



Post-Secondary Opportunities Analysis

Presented to:
Collingwood Town Council

By:
The Chief Administrative Officer and the Office of Economic
Development



FINAL REPORT
March 2009

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ONTARIO POST SECONDARY EDUCATIONAL INSTITUTIONS

Executive Summary:

The presence of a Post-Secondary institution is critical to the development of most knowledge-based industries and without one it will be difficult for Collingwood to implement many of the recommendations that have been identified through the Town's new Strategic Plan, Sustainability Plan, the Foreign Direct Investment Business Case and Business Retention and Expansion Studies, as well as the Economic Development Strategic Plan and the Province of Ontario, Places to Grow program. In addition, feedback from consultations within Collingwood's corporate sector, suggests that a lack of a Post-Secondary institution is a significant detriment for growth of current businesses. As well, site selectors and new attraction initiatives indicate that the lack of Post-Secondary opportunities is an inhibitor for the attraction of new investment.

Collingwood currently possesses a "small" campus of Georgian College, and this tends to focus on adult education and retraining, both significant resources for Collingwood employment sectors. However, these courses are not designed to retain and attract knowledge based and high technology industries. Developing a Post-Secondary facility for study and research capability is critical for Collingwood's growth and retention and attraction of our various employment sectors.

The attached background information highlights ten (10) Ontario communities and the steps that were taken in order to attract Post-Secondary educational institution(s) to their communities. Through Economic Development, volunteer Post-Secondary committees were formed which created partnerships for financing, grants and fundraising and building and land acquisition. Overall, in order for these communities to be successful, they worked with their current and projected growth employment sectors, spanning 20+ years to identify training, opportunities and priorities, thereby developing a requirement for Post-Secondary within their community.

- The demand for Post-Secondary graduates is increasing on a local, national and international basis.
- A severe shortage of skilled and knowledge workers has hindered growth, productivity, expansions and profitability of existing companies.
- Industry is looking toward community colleges and universities, with a focus on employment skills training to meet their needs.
- The new global economy has created a need for workers who have basic communication, critical thinking and problem solving skills needed to adapt to quickly changing circumstances.
- A Post-Secondary Institution is a catalyst for economic development for existing business, and a major attraction for new business to the area.

A Post-Secondary Perspective - Province of Ontario:

Post-Secondary education is crucial for fostering the growing knowledge economy in Ontario, and for building a prosperous community through people and innovation.

Ontario faces a skills shortage of more than 360,000 people by 2025, due to the wave of retiring baby boomers and slowing population growth.

The Ontario Government is committed to ensuring that all Ontarians have access to an affordable, high quality education.

In 2007, The Minister of Training, Colleges and Universities (MTCU) undertook an internal review of the *Post-Secondary Education Choice and Excellence Act, 2000*. *Reaching Higher: The McGuinty Plan for Post-Secondary Education* responds to the recommendations of that review. *Reaching Higher* provides a cumulative investment of \$6.2 billion in Ontario's Post-Secondary education and training system by 2009-10 with the expectation that this investment will result in more jobs and economic growth.

"...in today's knowledge economy, education is the prerequisite for prosperity. The brains and know-how of a skilled workforce are the competitive edge of the 21st Century." Our government is passionate about learning for Ontarians. We understand that education is the foundation for citizen engagement and a strong democracy. It enriches the enjoyment of our lives and it's essential to our economic success." Premier Dalton McGuinty

The Past 10 years:

The demand for Post-Secondary education in Ontario has been growing steadily over the past decade, and will continue to grow into future decades due to demographic growth and greater participation rates.

Ontario Universities:

Ontario has 19 publicly funded universities. These universities, as well as the Ontario College of Art & Design, receive funding dollars from the Ontario government.

- Between 1999 and 2008, undergraduate confirmations at Ontario universities increased from just fewer than 50,000 to more than 78,000.
- More than 84,000 Ontario secondary students applied for university for fall 2008, a 4.1% increase over 2007.
- As of May 30, 2008, 63,659 of these high school students had confirmed acceptance at one of Ontario's universities, an increase of 3.7% over May 30, 2007. An additional 14,560 confirmations had also been received from non-secondary school applicants.

1999-2008 University Undergraduate Confirmation Statistics in Ontario

Year	Total
1999	49,497
2000	50,961
2001	52,482
2002	60,493
2003	81,285 (double cohort)
2004	67,393
2005	69,350
2006	72,777
2007	75,792
2008	78,219
2009* (estimate)	84,300

*this number represents only high school student applications, and does not include those not in high school as of January 20, 2009. (Source: Ontario Universities Application Centre)

On January 20, 2009, *The Globe and Mail* reported in a story entitled “*Shrinking Job Market Sending People Back to School*”, that demand for university spots in Ontario is increasing, driven by applications to Toronto campuses and interest from mature and returning students looking to go back to class in the face of grim financial news. The 2009 numbers are the highest since two high school classes graduated at the same time because of the elimination of Grade 13. Across the province, high school students are showing a preference for fields that involve caring for the people and the planet, and a decided cooling toward the business world. Demand for first year nursing students jumped 11.2%, followed by a 10.2% increase in social work programs, and an 8.5% rise in environmental studies. Business programs saw applications fall by 9.1%.

