



# 2023 | ECONOMIC DEVELOPMENT STRATEGY



**BWCG**  
ECONOMIC  
DEVELOPMENT   
BUILD • WORK • GROW



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## Introduction

The Town of Bradford West Gwillimbury (BWG) has been experiencing rapid growth and change in recent years, fuelled, in part, by residents and businesses moving north from the Greater Toronto Area (GTA). Most recently, BWG has emerged from the most significant impacts of the COVID-19 pandemic, which began in early 2020.

To respond to the pandemic, in November 2020 the Town crafted the COVID-19 Resiliency and Recovery Strategy which saw them undertake and complete several key actions to help businesses weather the challenges, and leverage the opportunities, presented by the pandemic.

While that strategy sought to respond to the immediate impacts of the COVID-19 pandemic on the economy, this strategy presents a longer-term vision that will provide a framework to guide BWG's future economic development trajectory and stewardship. Like all strategies, this document will be revisited regularly for relevance, to monitor performance measures and evaluate overall progress.

In consideration of this strategic plan, in developing their 2023-2026 strategic priorities, BWG Town Council identified a number of items that relate to economic development. Council has determined that economic development will focus on balancing the residential and industrial commercial tax base, creating more local jobs, increasing opportunities for more residents to live and work in BWG, and lowering vacancy rates. Developing this strategy was identified as a key action item to guide economic development. Other key actions included:

- Increasing employment opportunities from new business at Highway 400 and the industrial parks, and
- Ensuring an appropriate range of housing is available to support employment growth

Council also prioritized downtown and urban renewal, to ensure that BWG continues to offer its residents a high quality of life, and that the business community has opportunity to access the marketplace and attract labour. This priority focuses on ensuring the Holland Street Transformation project is underway, starting the redevelopment of the Bradford Community Centre property, and maximizing the use of our municipal facilities and lands. Key action items here that relate to economic development include:

- Undertaking the Holland Street Transformation project
- Developing a stakeholder aspiration plan – “Preferred Downtown Shops & Services.”

The following additional documents were considered in the development of this strategy:

- Transportation Master Plan (2022)
- Trails Master Plan (2010)
- Leisure Services Master Plan (2017)
- Draft Leisure Services Master Plan (2023)
- Diversity and Inclusiveness Action Plan (2020)

This strategy was developed through several consultations with key stakeholders, the business community, BWG's Town Council, and their Strategic Projects Advisory Committee. Demographic and labour information was also collected and analyzed to better understand the changes in population and employment since the development of the previous strategy. The data was analyzed and summarized into key themes, and goals, objectives, and actions were developed. The following section features highlights from the key themes that emerged, while the complete summary of consultation and labour market statistics can be found in Appendix A.

## Key Themes

The following key themes were identified from the consultation and used to guide the development of the new economic development strategic plan.

**Growth:** BWG has and will continue to experience significant growth, and there is a need to find balance and sustainability, especially between the people living here, the types of jobs here, and housing, as there is no shortage in interest by people and businesses to relocate to BWG. It was noted that BWG has seen increasing diversity and more vibrant and indie businesses, including those based in homes. Consultation also noted that developers have been trying to build in areas that have not been appropriately zoned for development, which should be discouraged due to existing appropriately zoned and serviced land.

**Strategic Location:** BWG is in a central location, just north of the GTA and on a major transportation corridor. There are significant economic development opportunities stemming from the development of future transportation corridors, making BWG an attractive location for business, particularly for those moving goods.

**Development/Planning/Zoning/Red Tape:** Businesses felt that red tape and zoning regulations made development challenging and BWG could help by streamlining those processes and making them easier to understand. It was suggested that the agriculture sector needs to erect new structures quickly and BWG should be responsive to those needs. It was also noted that some developers are choosing not to develop their land, potentially waiting for expected higher financial returns. As many interested businesses are looking for pre-fabricated builds, it was suggested that BWG could work to establish more partnerships between developers with lower capacity, to facilitate the creation of new business-ready space. Lastly, with interest in space remaining strong, this is a good time for BWG to reevaluate its CIP program to ensure incentives are targeted to the most strategic investment opportunities, stimulating areas where investment is lacking and needed.

**Downtown/"Old Side of Town":** It was suggested that there is a stigma facing the downtown and east side of BWG. The downtown core requires unique and interesting anchors, including a more dynamic mix of creative, unique, boutique style stores, to attract people.

**Sense of Place:** Consultations revealed sentiments that BWG lacked a true sense of place and community identity, as the Town does not appear to have a clear focal point. Many residents

must go out of BWG to access some desired services and recreation, where demand cannot keep up with the supply. It was suggested that libraries could be used to create community hubs to ease the backlog of service and recreation demand through dynamic pop-ups.

**Business Development:** More networking opportunities, business innovation supports, and business growth (funding, education, mentorship) were identified as needs of the business community. Specifically, creating a central place to facilitate connections and centralize resources locally was considered useful.

**Labour:** Skilled and unskilled labour is needed, and it was recommended that BWG work with partners to prepare youth for future employment opportunities, and prepare adults for present employment opportunities. Many newcomers have been moving to BWG but have found it challenging to find jobs to match their high level of skill. It was noted that employers would likely benefit from education on 'employer of choice' best practices and a living wage.

**Housing:** Diverse housing options to match income levels and housing needs must be considered. It was noted that people have moved to BWG and left shortly due to the high cost of housing and rentals, a low supply of rentals, as well as high taxes.

**Transportation:** Businesses noted a gap in public transportation for workforce purposes, both within the Town and between the Town and other areas (GTA, Simcoe County, Barrie, etc.). There was a belief that many residents are not aware of available transit options. The importance of connecting affordable and attainable housing to transit and employment opportunities was noted several times.

**Childcare:** It was noted that childcare in BWG had limited availability and was expensive, creating an additional barrier for parents to return to the workforce.

**Hotel:** One or more hotels were considered critical for business, sport, and tourism. The business community in particular noted they needed a high-quality hotel to host clients for food, entertainment, and accommodation.

**Holland Marsh:** The Holland Marsh area is a unique asset and economic contributor to BWG.

**Tourism:** Tourism in BWG is in its early stages but there are some unique assets and features that could be enhanced to support product packaging and development. These include agri-tourism, an eclectic culinary product, and annual events like Carrot Fest. Tourism Simcoe County is working to link BWG to the Lake-to-Lake Cycling Trail and has expressed that they would be pleased to work with BWG to explore further opportunities to develop tourism.

**Agriculture:** The agriculture sector is considered one of the largest employers and biggest contributors to the tax base in BWG. The sector has been struggling to fill highly paid and highly skilled employment opportunities despite extensive advertising.

