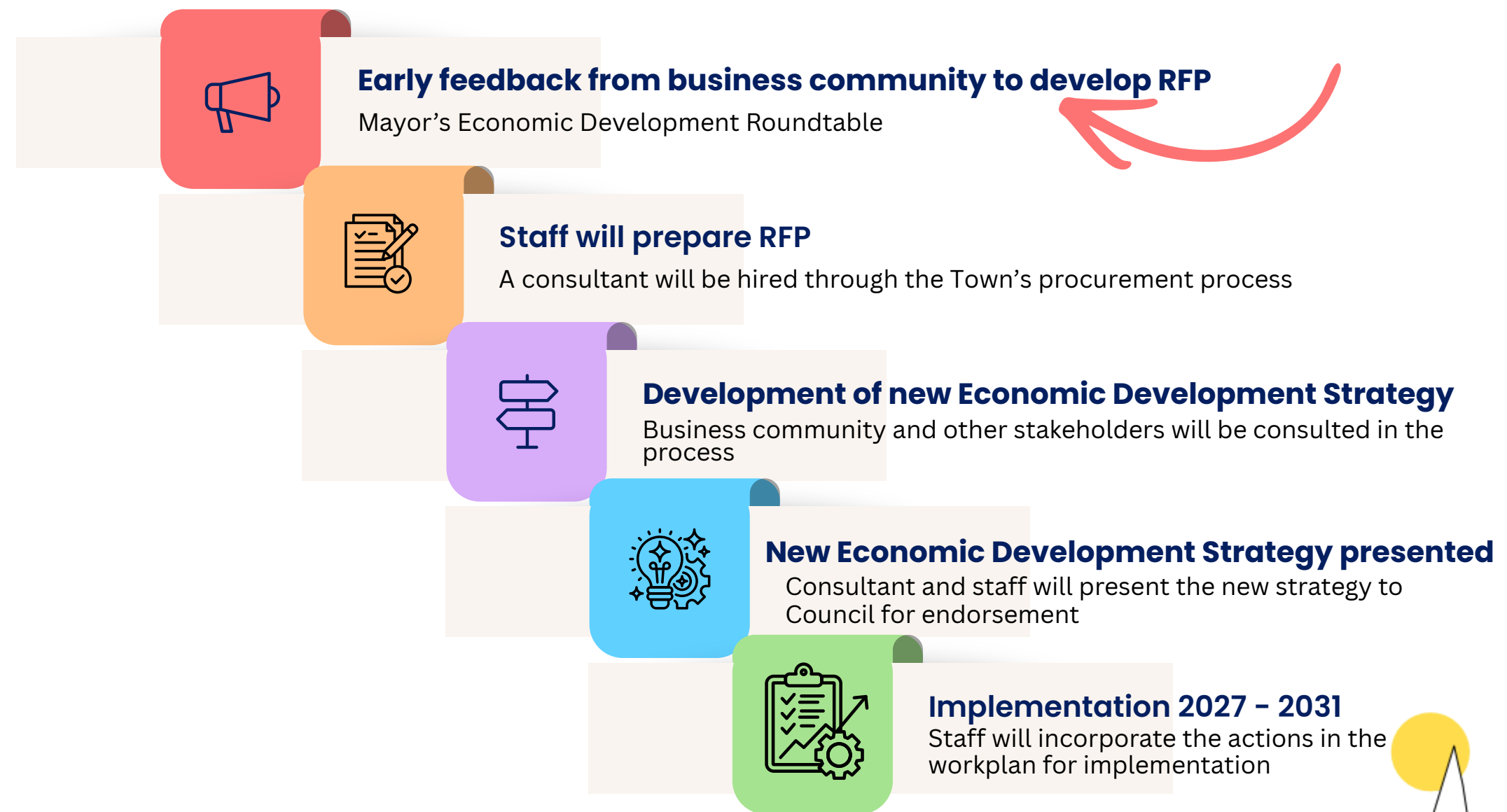
**HELP US SHAPE THE EDAP REFRESH!**

## **What are your priorities for a refreshed Economic Development Action Plan**

1. Which existing priorities remain relevant?
2. Which initiatives or EDAP components are working well and should be continued or evolved?
3. Which initiatives or EDAP components no longer meet current conditions (e.g., workforce, housing, business retention challenges)?
4. What's missing from the current plan (e.g. priority focus on specific sectors – for example, mining, innovation, green economy, import/export development or foreign direct investment, economic impact of tourism, arts and culture, investment readiness, sector development)?
5. What opportunities are emerging from Collingwood's growth, business climate, regional partnerships and trends that businesses and stakeholders are seeing firsthand that can be captured in the EDAP?
6. What should the Town be most mindful of as we begin the refresh of the EDAP?



# Next Steps





*Collingwood*  
MAYOR'S ECONOMIC DEVELOPMENT  
**ROUNDTABLE**

*Thank you!*