2014 and Beyond:

Driven by demographic growth and greater participation rates, this historical trend is expected to continue:

- According to the Ontario Ministry of Finance website, Ontario's 18-21 year old population is expected to grow from 687,000 in 2006 to 737,000 by 2014. Despite leveling off after this peak year, estimates for 2031 are still 43,000 higher than today.
- The number of Canadians aged 25-64 with a university degree increased by 24% between 2001 and 2006 according to the 2006 Census. In Ontario, 26% in that age category had a university degree. This is the highest proportion among the provinces and territories, and is an increase of 24.7% over 2001.
- Participation rates for Ontario universities have risen from 18% in 1989 to 27% in 2004.
- There is an increasing recognition of the need for a university education – some estimates say that 70% of jobs in the knowledge economy will require a university degree. The percentage of jobs within Ontario held by university graduates has already risen steadily from 18.7% in 1990 to 29.1% in 2006.

The Greater Toronto Area (GTA):

Projections show that most of Ontario's growth over the next two decades in the 18-24 year old age group will be in the GTA. Forecasts estimated that between 40,000 and 75,000 new university spaces need to be created in the coming decade alone, with an additional 126,000 students expected by 2031.

Ontario Colleges:

There are 24 colleges in Ontario. These colleges receive public funding from the Ontario government. Many colleges have more than one campus location. That means students can take full-time and part-time courses at more than 100 locations across the province.

First year enrollment at Ontario's 24 colleges increased 6% in 2007, with more than 94,000 people enrolling in first year programs. In 2008, Ontario's colleges served 51% more students than in 1989-90.

"This record enrollment indicates that more and more people are realizing the benefits of career-focused education and training."

Linda Franklin, President and CEO, Colleges Ontario

As the economy relies more heavily on older workers, skills upgrading and retraining for existing or displaced workers will continue to grow in importance.

Ontario colleges are now the lowest funded in Canada. Despite decreasing provincial funding, colleges have increased enrolment significantly (51%) in the past 15 years. Ontario colleges currently receive lower revenues per student from operating grants and tuitions fees than Ontario secondary schools and universities. Per student revenues are about 38% lower than those of universities.

Colleges have attracted significant corporate support for capital projects. Tuition fees have increased significantly and new sources of revenue have been actively pursued. Colleges now receive about \$4,700 in grants for each full-time student annually, down 44% from over \$6,000 in 1989. While college enrolment has increased, there has been no additional funding provided to cover the costs of serving more students and creating much needed programs. While the Reaching Higher Funding was an improvement for colleges, it did not fully address the years of under-funding that preceded Reaching Higher. Many colleges remain in financial difficulty, with about half projecting an operating deficit for 2008-2009.



GEORGIAN
YOUR COLLEGE - YOUR FUTURE

NIPISSING
UNIVERSITY

MOHAWK
COLLEGE OF APPLIED ARTS AND TECHNOLOGY

LAURIER



Lakehead
UNIVERSITY

MUNICIPAL CASE STUDIES

1. Town of Bracebridge
2. City of Brantford
3. Town of Orangeville
4. Town of Midland
5. City of Owen Sound
6. City of Stratford
7. City of Cambridge
8. Town of Milton
9. City of Orillia
10. City of Barrie
11. Town of Collingwood



BRACEBRIDGE

The Heart of Muskoka

2006 Census Population: 15,652

Relevant Post-Secondary Information:

Recent initiatives have resulted in a positive academic and cultural outlook for Bracebridge with various economic spinoffs:

- The expansion of the Muskoka campuses of Nipissing University and Georgian College
- The Town of Bracebridge entered into a unique partnership with the Trillium Lakelands District School Board and the Bracebridge Arts Council, to open a 165,000 sq. ft. facility that features many new recreational and sporting components, a state of the art Secondary School and a 300-seat community theatre. Surrounding the complex is a new residential subdivision.



The original Georgian College campus, in operation in Bracebridge since 1977, was in a leased space of only 8,000 sq. ft. and served 125 students. The college and local business groups identified a need for increased Post-Secondary and skilled trade education in the community.

Recognizing the vital role that Georgian College plays in the local economy, the Town of Bracebridge donated the building and land of the former recreation complex for one dollar, as part of a long term agreement between the two parties. The fair market value of this 16,000 sq. ft. facility was \$570,000.