## Implementation

This document lays out a strategic path to support BWG's economic development efforts in coming years.

It is critical to note that economic development does not happen in isolation and BWG will continue to work closely with community and business groups to partner, share resources and information, and ensure that work is complementary to other economic development activities.

Lastly, BWG's economic development efforts, and economy as a whole, are subject to many external forces that could impact the success of various initiatives and change the course of certain activities. These include but are not limited to, Bill 23, unprecedented changes to the Municipal Act and Planning Act, Simcoe County Official Plan Amendment (SCOPA) 7, a regional government review, as well as an internal organizational review. To manage these, it will be important to review and adjust this strategy annually to account for any changes.

## Bradford West Gwillimbury Economic Development Strategy 2023-26

**For a comprehensive list of goals, objectives and activities, please reference the Implementation Workplan on Page 21. It contains details on metrics, budgetary considerations and partners.**

### Vision

*BWG is the economic hub of central Ontario, offering a livable community with good jobs, a high quality of place, and destination amenities for business, residents, and visitors.*

The vision is meant to be forward-looking, beyond the term of the strategy. This sets the tone of what Bradford West Gwillimbury is aspiring to be and to provide a high-level framework to guide the direction of goals, objectives, and actions.

**Goal 1: Bradford West Gwillimbury is prepared and well-positioned to welcome complementary, sustainable, and impactful investment opportunities that build on the strength of the Town's central location.**

Given BWG's central location on the Highway 400 corridor, the impending development of the Highway 400-404 Link, and ongoing cost and available space challenges within the GTA, the Town is well positioned to attract a range of investments. Consultation indicated the industrial and commercial space available within the Town often does not align with the needs of investors (looking for existing space, rather than building their own). The Town needs to gain a better understanding of the development potential of available land and how best to unlock it.

Additionally, given the Town's ideal location, interest in investing will likely remain strong. In this favourable position, it is recommended the Town take a strategic approach to attracting new investment. This should include a focus on investment that aligns with the skills, education, and needs of current and future residents, that complements existing industry within the Town and region, and that contributes to a sustainable and high quality of place.

**1.1 OBJECTIVE:** Maximize the investment potential of industrial land within BWG.

Proposed Actions:

1.1a Undertake an Industrial Land Strategy that reassesses and evaluates target investment attraction sectors to ensure they are strategic and sustainable, and reflect the current development potential of industrial land across BWG.

- Review investment attraction target sectors
- Create a prioritized inventory of all industrial land across BWG based on the development potential of each parcel

1.1b Implement the recommendations of the Industrial Land Strategy.

1.1c Research, identify, and implement tactics to better enable development on high and medium potential industrial land parcels.

**1.2 OBJECTIVE:** Pursue strategic and impactful investment attraction opportunities that maximize high quality employment, sustainability, and complementary investment to existing BWG businesses.

Proposed Actions:

1.2a Undertake a retail/service gap analysis to identify target retail and service businesses to attract.

1.2b Following the completion of the Industrial Land Strategy and retail gap analysis, review and update marketing activities and tools to align with target industrial and commercial sectors.

1.2c Work with local and regional partners to undertake investment attraction activities that include trade shows and marketing campaigns.

**1.3 OBJECTIVE:** Support and enable processes that facilitate new development and investment.

Proposed Actions:

1.3a Work with Development and Engineering Services Department to undertake a red tape and development application process review to address current process and regulatory barriers related to development.

- This should include a review of agriculture sector-related building and development processes
- Ensure any changes are accounted for in future strategies and studies, such as the Development Charge Study

1.3b Improve capacity to assist businesses with development and building applications across the municipality and external approval authorities.

- Create planning and development guides targeting the business community

1.3c Improve private sector ability to enable the Town's desired economic development outcomes (i.e. address shortages of prefabricated commercial and industrial operating spaces).

- Connect with private sector to understand barriers to desired developments
- Work with internal and external partners and the private sector to develop meaningful and creative ways to address identified barriers (i.e. facilitating partnerships between smaller developers)

1.3d Undertake time lapse photography project to support business attraction efforts along the Highway 400 corridor.

**1.4 OBJECTIVE:** Ensure CIP Programming meets the needs of the community and Bradford West Gwillimbury's economic development goals.

Proposed Actions:

1.4a Undertake an assessment of new CIP areas, which should include the Bond Head commercial area.

1.4b Undertake a CIP review to ensure programs are effective in achieving BWG economic development goals.

1.4c Implement recommendations on any changes or new programming to enable Bradford West Gwillimbury to meet their economic development goals, including to facilitate placemaking.

**Goal 2: Bradford West Gwillimbury has the entrepreneurial resources, supports, and ecosystem to enable businesses to start, grow, and innovate.**

BWG has seen an explosion of business activity over the past decade, prompting increased demand for supports and services. Consultation noted that BWG lacked Small and Medium Enterprise (SME) growth resources directly within the community, while neighbours hosted Nottawasaga Futures head office and the Innisfil DMZ.

Business owners indicated that they wanted more business development education and resources, more meeting spaces in the community, improved networking opportunities for better connectivity, collaboration, and knowledge-sharing with their peers. BWG is taking steps to fill the service provider gap in the community with the establishment of the BWG Catalyst Centre (BCC). To ensure programming and services delivered by both the Catalyst Centre and the BWG Economic Development Department remain relevant, it will be critical to remain in close contact with the business community.



Businesses were also struggling to find the labour that they needed and shared concerns about longer term ability to grow in the area. As a result BWG will focus on expanding the pipeline of current and future appropriately skilled employees.

**2.1 OBJECTIVE:** Undertake a business visitation program to enhance relationship with business community and the Town's understanding of their needs.

Proposed Actions:

2.1a Setup one-on-one meetings with the business community to better understand their needs, and provide support for any immediate challenges or opportunities.

- Establish a target number of businesses and annual theme(s) (i.e. largest employers, downtown businesses, manufacturers, home builders, etc.)

2.1b Review trends from meetings and incorporate solutions to broader challenges and opportunities into economic development programming.

**2.2 OBJECTIVE:** Enable local entrepreneurs to access the resources, support, and connections they require for their business to grow and thrive in BWG.

Proposed actions:

2.2a Refine and adopt the BWG Catalyst Centre Business Plan.

2.2b Establish the BWG Catalyst Centre in the downtown core to maximize economic impact and spinoff.

2.2c Deliver a range of programming and resources to support business start-up, growth, and connectivity, and explore the potential to offer space to similar entrepreneur-serving organizations.

2.2d Continue exploring partnership opportunities to enhance programming and resources delivered through the Catalyst Centre, including supporting the start-up and incubation of businesses owned by racialized individuals.

2.2e Provide training opportunities to strengthen entrepreneur-serving organizations.

2.2f Undertake video production project with local businesses to create awareness and attract new workforce.

**2.3 OBJECTIVE:** Improve access to post-secondary education, and employment and skills-training opportunities.

#### Proposed Actions:

2.3a Undertake post-secondary education feasibility study to examine opportunities to bring training that meets the needs of local employers to the Town and implement the recommendations.

2.3b Undertake a feasibility study to examine opportunities to bring training and skills development facilities, including union hall training centres that meet the needs of local employers to the Town and implement the recommendations.

2.3c Work with employers and training partners to develop custom local training solutions for BWG employers.

- Quantify training needs across employers
- Connect with training organizations to deliver custom local training to meet employer needs

**2.4 OBJECTIVE:** Improve connectivity between BWG residents, including high school students, and current and future employment opportunities.

#### Proposed Actions:

2.4a Work with Ontario Youth Apprenticeship Program (OYAP)/Co-op educators to promote and facilitate connections to their programming with employers.

2.4b Work with partners to promote local and regional career opportunities and pathways to students and residents.

2.4c Work with partners to provide employers with information on workforce attraction and retention best practices.

2.4d Work with Holland Marsh Growers' Association to promote employment in the agricultural sector.

2.4e Host employment fairs with regional partners

- In alignment with the Diversity Equity and Inclusion (DEI) Council Committee workplan, this should include Black and racialized community-supportive agencies or organizations.

2.4f Partner in the development of a youth employment program

- In alignment with the DEI Council Committee workplan, this program should include a focus on youth from racialized communities (job placement, mentorship, skill development).

2.4g Explore opportunities to enhance childcare facilities/opportunities in BWG.

**Goal 3: Bradford West Gwillimbury offers a livable community with a high quality of life and destination amenities.**

Many discussions focused on the identity, livability, and tourism potential of BWG. As a rapidly growing community, BWG is faced with demand for retail, services, housing, and recreation that is outpacing supply. Housing availability and affordability is not always in alignment with available employment opportunities.

While improving, transit does not yet fully address the needs of the business community. While outside of what may be considered traditional economic development activities, housing pressures and the need for a comprehensive approach to transit mean economic development will explore a role to work with employers and other partners to address those challenges.

At the same time new pockets of investment are servicing parts of the Town with needed amenities, while the Town's downtown and east side are in need of a refresh. The Town is home to many unique businesses, assets, and amenities, and is poised to redevelop its main street.

Several noted that BWG is home to untapped tourism potential that is worth an additional look as accommodators begin to develop in the community. The time is right to create a vision for the downtown, east end, and broader community that will ensure Bradford West Gwillimbury offers an attractive, vibrant, engaged, and well-serviced community that will stand out from its neighbours and, attract and retain residents, business, and tourists in the years to come.

**3.1 OBJECTIVE:** Establish a vision to revitalize the downtown and east end of Bradford West Gwillimbury, creating a vibrant, high-quality of place for residents and visitors, new destination amenities, and a link between the downtown, the canal, and other key infrastructure (i.e. transit).

**Proposed Actions:**

3.1a Undertake a downtown revitalization and placemaking best practices assessment by reviewing the previous downtown revitalization strategy, relevant related case studies, and identifying key elements to incorporate.

3.1b Connect with key partners, including the community and private sector to build interest, buy-in, and engagement in the revitalization process.

3.1c Undertake an extensive community consultation process to establish a new vision and strategy for this major revitalization project.

- Ensure traffic committee is engaged with any new vision and strategy development

3.1d Adopt the strategy and champion it's implementation in the community.

**3.2 OBJECTIVE:** Identify opportunities to establish BWG as a tourism destination.

Proposed Actions:

3.2a Work with partners to undertake an asset identification, feasibility, and unique selling proposition exercise for the tourism sector.

3.2b If tourism potential is identified, undertake a tourism sector development strategy.

3.2c Support the implementation of the Cultural Master Plan.

3.2d Connect with visiting sports associations to share information on local tourism opportunities, especially food, retail, and service-based businesses.

3.2e Establish a public art policy and program, with a particular focus on the downtown and BWG Catalyst Centre.

**3.3 OBJECTIVE:** Work with public, private, and not-for-profit organizations to create attainable housing options for the workforce in BWG.

Proposed Actions:

3.3a Undertake a best practice review of employer-supported housing models.

3.3b Connect with partners (public, private, not-for-profit) to better understand their needs and willingness to work together to address the housing challenges facing the community and workforce.

3.3c Work with partners to explore and undertake opportunities to develop housing geared to income-levels across the workforce.

**3.4 OBJECTIVE:** Work with public and private partners to enhance transportation options for the workforce in BWG.

Proposed Actions:

3.4a Undertake a best practice review of transit geared to supporting workforce development.

3.4b Connect with partners to better understand their needs and willingness to work together.

3.4c Work with partners to explore and undertake opportunities to enhance BWG's transportation system and connections geared to improving access for the workforce.



## Appendix A: Key Consultation Theme Summary

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The following is a summary of the perspectives of those consulted with for the development of this strategic plan, including business and business networking groups, key economic development partners, and Council.

## Key Themes

### Growth

- BWG has and will continue to experience significant growth – to keep up with and maximize opportunities, Economic Development, Planning, Building likely will require increased capacity
- Need to find a balance of sustainability, especially between the people living here, the types of jobs here, and housing
- There is a lot of interest in the employment lands and many are locating in the region due to cost
- Growth and investment attraction should be strategic to support sustainability
- There is no where existing space available to locate a new commercial or industrial business
- With rapid growth retail and commercial services, as well as recreational and entertainment options have not kept up with growth – people leaving to access elsewhere
- Recreational sports leagues have long wait lists
- There is still a desire to retain the small town feel despite growth
- Increasing diversity
- Lots of vibrant indie and home-based businesses
- Need to plan for development and connectivity with the GO Train (high density residential and commercial)
- Concerns around developers trying to locate outside of identified, serviced, and appropriately zoned areas
- Homelessness and economic challenges have been increasing – the Town should intervene sooner rather than later
  - Opportunity to work with local organizations to create supportive employment opportunities – they could train interested employers for free

### Strategic Location

- BWG is ideally located for any sort of hub, in particular transport
- Current and future transportation corridor development present additional commercial and industrial opportunities, as well as presenting new critical goods movement corridors
- Town has a great labour and business attraction package