Georgian College received a \$667,000 grant for the Ministry of Training, Colleges and Universities for the Bracebridge campus. A local fundraising campaign successfully raised \$1.93 million in only two years to support the renovations needed on the property. The new campus officially opened in September 2007. Plans for the future are a partnership with Nipissing University Muskoka Campus for a residence building. Both institutions share the same campus footprint.



In September 2008, the Muskoka campus of Nipissing University opened its doors in Bracebridge to a brand new, technologically advanced 26,000 sq. ft. academic building. The campus offers students the opportunity to study full time or part-time towards a Bachelor of Arts Degree in three different majors; an Honours Degree in Child and Family Studies, a General Degree in Culture and the Arts or a General Liberal Arts Degree.

The new campus accommodates 675 students and is equipped with state-of-the-art wireless technology. It includes a 100 seat lecture hall, ten classrooms, a learning commons, a dedicated fine arts room, a science lab, two seminar rooms, a lakeside lounge and meeting rooms for faculty and staff. The campus is located in Jubilee Park within close walking distance to all amenities and main street shops and restaurants.

The Muskoka campus maintains a complete list of a wide-range of off-campus housing opportunities for students. These range from individual apartments, shared houses or room and board opportunities. At the present time the Muskoka campus does not have residence facilities.

The Muskoka campus has a partnership with the Town of Bracebridge to provide membership to the newly built Sportsplex, which contains pools, weight room and offers fitness classes.

Construction of the new facility began in October 2007. Students began taking courses in the new building in September 2008.

As no upper-tier government funding was available, Muskoka's Nipissing University campus was entirely self funded. The university invested \$6.8 million into the project to get the building up and running and a FedNor contribution of \$500,000 made it possible for every classroom to be equipped with the latest in technology. A local fundraising campaign dubbed *Learning in Muskoka Campaign Cabinet* was successful in raising over \$1.5 million with another \$2 million contributed by the Nipissing University Student Union.

The Town of Bracebridge donated 3.692 acres of land for the academic expansion with an additional 3.13 acres earmarked for donation in three years time at a total value of \$671,000. This was the location of the former recreation centre, which shares the same campus footprint with Georgian College.

2006 Census Population: 90,190

Relevant Post-Secondary Information:

The City of Brantford's Post-Secondary retention and attraction initiatives go hand in hand with a much needed Downtown Revitalization. The City of Brantford has been an integral driving force and has made the establishment of Post-Secondary educational facilities in its downtown, a primary focus for their renewal plan. These facilities have already played a significant role in the re-development of the downtown and promise to provide the area with a new socio-economic focus and purpose. Currently, there are 3 satellite Post-Secondary campuses in Brantford.

As quoted in *MacLean's Magazine* by Joey Coleman May 19th, 2008:

"If Brantford continues to grow its Post-Secondary campuses, it is only a matter of time before Brantford becomes known as an education city. If they receive GO Transit service, these campuses could easily burst with GTA commuter students looking for a smaller undergraduate feel. There are lessons in Brantford for cities looking to invest in urban renewal, and large urban universities which presently overcrowd their campuses."

**The Brantford Centre
Laurier / Mohawk Project
A Collaborative Approach to Post-Secondary Education**



Mohawk College has been a cornerstone for Post-Secondary education in Brantford since 1970. With roughly 1,100 full-time and 1,500 part-time students and 200 Apprentices at the Brantford Campus, the college offers unique and traditional programs in various facilities.

In 1996, The Brant Community Futures Development Corporation commissioned a business plan for the establishment of a university in Brantford. The plan became a catalyst for community discussion that culminated in the establishment of the Brant University Steering Committee in 1997. It was this committee that presented an official proposal to Wilfred Laurier University in 1998.

The Steering Committee was created to formalize a project partnership with the following key players:

- City of Brantford
- Mohawk College
- Wilfred Laurier University
- The Grand Valley Educational Society

The Committees mandate was two fold:

- The evolution of Post-Secondary education in Brantford
- Revitalization of Downtown Brantford

The Brantford Centre offers a unique innovation university/college and community collaboration. Programs at the centre will incorporate:

- Collaborative or joint Degrees to meet employer and student needs
- Interconnected linkages between Degrees, Diplomas, Post-Diploma and Post-Degree Certificates and Professional Designations
- Articulated university/college programs included in the current Laurier/Mohawk agreements allows students to achieve both a Degree and a Diploma over 4 years.

Laurier Brantford first opened its doors to students in September 1999. The campus has grown from having 39 students with only two full-time faculty members, to being home to over 1,500 students and 40 faculty members.

In April 2007, the Minister of Training, Colleges and Universities announced \$1 million in capital funding for Laurier's proposed Academic Centre.

The Town of Brantford's urban renewal and rejuvenation plan has been a proven and solid benefit to Downtown Brantford. The commitment of city funds to the Downtown Business Performance Grant Program has resulted in substantial innovation and improvement from the private sector in support services, such as student residences.