### Development/Planning/Zoning/Red Tape

- Support our development by getting out of businesses' way
- Amendments to zoning by-laws to enable housing development
- Reduce and streamline red tape businesses need to go through – understand the need for all the reviews, but can we speed up the process
- BWG's housing development process perceived as more difficult than Keswick (comparison was for a development on the Marsh)
- With good development charges, a manufacturer noted they expected to be able to continue to grow

- Farmers need things to be built quickly – thus permitting and red tape must be dealt with quickly – farmers want to expand but it takes forever to get things done
- There is a need to be strategic with CIPs – what changes do you want to drive as growth will come regardless
- Developers have land and many are sitting and waiting until they reach their anticipated price levels
- Most industrial or commercial businesses are looking for existing facilities and do not want to take on building or facility development
- Minimize high water users or waste creators, and where possible try and cluster those users together so they can collaborate on enhanced service provision
- There is an opportunity to try and bring together smaller developers to develop serviced parcels. DES is happy to support with this process and there may be a role ED can play a role my communicating information, facilitating collaborative developer partnerships

### Downtown/"Old Side of Town"

- There is a stigma
- Lots of people with no where to go and sometimes causing damage – we should help them
- Access to the downtown needs to be easy for the consumer
- Traffic is in issue and makes the downtown even less accessible and a frustration to drive through
- CIP has been great
- Limited infrastructure and parking
- Lots of turnover taking place
- The downtown requires anchors to draw people in
- Requires a more dynamic mix of creative, unique, boutique style stores to draw people in, rather than dead services

### Sense of Place

- The Town lacks a true sense of place
- No sense of community
- Residents go out of Town to access services and recreational opportunities, not building roots here
- Lots of young families here but not that much to do for them
- Encourage the development of community hubs, with amenities and park space surrounded by retail and service amenities
- Library could facilitate the development of dynamic pop-up spaces (that could include business services)
- Town does not seem to have a clear focus

### Business Development

- SMEs would benefit from more networking
- Reagens Industrial Park there is local networking, collaboration, and supplier relationships
- On-going need to support business process innovation and expansion

- Ensure existing and new businesses in the Town have access to the support and services they need to grow (funding/financing, education, mentorship, etc.)
- Regional Innovation Centre in the area would be helpful
- Co-working/Collision space would be helpful to encourage business growth and connectivity
- Leverage the library to support education and training opportunities. Libraries can serve as anchor institutions for hub development.
- Lack amenities and resources to support small business growth in BWG itself currently
- Opportunities for skill and knowledge trading
- Lack of meeting space
- Lack of awareness of business networking groups and opportunities already existing in BWG
- Consider how to specifically support women in business and consider the library as a resource
- Catalyst Centre is coming and will try to address space, networking, education needs of small businesses
- More communication and regular connection with the Town is desired
- Truck filling stations – are needed, certainly by transport company, but also others in the Town. Sounds like industry will address.

## Labour

- Skilled and unskilled is needed
- Trades have been removed from schools and we need to ensure our opportunities are front and centre for youth
- There are some skilled labour and technical jobs depending on the sub-sector, but also many blue collar manufacturing jobs
- Labour force is young and expected to grow – businesses are waiting for this – how do we create a labour force that supports local needs?
- Labour is a high cost, but manufacturer is highly paid and skilled
- Many newcomers moving to BWG are highly skilled, but are not able to find jobs at the same level as their skillset) – it was noted that there could be opportunities in agriculture
- Education on living wage, employer of choice practices would be helpful – current minimum wage is not feasible
- Need to support and recognize newcomer credentials
- Need local education and training options (i.e. forklift training)

## Housing

- Not all jobs are high paying so we need diverse housing options that are accessible to all income levels
- People have moved into BWG and then left due to high housing prices and high taxes
- Rent are also high
- Incentivize landlords to add residential units

## Public Transportation

- Public transportation is a challenge and does not move people around BWG effectively. There are also insufficient links into GTA systems. Both BWG and County Transit needs to be reliable to be considered a meaningful and viable option to support employment.



- Businesses will be using private transit to fill the gap
- Residents are also not fully aware of transit and transit options
- Needs to be connected to affordable housing

#### Daycare

- It's very hard to find and expensive

#### Hotel

- Is needed for business, sport, and tourism
- There is no where to entertain clients in BWG and entertaining them elsewhere is inconvenient

#### Holland Marsh

- Is an asset and unique

#### Tourism

- BWG is an emerging destination
- Opportunity for cycling tourism project Lake-to-Lake-to-Lake
- Eclectic culinary product
- Carrot Fest
- Agriculture and agri-tourism product
- Opportunity to geofence BWG through Tourism Simcoe County to understand who is coming
- Very early stage - competitive advantage needs to be identified

#### Agriculture

- One of the largest employers and tax bases
- There are many jobs in the sector, technical, high skilled, well paying jobs that are going unfilled despite advertising extensively

### Council Top Economic Development Priorities

- Increase employment opportunities from new businesses at Highway 400 and in the Industrial Parks – home in on developers that will want to build those industrial plazas
- CIP Review – Review at all levels (Do we need others, other areas, do we need new CIPs)
- Business Incubation
- Industrial Land Strategy
- Business Retention and Expansion – this is a regular activity but there may be a need for greater focus here, in particular in our industrial parks
- Invest in Human Talents

### Environment Scan

#### Strengths

- Geographic proximity to GTA
- More feasible versus affordable – closer to GTA, can give you other opportunities
- Land that's available and serviced
- Motivated and results oriented Council with a vision

- Diversity and growth
- Agricultural base
- Highway 400 lands
- Retail and small business – we have a lot of restaurants options, lots of service sector employers, in particular coming into downtowns, and successful mom-preneurs
- GO Train

### Weaknesses

- Simcoe County – 28% of our taxes go to them
- Lack of entertainment options
- Traffic
- No hotels
- People are driving out of Town to access chains – we need to retain here
- No tourism – we don't have a unique staple to hang our hat on and we haven't invested in it
- Post-COVID financial landscape – general economic strife – after COVID business levels have not returned to pre-COVID levels
- Bulk of residents going out of BWG for employment
- Access to health care
- Need to reduce red tape
- We have a canal but we don't use it – if only we had a riverfront trail
- More programs, services, and community spaces to host programs and events
- Affordable spaces for business to locate in – lots of businesses want to move here to take advantage of growth but there is no where for them to locate
- Limited government services based in BWG, also no education, hospital etc.