The following list outlines the various joint projects that have been successfully undertaken to create satellite campuses in Brantford:

**Carnegie Building- Wilfred Laurier University
Opened September 1999**



Originally Brantford's Library, the City provided Laurier with:

- \$1.3 million forgivable loan to undertake renovations
- \$25,000 annual contribution toward operation costs from 1999 to 2002
- Provided the building rent free until 2005, when ownership was transferred to the university for a nominal fee, with an additional one time grant of \$50,000
- Assessed Value of Building: \$462,000 (2005)

Grand River Hall



In 2002 the City transferred the title of Grand River Hall to Laurier at no cost as well as:

- \$1.6 million forgivable loan for the conversion of the fourth and fifth floors to student residences.
- \$1 million repayable loan for the conversion of the third floor to student residence
- \$400,000 repayable loan for fixtures and equipment
- \$625,000 in grants for renovation costs for the first and second floors
- Assessed Value of Building: \$2,000,000 (2002)

Post House Residence



Formerly the Post Office, the City of Brantford provided the university with this building as well as:

- \$1.5 million forgivable loan for renovation and conversion costs
- \$100,000 grant to pay outstanding municipal and school taxes owing at the time of acquisition

Former TD Bank Building



In 2001, TD Bank donated this space to the City of Brantford for the Laurier's use. The City provided Laurier with:

- \$359,000 for renovation and conversion costs
- Rent free until 2005
- Assessed Value: \$375,000 (2005)

Nipissing University currently utilizes this facility.



In 2002, Nipissing University, in partnership with Wilfred Laurier University, came to Brantford to offer a unique, concurrent education program where the students receive a B.A. from Laurier and a B.Ed. from Nipissing. This program was housed in the former TD Bank building.

On November 19, 2008, Nipissing University officially opened the doors to its new building in Brantford. The three-storey, 20,000 sq. ft. former Public Utilities building (donated by the Town), was renovated extensively to accommodate the academic needs of the students and the university. Nipissing invested \$3.8 million in renovations, furnishings and technology for the new building.

The Ministry of Training, Colleges and Universities provided \$1 million in funding for the renovation project. The City of Brantford provided a \$600,000 forgivable loan and a \$1.5 million interest free loan, including donating the building to Nipissing University.

Renovations began in October 2007 and were completed in time for students to begin taking classes in the building in September 2008.



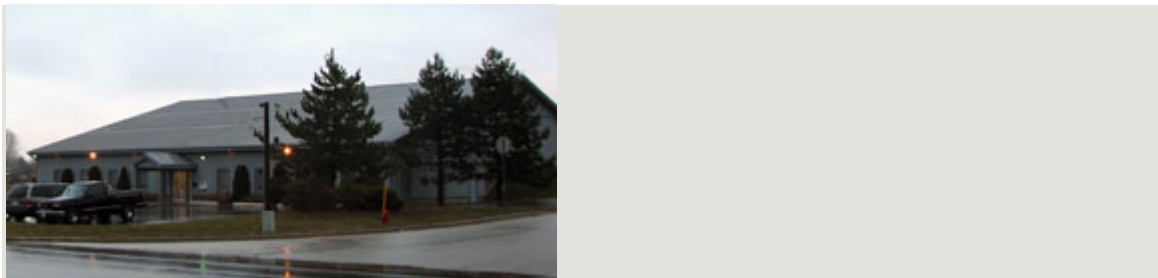


2006 Census Population: 26,925

Relevant Post-Secondary Information:



The Orangeville campus of Georgian College consists of 2 buildings. One is a college owned building purchased for \$520,000 for a total cost with renovations of \$1.2 million. The Ministry of Training Colleges and Universities provided a grant of \$587,000 for this facility. The other is a leased building where rent is covered by various government employment programs such as Job Connect.



In 2004, the Town of Orangeville approached Humber College with the concept of establishing a partnership to build a new campus to service the regional community. This initiative was spear headed by Orangeville entrepreneur, Wendy Morley, and Orangeville's former Mayor, a Humber College alumni.

Ms. Morley noticed a shortage of adults between the ages of 18 and 35 in Orangeville, and decided someone should do something about providing educational opportunities to keep them in town, and nominated herself as that person.

"People stay here until they finish high school, move away for (Post-Secondary) school, then move back to raise a family. I think this is detrimental to the community. How can a community be whole if it's missing a fifth of its population? People in their 20's are vibrant and exciting. They make things happen. In 2003, I had an epiphany. The town needed a college or university. This would bring the youth back, provide non-market based jobs, provide help and incentive for local industry, and help support small businesses." Wendy Morley, Orangeville Post-Secondary Champion

In October, 2005 a partnership was formulized where the Town of Orangeville donated 28 acres of land valued at \$3.5 million.

Humber College has committed to the development of a full-service regional campus to be built over the next 10 to 12 years. In January 2006, an Orangeville Campus Community Relations Office was opened to facilitate academic research and general community awareness of the new college campus. Three public surveys of Post-Secondary educational needs were conducted and involved regional high school students, the business community and the community at large.

To meet the academic demands of this region, three programs; Business Administration, Business Management, and Police Foundations were announced to be offered in the fall 2007 in Orangeville.

Humber's Orangeville campus is temporarily housed on the 2nd floor of the Town of Orangeville's multi-purpose recreation complex. In the winter of 2007, Humber Orangeville campus began offering opportunities to local high school students enabling them to enroll in courses 'free-of-charge' through the College/Dual Credit program. Students are able to select from the disciplines of Business, Police Foundations, Applied Technology, Theatre Arts, and Culinary.

Construction on a permanent facility has been delayed as the 28 acre parcel of land donated by the Town of Orangeville, is adjacent to a greenbelt. The Credit Valley Conservation Authority required an environmental assessment of the property which took 14 months. Only 21 of the 28 acres are developable. A private developer scheduled to build residential units adjacent to the site was to provide sewers. This development is on hold given the current economic climate.

The college needs a critical mass enrollment of 400 students (currently 150) before it can viably move to a new site. Once completed, Humber's Orangeville campus will accommodate up to 2000 students and will act as a full service, regional college serving the counties of North Peel, Dufferin, Wellington and South Simcoe.

Humber College has committed \$10 million to this campus. Federal and Provincial dollars will be requested once the final Master Plan has been completed and the criteria established.



Town of Midland

2006 Census Population: 16,300

Relevant Post-Secondary Information:



In 1968, the first Georgian College campus opened in downtown Midland, but it was a fairly small enterprise until it combined forces with the Industrial Research Development Institute (IRDI) in 2003. Georgian's relationship with the IRDI dates back to 1997 when Robbert Hartog (IRDI cofounder) supported the college's Centre for Automotive Parts Expertise (CAPE), helping to grow the programs through the combined resources of CAPE and IRDI. Hartog officially handed the Institute over to the college in 2003.

Georgian College Skilled Trades Centre:

The consolidation of IRDI and Georgian allows the college the opportunity to offer the region a greater range of Post-Secondary and Apprenticeship Programs and support the college's ongoing pursuit of Applied Degree Programs. Thanks to Hartog's vision, the IRDI was transformed into the new Midland campus of Georgian College and home of The Skilled Trades Centre. Georgian received \$2.4 million from the Ministry of Training, Colleges and Universities for The Skilled Trades Centre.

In August 2008, Georgian College officially opened this new campus in honour of Robbert Hartog; Hartog passed away in January 2008, the day before his 89th birthday.

"The contribution from MTCU is not only of great significance to Georgian College, it is also of paramount importance to Midland/Penatanguishene and throughout the County of Simcoe. This substantial investment in skills training by the Ontario Government will come as welcome news to industry and employers across the region that have long identified access to more skilled workers as one of their critical requirements for future growth and success." Brian Tamblyn, Georgian College President & CEO

Ontario Recreational Boating Centre for Excellence:

In April 2007, Georgian College and the Ontario Marine Operators Association (OMOA) opened the \$1.2 million Centre of Excellence for Recreational Boating at Georgian's Midland campus. The 9,300 sq. ft. centre (located within the 60,000 sq. ft. Skilled Trades Centre) includes a test tank area where students can work on engines from various manufacturers, Mercury and Volvo corporate training rooms, computers for conducting research, plus a \$40,000 boat supplied by Yamaha to learn hands-on about outboards and boat computer systems.

The Ontario Marine Operators Association (OMOA) is the largest recreation marine trade association in Canada. Membership consists of yacht clubs, water-based and dryland marinas, as well as Marine Trade Members who supply products and services to the marine industry. The OMOA to date have contributed \$637,550.

The college's well-regarded Marine Small Engine Mechanical Techniques and Small Engine Mechanical Techniques programs moved to the new Centre of Excellence from current facilities at the Orillia campus. The move to Midland strategically locates students in the heart of the marine industry as well as the active boating area of Georgian Bay.





2006 Census Population: 21,753

Relevant Post-Secondary Information:



In November 2008, Georgian College opened the Great Lakes International Marine Training Centre (GLMTC) at its Owen Sound campus. The \$6.7 million, 20,000 sq. ft. facility is the first of its kind in Canada. It includes four state of the art simulators of ship bridges and engine rooms with computer generation and projection, and a world class full mission ship simulator, which features a 360 degree view of harbours and waterways around the world. Previously, mariners had to travel outside of Canada for this specialized training.