### Opportunities

- Employment Lands – continue development and get tenants there
- Tourism – promote Marsh, get hotels online (create a destination hotel – with a conference centre)
- Develop Holland St/Downtown core as a destination
- Central gathering spaces – including the new Town Hall and Library Lawn and Henderson Park
- 404-400 Bypass
- Build up and increase density – go up before out – will drive more transit and foot traffic

### Changes in the last 5 Years

- Population growth
  - More residential demand
  - More employment land demand
  - New industrial, commercial, retail stores
  - Need for increased infrastructure – Holland Street, Bypass, etc.
- The economy has changed, but to be stronger as businesses looked for out of the box solutions
- 400-404 bypass has increased interest

### Ways to maximize/mitigate changes

- We need to market the community more about our great assets – why people should move into and invest into
- Post secondary education – we need to think outside of the box, such as skilled training opportunities
- Work with school board – help us develop that vocational training
- Continue to work with the County's Economic Development Office
- Communicate with partners and community
- We need to create the destination for businesses to locate here – we need a developer to build industrial and commercial plazas – we have the space ready to go
- Riverfront and trail development
- Have a business concierge system that will allow businesses to walk through a streamlined process – walk them through process
- How do you brand BWG economically?
- Enhance relationships with businesses

### External Factors

- Global economy
- Labour shortages
- Climate change
- Provincial and Federal support (funding)
- More accessibility for community involvement
- Connection to other service providers and try to bring people in
- Inflation
- Immigration
- Global supply chain

### A Look at BWG's Industry Sectors 2018-2023

Description	2018 Jobs	2023 Jobs	Change	% Change	Avg. Wages Per Job	2023 Location Quotient
Agriculture, forestry, fishing and hunting	200	249	49	24%	\$30,624	2.36
Mining, quarrying, and oil and gas extraction	40	44	4	10%	\$71,578	0.41
Utilities	22	26	4	16%	\$81,075	0.38
Construction	427	423	(5)	(1%)	\$61,835	0.72
Manufacturing	1,591	1,833	242	15%	\$58,551	2.23
Wholesale trade	345	499	154	45%	\$60,181	1.16
Retail trade	1,245	1,269	24	2%	\$30,381	1.19
Transportation and warehousing	191	200	9	5%	\$48,876	0.47

Description	2018 Jobs	2023 Jobs	Change	% Change	Avg. Wages Per Job	2023 Location Quotient
Information and cultural industries	148	146	(1)	(1%)	\$61,947	0.74
Finance and insurance	159	201	42	27%	\$55,980	0.47
Real estate and rental and leasing	125	118	(7)	(6%)	\$50,018	0.80
Professional, scientific and technical services	166	209	43	26%	\$64,279	0.35
Management of companies and enterprises	29	48	19	65%	\$42,649	0.71
Administrative and support, waste management and remediation services	443	428	(14)	(3%)	\$46,066	0.98
Educational services	817	912	95	12%	\$63,794	1.24
Health care and social assistance	732	822	90	12%	\$42,442	0.69
Arts, entertainment and recreation	200	197	(4)	(2%)	\$29,177	1.35
Accommodation and food services	806	745	(61)	(8%)	\$19,137	1.17
Other services (except public administration)	470	401	(70)	(15%)	\$40,832	1.19
Public administration	414	441	27	6%	\$65,947	0.64
Unclassified	172	182	11	6%	\$61,409	1.04
	8,742	9,391	649	7%	\$48,537	



<b>Goal 1: Bradford West Gwillimbury is prepared and well-positioned to welcome complementary, sustainable, and impactful investment opportunities that build on the strength of the Town's central location.</b>			
<b>Desired Outcomes:</b> Increase total employment   Diversify economic base   Increase ICI investment   Increase non-residential property tax assessment   Streamline Development Process			
<b>1.1 Objective: Maximize the investment potential of industrial land within BWG</b>			
<b>Year</b>	<b>Key Activities</b>	<b>Project Lead   Support Role <i>Budgetary Estimates</i></b>	<b>Evaluation Metrics</b>
2024	<p><b>1.1a</b> Undertake an Industrial Land Strategy that reassesses and evaluates target investment attraction sectors to ensure they are strategic, sustainable, and reflect the current development potential of industrial land across BWG.</p> <ul style="list-style-type: none"><li>• Review investment attraction target sectors.</li><li>• Create a prioritized inventory of all industrial land across BWG based on the development potential of each parcel.</li></ul> <p>Note: Deliverables will include a comprehensive database of all vacant properties in 3 BWG Business Parks, with details on ownership and willingness to develop.</p>	<p>OED   BWG DES, Simcoe County EDO</p> <p><i>Consulting Support - \$50,000</i></p>	<p>Industrial Land Strategy is completed.</p> <p>All data captured in CRM and GIS systems.</p>

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<p><b>1.1b</b> Implement the recommendations of the Industrial Land Strategy.</p> <p>Note: This will focus on willing sellers/developers.</p>	<p>OED   DES, Simcoe County EDO  <i>Staff Time</i></p>	<p>Properties available for sale are prioritized for strategic development opportunities.</p> <p>Development opportunities promoted - including value of capital investment.</p> <p>New developments (Greenfield &amp; Infill) identified and reported.</p>
2025 to 2026	<p><b>1.1c</b> Research, identify, and implement tactics to better enable development on high and medium potential industrial land parcels.</p> <p>Note: Staff to reach out to property owners not in a present position to sell/develop to determine a timeframe for such activities.</p>	<p>BWG OED   BWG DES, Commercial and Industrial realtors and developers  <i>Staff Time</i></p>	<p>Timeline identified for future development of target industrial properties.</p>

1.2 OBJECTIVE: Pursue strategic and impactful investment attraction opportunities that maximize high quality employment, sustainability, and complementary investment to existing BWG businesses.			
Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<p><b>1.2a</b> Undertake a retail/service gap analysis to identify target retail and service businesses to attract.</p> <p>Note: To be undertaken concurrently with Holland Street Reconstruction Project.</p>	<p>BWG OED   Municipal Partners</p> <p><i>Staff Time</i></p> <p><i>Consulting Support - \$25,000</i></p>	<p>Target commercial businesses identified.</p> <p>CRM database updated.</p>
2025	<p><b>1.2b</b> Following the completion of the Industrial Land Strategy and retail gap analysis, review and update marketing activities and tools to align with target industrial and commercial sectors.</p>	<p>BWG OED   Municipal partners, County EDO</p> <p><i>Staff Time</i></p> <p><i>Consulting Support - \$10,000</i></p>	<p>Underserved market segments identified and promoted on Economic Development Website.</p> <p>Web Analytics updated (Townfolio).</p> <p>All print collateral updated.</p>
Ongoing	<p><b>1.2c</b> Work with local and regional partners to undertake investment attraction activities that include trade shows and marketing campaigns.</p>	<p>BWG OED   Municipal partners, County EDO, business community</p> <p><i>Staff Time</i></p>	<p>Identify and participate in site-selector trade shows to promote development opportunities in target sectors.</p> <p>New businesses attracted and expansion of existing businesses.</p>