“With global marine traffic set to triple in the next 20 years and a worldwide shortage of ship’s officers and seafarers, Georgian’s upgraded facilities will meet the training needs of the marine industry in Canada and internationally. As Ontario’s only Transport Canada-approved marine training facility, the Great Lakes International Marine Training and Research Centre will continue to attract domestic and international training opportunities in addition to reaping positive economic benefits for Ontario.” Archie Dickson, Director, GLIMTC

Transport Canada (Marine Safety) contributed \$1.4 million and transferred two of its marine stimulators. The Ministry of Training, Colleges and Universities contributed \$3.75 million to the project, and the City of Owen Sound contributed \$75,000 over three years. Other marine industry partners and generous private donors provided additional funding to the new marine stimulation and research centre. The project was in the works for eight years before completion.

Georgian College offers three year co-op programs in marine engineering technology and marine navigation technology. Each program has been planned in cooperation with Transport Canada and marine industry partners.





2006 Census Population: 30,461

Relevant Post-Secondary Information:



In 2005, The City of Stratford added the attraction of a Post-Secondary satellite campus to its economic development plans. Stratford Mayor Dan Mathieson says:

"We need to diversify our economic development portfolio in Stratford. With an aging population, we need to attract and retain young, great minds."

Work on the University of Waterloo-Stratford campus began in May 2006 during the Southwest Economic Assembly, when Mayor Mathieson approached University of Waterloo President David Johnston about creating a University of Waterloo presence in Stratford. This coincided with the University of Waterloo's Sixth Decade Plan which focuses on global themes, graduate programming and excelling in emerging research and academic areas.

In March of 2008, a partnership was announced between the City of Stratford, The Ontario Ministry of Research and Innovation, and Open Text Corporation to develop a University of Waterloo campus specializing in digital media and global business.

Original Funding for this proposed \$30 Million Project:

- City of Stratford: \$10 million + land
- Ontario Ministry of Research and Innovation: \$10 million
- Open Text: \$10 million

The initial campus was to accommodate 500 students, growing to 1000, and include a 250 student residence.



Open Text is Canada's largest software company and a world leader in content management systems. Open Text began as a spin-off company from the University of Waterloo through the Oxford English Dictionary online project.

Open Text has committed \$10 million in cash with the addition of in-kind contributions, including the latest in technology and the participation of the company's executives as contributing faculty.

Recent Update:

In late December 2008, the funding plan altered slightly and the capital cost was reduced to \$25 million. As the plans for the university have been slightly altered, the Provincial Government is reassessing its contribution; however, Local MPP John Wilkinson said the province still intends to back the project.

Current Partners: (as of January 22, 2009) (capital and operating costs)

- City of Stratford: \$10 million + suitable land
- Federal Research Council Grant: \$10.7 million
- Open Text: \$10 million
- Sybase: \$5 million

Other funding partners will be announced shortly.



Sybase is an industry leader in business intelligence (BI) software including expert systems for database management, data warehousing and data mining. Sybase already has a relationship with the University of Waterloo at their Research and Technology Park in Waterloo.

"This collaborative, strategic partnership will not only set Stratford and Ontario at the forefront of digital media and global business, but will make Canada an international player in what is emerging as the next new economy. The Province's digital media strategy is complemented by the federal government's science and technology agenda. Together with the global reputation of the University of Waterloo and industry leaders such as Open Text (and Sybase), the Stratford Institute will allow the City of Stratford to continue to enhance its quality of life, diversify its economic development base and continue its role as a leading community both within Canada and on the international stage." Stratford Mayor, Dan Mathieson

The Digital Institute will begin offering a graduate program for 100 masters students starting in 2010 at temporary locations, and will eventually offer undergraduate programs to 500 students.



2006 Census Population: 120,371

Relevant Post-Secondary Information:



In October 2004, The University of Waterloo officially moved its School of Architecture from the main campus in Waterloo to historic, downtown Cambridge. The vacant former Riverside Silk Mills site at 85,000 sq. ft. offers four times the size of the previous location and accommodates approximately 400 architecture students, faculty and staff. It also includes a gallery built and operated by the Cambridge Libraries and Galleries as well as a 70-seat cafe. Both facilities are open to the general public.

The project costs (capital and operating) of \$27 million were shared by four partners:

- City of Cambridge: \$6.25 million
- Ontario SuperBuild: \$4.1 million
- Cambridge Business Consortium: \$12.7 million
- Industry Canada: \$4.1 million

Of the \$27 million budget, \$21 million represents the cost to acquire the property, remediate the soil, renovate and furnish the building, as well as establish an operating/maintenance endowment. The remaining \$6 million is being used for operating the school and improving its programs.

The relocation of the School of Architecture also meets the province's Smart Growth priorities by maximizing the efficient use of existing infrastructure, renewing the environment and enhancing the growth and development of downtown Cambridge.

"The completion of the School of Architecture is a great achievement for the City of Cambridge and the University of Waterloo, with students, residents and businesses alike reaping many benefits. This project is yet another great example of how the three levels of government, through the Canada-Ontario Infrastructure Program, are investing in our communities." Andrew Telegdi, MP for Kitchener-Waterloo



2006 Census Population: 53,939

Relevant Post-Secondary Information:

In 1994, attracting a Post-Secondary institution was identified as a priority in the approved Destiny Milton Strategic Plan. In June 2000, the Milton Economic Development Advisory Committee of Council established the "Post-Secondary Sub-Committee" as part of the Town's efforts to achieve this goal.

In February 2007, Council approved a staff recommendation to provide for free 5 acres of surplus land downtown, adjacent to the GO Station, for the purpose of attracting a Post-Secondary institution to Milton. A marketing campaign was then launched. While the campaign did generate some interest, it became apparent that the small size of the property would limit the size of the campus.

The Town began to explore other options for available land that led to the pursuit of partnerships with the private sector

Marketing Campaign:

In February 2007 the Town of Milton developed and completed a marketing campaign to generate interest in the project and find a committed partner. As part of the campaign, the Town sent information packages to all colleges and universities in Canada. Two packages were sent:

1. The first in April 2007 to make officials at colleges and universities aware of the opportunity to expand in Milton
2. The second in November 2007 to thank those who had responded and to follow-up with those who had failed to respond during the first round of communication

The multi-phased initiative was very successful with 40 responses received (a 60% response rate). Of the responses received, 16 responded with various levels of interest, from requesting additional information to interest in a tour of Milton and further discussions.

Prime western GTA location • Young, dynamic population • Canada's fastest-growing community



**WHERE
MINDS
GROW,
INNOVATION
FLOURISHES**



READY TO TAKE THE LEAD?
Step into the future with Milton as your partner in higher education.

*We are the Town of Milton.
Vibrant. Poised. Committed.
We are investing in our future by
offering prime urban
land for the creation of a new
post-secondary campus.*

Please contact Andrew Siltala, Manager, Economic Development
Town of Milton, 43 Brown Street, Milton, Ontario L9T 5H2
Email: andrew.siltala@milton.ca Tel: 905-878-7252

LAURIER

The Town of Milton and Wilfred Laurier University have signed a memorandum of understanding with the intent of creating a 150 acre campus in Milton within the "Milton Education Village" – a 450 acre community that will house the university as well as a research park, residential and supporting developments. Mattamy Homes Limited is also partnering with the Town of Milton and Laurier in the development of the campus and surrounding neighbourhood, and was instrumental in making the site available. The 150 acre site donated by the Town of Milton is worth \$3.5 million and was made possible due to the exchange of the original 5 acre downtown location with Mattamy Homes.

The Milton Education Village – Current Project Status as of January 2009:

The Town of Milton to undertake a design charette and work with its partners (Halton Region, Ministry of Training, Colleges and Universities and the Ministry of Public Infrastructure Renewal) to move forward on this exciting project:

1. Wilfred Laurier University has submitted a proposal for funding in response to the provincial government's request for information and proposals regarding long term capital planning.
2. Town of Milton to complete a market analysis and environmental scan of research and/or innovation parks affiliated with or connected to post-secondary institutions by the end of the first quarter of 2009.

3. Town of Milton to complete land transfer from Mattamy Homes early in 2009.
4. Town of Milton to complete Environmental Inventory and Assessment by the end of 2008.
5. Joint Design Charette expected to occur February 2009.
6. Town of Milton to complete Milton Education Village Neighbourhood Master Plan by Spring 2009.
7. Halton Region to recognize land uses determined by Sustainable Halton Plan Amendment in June 2009.

Funding requests have been submitted to the Ministry of Training, Colleges and Universities as well as Ministry of Public Infrastructure and Renewal.



2006 Census Population: 30,259

Relevant Post Secondary Information:



The Orillia campus of Georgian College is the second largest campus of the college outside of Barrie. The campus operates in a college owned facility and currently has 1700 full-time students. The programs at the Orillia campus are primarily in the Health Sciences and Human Services field.



In January 2008, Lakehead University and the City of Orillia confirmed an agreement in principle to develop a satellite campus of the university in Orillia. The initial collaboration would offer academic courses and programs in partnership with Georgian College.

"This collaboration will provide a university presence in Orillia that will have a long term positive socio-economic impact on Orillia, leveraging at the same time, the experience and presence of Georgian College in the community. This is great for our community profile." Ron Stevens, Mayor, City of Orillia

In January 2008, The City of Orillia committed to 10 annual capital contributions; each valued at \$500,000 (total value: \$5 million) to Lakehead University beginning in 2010, plus 85 acres of serviced land, valued at \$5 million. This represents a \$10 million contribution. The initial contribution includes waived development charges

and building permit fees. Simcoe County will contribute \$500,000 in 2009 to this initiative. Build Canada funding has be requested.