1.3 Objective: Support and enable processes that facilitate new development and investment.			
Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2024	<p><b>1.3a</b> Work with Development and Engineering Services Department to undertake a red tape and development application process review to address current process and regulatory barriers related to development.</p> <ul style="list-style-type: none"> <li>• This should include a review of agriculture sector-related building and development processes.</li> <li>• Ensure any changes are accounted for in future strategies and studies, such as the Development Charge Study.</li> </ul>	DES   BWG OED  <i>Staff Time</i>	<p>Development process is streamlined to reduce time for applications, client satisfaction is high.</p> <p>Development timelines evaluated and improved year-over-year.</p>
2025	<p><b>1.3b</b> Improve capacity to assist businesses with development and building applications across the municipality and external approval authorities.</p> <ul style="list-style-type: none"> <li>• Create planning and development guides targeting the business community.</li> </ul>	BWG OED, DES   Developer community  <i>Staff Time</i>	<p>Implement DEATS (Development Application Tracking System) on public web portal to track progress of streamlined application process.</p> <p>Track usage of online development guides.</p> <p>Client satisfaction to reflect shorter development timelines.</p>

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<p><b>1.3c</b> Improve private sector ability to enable the Town's desired economic development outcomes (i.e. address shortages of prefabricated commercial and industrial operating spaces).</p> <ul style="list-style-type: none"> <li>• Connect with private sector to understand barriers to desired developments.</li> <li>• Work with internal and external partners and the private sector to develop meaningful and creative ways to address identified barriers (i.e. facilitating partnerships between smaller developers).</li> </ul>	<p>BWG OED   DES, Developer community</p> <p><i>Staff Time</i></p>	<p>Increase in prefabricated builds.</p> <p>Increase in industrially and commercially-zoned land being developed.</p>
2024 to 2025	<p><b>1.3d</b> Undertake time lapse photography project to support business attraction efforts along the Highway 400 corridor.</p>	<p>BWG OED   OMAFRA RED Grant</p> <p><i>Staff Time</i></p> <p><i>Hardware &amp; Monitoring - \$22,000</i></p>	<p>Higher web visitation to areas with attraction materials.</p> <p>Increased number of site selection inquiries.</p>



<b>1.4 Objective: Ensure CIP Programming meets the needs of the community and Bradford West Gwillimbury's economic development goals.</b>			
<b>Year</b>	<b>Key Activities</b>	<b>Project Lead   Support Role <i>Budgetary Estimates</i></b>	<b>Evaluation Metrics</b>
2024	<p><b>1.4a</b> Undertake an assessment of new CIP areas, which should include the Bond Head commercial area.</p> <p>Note: This includes Bond Head Commercial Area, Highway 400 Employment Lands, Agricultural Properties and Affordable Housing.</p>	<p>BWG OED   Consulting</p> <p><i>Consulting Support - \$20,000</i></p>	<p>New CIP areas programs identified and created.</p> <p>New CIP Areas established with MMAH.</p>
2024	<p><b>1.4b</b> Undertake a CIP review to ensure programs are effective in achieving BWG economic development goals.</p> <p>Note: Includes Downtown and Industrial Areas CIP programs (est. 2022).</p>	<p>BWG OED   Consulting</p> <p><i>Staff Time</i></p> <p><i>Consulting Support - \$5,000</i></p>	<p>Changes to existing CIP program identified</p>
2025	<p><b>1.4c</b> Implement recommendations on any changes or new programming to enable Bradford West Gwillimbury to meet their economic development goals, including to facilitate placemaking.</p>	<p>BWG OED   DES, Corporate Services</p> <p><i>Staff Time</i></p>	<p>Track total investment.</p> <p>Number of applications processed.</p> <p>Ratio of public to total capital infrastructure investment.</p> <p>Jobs created.</p>

<b>GOAL 2: Bradford West Gwillimbury has the entrepreneurial resources, supports, and ecosystem to enable businesses to start, grow, and innovate.</b>			
<b>Desired Outcomes:</b> Increase communication with business community   Robust SME sector   Diversify economic base   Improve educational and training opportunities			
<b>2.1 Objective: Undertake a business visitation program to enhance relationship with business community and the Town's understanding of their needs.</b>			
Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
Ongoing	<p><b>2.1a</b> Set up one-on-one meetings with the business community to better understand their needs, and provide support for any immediate challenges or opportunities.</p> <ul style="list-style-type: none"> <li>Establish a target number of businesses and annual theme(s) (i.e. largest employers, downtown businesses, manufacturers, home builders, etc.)</li> </ul> <p>Note: Elements to be part of Corporate Calling Program - direct outreach to business owners.</p>	BWG OED   Business Community  <i>Staff Time</i>	Track number of businesses approached.  Data updated in CRM and YLM databases.  Red Flag items identified & addressed (i.e. issues that prevented closure, frustration, dissatisfaction, or enabled new investment, expansion, product development, training or hiring)
Ongoing	<p><b>2.1b</b> Review trends from meetings and incorporate solutions to broader challenges and opportunities into economic development programming.</p>	BWG OED   Business Community  <i>Staff Time</i>	Quarterly roundtable discussion forum created and executed with manufacturers and large employers.  New programs or initiatives developed, business satisfaction increased overall.

2.2 Objective: Enable local entrepreneurs to access the resources, support, and connections they require for their business to grow and thrive in BWG.			
Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2024	<b>2.2a</b> Refine and adopt the BWG Catalyst Centre Business Plan.	BWG OED   Georgian College, BWG Board of Trade, Nottawasaga Futures, BNI, Business Development organizations  <i>Staff Time</i>	Obtain Council approval for Business Plan and Budget
2024 to 2025	<b>2.2b</b> Establish the BWG Catalyst Centre in the downtown core to maximize economic impact and spinoff.	BWG OED   Georgian College, BWG Board of Trade, Nottawasaga Futures, BNI, Business Development organizations  <i>Capital Seed Funding - \$200,000 Operations - \$200,00 (annually)</i>	Locate and secure new location for facility.  Leasehold improvements undertaken.  Program Manager selected and hired.  Contracts with partners established and executed.  Board Members recruited and Articles of Incorporation created.  Donors identified.  Secure third-party financing.

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<b>2.2c</b> Deliver a range of programming and resources to support business start-up, growth, and connectivity, and explore the potential to offer space to similar entrepreneur-serving organizations.	BWG OED   Georgian College, BWG Board of Trade, Nottawasaga Futures, BNI, Business Development organizations  <i>Staff Time</i>	Attract and track BWG entrepreneurs and small business operators.  Add new business contacts to CRM and YLM databases.  Programs established and marketed to entrepreneurs, SMEs, DEI-identified segments.
2026	<b>2.2d</b> Continue exploring partnership opportunities to enhance programming and resources delivered through the Catalyst Centre, including supporting the start-up and incubation of businesses owned by racialized individuals.	BWG OED   TBD based on needs  <i>Staff Time</i>	Attract and track BWG entrepreneurs and small business operators.  Add new business contacts to CRM and YLM databases.  Programs established and marketed to entrepreneurs, SMEs, DEI-identified segments.

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<b>2.2e</b> Provide training opportunities to strengthen entrepreneur-serving organizations.	BWG OED   TBD based on needs <i>Staff Time</i>	Increased outreach to business support organizations (BBT, BNI, SWAN etc.)  Increased outreach to partner organizations (CONTACT, NF, HMGA etc.)  Increase access to business resources to these groups.  Annual reports on partner activities.
2024 to 2025	<b>2.2f</b> Undertake video production project with local businesses to create awareness and attract new workforce.	BWG OED   OMAFRA RED Grant <i>Staff Time</i> <i>Production - \$25,000</i>	Videos promoted through electronic media channels.  Track businesses accessing labour resources.  Businesses connect to new markets/clients

<b>2.3 Objective: Improve access to post-secondary education, and employment and skills-training opportunities.</b>				
<b>Year</b>	<b>Key Activities</b>	<b>Project Lead   Support Role <i>Budgetary Estimates</i></b>	<b>Evaluation Metrics</b>	
2024 to 2025	<b>2.3a</b> Undertake post-secondary education feasibility study to examine opportunities to bring training that meets the needs of local employers to the Town and implement the recommendations.	BWG OED   Consulting Service  <i>Staff Time</i> <i>Consulting Support - \$15,000</i>	Study is completed, with skills and training opportunities identified.  Educational institution(s) targeted for attraction.	
2025	<b>2.3b</b> Undertake a feasibility study to examine opportunities to bring training and skills development facilities, including union hall training centres that meet the needs of local employers to the Town and implement the recommendations.	BWG OED   Simcoe Muskoka Skill Force, Literacy partners, OW, Homeless support organizations, CONTACT & NT Temps  <i>Staff Time</i> <i>Consulting Services - \$5,000</i>	Study is completed, with skills and training opportunities identified.  Educational institution(s) targeted for attraction.	
2026	<b>2.3c</b> Work with employers and training partners to develop custom local training solutions for BWG employers.  • Quantify training needs across employers.  • Connect with training organizations to deliver custom local training to meet employer needs.	BWG OED   Employers, training institutions/providers  <i>Staff Time</i>	Connections established between targeted BWG businesses and training providers.  Employers have access to a skilled workforce that meets their needs.  Satisfaction survey undertaken.  New training offered.	



<b>2.4 Objective: Improve connectivity between BWG residents, including high school students, and current and future employment opportunities.</b>				
<b>Year</b>	<b>Key Activities</b>	<b>Project Lead   Support Role <i>Budgetary Estimates</i></b>	<b>Evaluation Metrics</b>	
2025	<b>2.4a</b> Work with OYAP/Coop educators to promote and facilitate connections to their programming with employers.	BWG OED   OYAP/Coop Coordinators <i>Staff Time</i>	Connect students with local job opportunities.  Track number of youth engaged in local job placement opportunities.	
2026	<b>2.4b</b> Work with partners to promote local and regional career opportunities and pathways to students and residents.	BWG OED   OYAP/Coop Coordinators <i>Staff Time</i>	Participate in skilled trades expo and measure participation.	
2024	<b>2.4c</b> Work with partners to provide employers with information on workforce attraction and retention best practices.	BWG OED   Simcoe County EDO, Simcoe Muskoka Skill Force, CONTACT & NT Temps <i>Staff Time</i>	Incorporate elements into Corporate Calling Program to track business needs.  Undertake business satisfaction surveys with local businesses to evaluate training needs and evaluate success based on recruitment.	
2025	<b>2.4d</b> Work with Holland Marsh Growers' Association to promote employment in the agricultural sector.	BWG OED   Holland Marsh Growers' Association, Simcoe County EDO <i>Staff Time</i>	Increased employment in the agricultural sector as tracked through HGMA and EMSI.	

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
Ongoing	<p><b>2.4e</b> Host employment fairs with regional partners</p> <ul style="list-style-type: none"> <li>• In alignment with the DEI Council Committee workplan, this should include Black and racialized community-supportive agencies or organizations.</li> </ul>	<p>Regional Partners (County of Simcoe, Georgian College etc.)   BWG OED</p> <p><i>Staff Time</i></p>	<p>Coordinate job fairs with economic development partners and local businesses to improve recruitment and track numbers.</p> <p>Businesses are indicating they are finding the labour they need, underemployed groups are finding it easier to find employment</p> <p>DEI groups to be able to self-identify in business database.</p>
Ongoing	<p><b>2.4f</b> Partner in the development of a youth employment program</p> <ul style="list-style-type: none"> <li>• In alignment with the DEI Council Committee workplan, this program should include a focus on youth from racialized communities (job placement, mentorship, skill development).</li> </ul>	<p>Regional Partners (County of Simcoe, Georgian College etc.)   BWG OED</p> <p><i>Staff Time</i></p>	<p>Youth indicating they are finding employment.</p> <p>Underemployed groups are finding it easier to find employment, as tracked through economic development partner updates.</p> <p>DEI groups able to access local employment opportunities.</p>

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<b>2.4g</b> Explore opportunities to enhance childcare facilities/opportunities in BWG.	BWG OED   Business community <i>Staff Time</i>	Identify barriers to establishing daycare facilities.  Evaluate number of spaces per capita and undertake municipal peer comparison.  More daycare spaces become available, businesses are finding the labour they need.

<b>GOAL 3: Bradford West Gwillimbury offers a livable community with a high quality of life and destination amenities.</b>  <b>Desired Outcomes:</b> Improve downtown amenity   Create downtown as social and economic hub   Create awareness of BWG as destination for tourism and events			
<b>3.1 Objective: Establish a vision to revitalize the downtown &amp; east end of BWG, creating a vibrant, high-quality of place for residents &amp; visitors, new destination amenities, and a link between the downtown, canal, &amp; other key infrastructure (i.e. transit).</b>			
Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2024	<b>3.1a</b> Undertake a downtown revitalization and placemaking best practices assessment by reviewing the previous downtown revitalization strategy, relevant related case studies, and identifying key elements to incorporate.  Note: Revisit the Downtown BWG Revitalization Strategy (2011) to assess accomplishments and opportunities for improvement to downtown amenity.	BWG OED   DES, Tourism Simcoe County, Cultural Services, Library Services  <i>Staff Time</i> <i>Consulting Support - \$5,000</i>	Report on accomplishments outlined in Downtown BWG Revitalization Study (2011) - Section 4: Implementation Program.
2025	<b>3.1b</b> Connect with key partners, including the community and private sector to build interest, buy-in, and engagement in the revitalization process.	BWG OED   DES, downtown businesses, resident associations, developers  <i>Staff Time</i>	Validate vision of downtown with Council, key partners and downtown merchants.  Identify gaps to full implementation of Downtown Revitalization vision.

Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2025	<p><b>3.1c</b> Undertake an extensive community consultation process to establish a new vision, strategy, and budget for this major revitalization project.</p> <p>• Ensure traffic committee is engaged with any new vision and strategy development.</p>	<p>DES   BWG OED, Council, downtown and east-end businesses</p> <p><i>Staff Time</i></p>	<p>Implement a series of open houses to communicate vision for downtown to public.</p> <p>Success to be gauged by resident and business feedback.</p>
2026	<p><b>3.1d</b> Adopt the strategy and champion it's implementation in the community.</p>	<p>BWG OED   Council</p> <p><i>Staff Time</i></p>	<p>Implement mitigation measures for Holland St. Transformation Project to assist local businesses.</p> <p>Assess vacancy rate in downtown.</p> <p>Work with other departments to measure vehicle and pedestrian traffic.</p> <p>Consult business owners on customer concerns.</p>

<b>3.2 Objective: Identify opportunities to establish BWG as a tourism destination.</b>			
<b>Year</b>	<b>Key Activities</b>	<b>Project Lead   Support Role <i>Budgetary Estimates</i></b>	<b>Evaluation Metrics</b>
2024	<b>3.2a</b> Work with partners to undertake an asset identification, feasibility, and unique selling proposition exercise for the tourism sector.	BWG OED   Tourism Simcoe County, Nottawasaga Futures  <i>Staff Time</i>	Complete mapping of tourism and cultural assets and add to GIS system.  Integrate GIS mapping into website.
2025 to 2026	<b>3.2b</b> If tourism potential is identified, undertake a tourism sector development strategy.	BWG OED   Tourism Simcoe County, Cultural services  <i>Staff Time</i>  <i>Consulting Services - \$40,000</i>	TBD - Metrics to be outlined in Tourism RFP.
Ongoing	<b>3.2c</b> Support the implementation of the Cultural Master Plan.	Library Cultural Services   BWG OED  <i>Staff Time</i>	Communications enhanced with DEI business community.



Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics
2026	<b>3.2d</b> Connect with visiting sports associations to share information on local tourism opportunities, especially food, retail, and service-based businesses.	BWG OED   Sports associations, Tourism Simcoe County  <i>Staff Time</i>	Measure increased visitation to businesses by visiting sports teams.  Market new hotels and assess uptake on room rental.  Create online hospitality resources for visiting groups/teams.
2025	<b>3.2e</b> Establish a public art policy and program, with a particular focus on the downtown and Bradford Catalyst Centre.	Cultural Services   BWG OED, Tourism Simcoe County  <i>Staff Time</i>	Public art program implemented.  Increased foot traffic in the downtown and areas where public art is located.  Number of positive social media posts related to public art in BWG.

<b>3.3 Objective: Work with public, private, and not-for-profit organizations to create attainable housing options for the workforce in BWG.</b>				
<b>Year</b>	<b>Key Activities</b>	<b>Project Lead   Support Role <i>Budgetary Estimates</i></b>	<b>Evaluation Metrics</b>	
2025	<b>3.3a</b> Undertake a best practice review of employer-supported housing models.	BWG OED   DES, business community <i>Staff Time</i>	Identify opportunity to introduce employer-supported housing models.  Measure uptake on housing models when introduced.	
2026	<b>3.3b</b> Connect with partners (public, private, not-for-profit) to better understand their needs and willingness to work together to address the housing challenges facing the community and workforce.	BWG OED   Business community, local/regional/provincial non-profits related to housing and/or housing and employment <i>Staff Time</i>	Evaluation of needs via quarterly roundtable discussions with manufacturers and large employers to determine housing utilization by employees and assess potential gaps.	
2026	<b>3.3c</b> Work with partners to explore and undertake opportunities to develop housing geared to income-levels across the workforce.	Partners identified in 3.3b   BWG OED <i>Staff Time</i>	New housing options developed, employees of local businesses have access to housing they can afford regardless of income level.	

3.4 Objective: Work with public and private partners to enhance transportation options for the workforce in BWG.				
Year	Key Activities	Project Lead   Support Role <i>Budgetary Estimates</i>	Evaluation Metrics	
2025	<b>3.4a</b> Undertake a best practice review of transit geared to supporting workforce development.	BWG Transit   County of Simcoe EDO, Municipal partners, BWG OED <i>Staff Time</i>	Assessment of ridership numbers.  Outcome will be increased routes, stops and ridership supportive of local employer needs.	
2025	<b>3.4b</b> Connect with partners to better understand their needs and willingness to work together.	BWG OED   County of Simcoe EDO, Municipal partners, BWG Transit, GO Transit <i>Staff Time</i>	Undertake needs assessment at quarterly roundtables.  Expand on success of pilot projects to support transit to businesses (e.g. Shuttle to Reagens).	
2026	<b>3.4c</b> Work with partners to explore and undertake opportunities to enhance BWG's transportation system and connections geared to improving access for the workforce.	BWG OED   County of Simcoe EDO, Municipal partners, BWG Transit, GO Transit, employers <i>Staff Time</i>	Businesses feel transit meets the needs of their workforce.  Track uptake of employee transit use via Corporate Calling Program.	

Additional Elements	<p>In addition to the metrics identified in the table above, the OED will track and provide annual updates to Council re:</p> <ul style="list-style-type: none"><li>- Property Tax Ratios (non-residential vs. residential)</li><li>- New Developments (Greenfield &amp; Infill)</li><li>- Building Activity (number and type of permits, value, trending analysis)</li><li>- Number of new businesses by type (analyzed through YLM database and grand opening and special events coordinated through ecdev)</li><li>- Website Analytics (Visitation and Social Media reach)</li><li>- Real Estate Activity Report (Sales and Leasing)</li><li>- Vacancy Rates</li><li>- Partner Activity Updates</li><li>- Special Project Updates (e.g. mural program, patio program, etc.)</li><li>- Event Activity (e.g. Mayors Breakfast, Economic Forum, Small Business Week, etc.)</li><li>- Site Selection Inquiries</li></ul>
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