The Lakehead University initiative was spearheaded by the Orillia University Committee, which encouraged members of Orillia City Council to establish the Orillia University Task Force. The new campus will be at the home of the former Horne Farm. Students are currently taking classes in a leased building.



2006 Census Population: 128,430

Relevant Post-Secondary Information:



Georgian College first opened in Barrie in 1967. The Barrie Campus is located on a tree filled 140-acre site on the north-east edge of Barrie, Ontario. The campus currently serves almost 3,500 full-time students and over 10,000 part-time students.



University Partnership Centre:

Georgian College has been partnering with Universities since 1997 when it created the University Partnership Centre (UPC). This allows students in Simcoe/Muskoka to earn a university degree close to home. These breakthrough partnerships give Central Ontario residents - and any other qualified applicants - access to full-time university courses without having to relocate for their entire university studies. Georgian's catchment area (from Orangeville to Owen Sound to Parry Sound) is the only region of Ontario that does not have a university campus.

Current partners and programs include:



- Bachelor of Arts – English (3 or 4 years)
- Bachelor of Arts - Gerontology
- Bachelor of Arts - History
- Bachelor of Arts - Law and Justice
- Bachelor of Arts - Political Science
- Bachelor of Arts - Psychology
- Bachelor of Arts - Sociology
- Bachelor of Business Administration
- Bachelor of Social Work



- Bachelor of Science in Nursing (BScN)



Graduates from Dental Hygiene, Massage Therapy, Opticianry, Paramedic and Practical Nursing Diploma Programs are eligible for entry into the Bachelor of Allied Health Sciences Degree at UOIT.



Aviation Management Diploma graduates may complete a Bachelor of Science in Technical Management Degree on the Barrie Campus in one year



- Masters of Social Work
- Bachelor of Applied Science - Mechanical Engineering (Automotive Option)



- Master of Arts in Education



- Master of Education

Recent Developments:

Centre for Technology and Enhanced Learning (CTEL):



In 2003, Georgian College opened the doors to its new Centre for Technology and Enhanced Learning. This \$27 million, 104,000 sq. ft., facility can accommodate 2700 students.

Funding for the centre is a model in public and private sector cooperation with contributions from:

- Ontario SuperBuild: \$17 million
- City of Barrie: \$2 million
- City of Orillia: \$250,000
- County of Simcoe: \$600,000
- Alumni: \$500,000

Georgian College Centre for Health and Wellness:

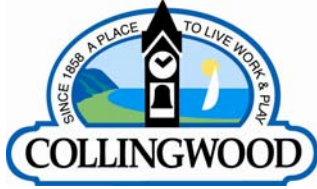
The Barrie/Muskoka Region requires more health care professionals to offset the number of retirees, as well as address the catchment areas projected growth. The 165,000 sq. ft. Georgian College Centre for Health and Wellness proposed for the Barrie campus will house student teaching health clinics open to the public requiring health care, as well as leading-edge laboratories, and technology-enhanced classrooms. The building will also result in additional enrolment space for 3,000 students.

The estimated project cost to build the Centre is \$65 million. Georgian College has asked the Ministry of Training, Colleges & Universities to contribute \$55 million, and The City of Barrie to pledge \$5 million over five years. Simcoe County has committed to \$400,000 to this project.

The Centre for Sustainable Technologies:

In July 2008, Georgian College received \$4.65 million from the Ministry of Training, Colleges and Universities to build a new Sustainable Technologies Skill Centre in Barrie to assist in training more students in renewable energy technologies. Construction is expected to be complete in the fall of 2009, adding 16,197 sq. ft. of learning space. This will help Georgian College triple its enrollment by adding nearly 700 new students. The Centre will offer training in construction, architectural and electrical skills. The building itself will use several forms of alternative energy for power and heating. The estimated total cost of this project is \$6.7 million.

"This funding announcement through the province's Skills to Jobs Action Plan comes at a critical time for Georgian College as it addressed two significant challenges. First, investment in the Georgian College Centre for Sustainable Technologies will allow the college to address serious capacity issues at a time when our classrooms and labs are stretched to the limit. Secondly, this significant provincial contribution will greatly strengthen our ability to provide timely education and skills training urgently needed by many of our industry partners." Brian Tamblyn, President & CEO, Georgian College



Relevant Post-Secondary Information:

Education by Population

Source: Statistics Canada 2006

Percentage of Population 15+ years by highest level of schooling:

	Collingwood	Blue Mountain	Wasaga Beach	Clearview
Less than High School	24%	16%	27%	27%
High School Diploma	28%	23%	29%	28%
Trade Certificate or Diploma	10%	10%	13%	13%
College Diploma	23%	28%	22%	23%
University Certificate, Diploma or degree	15%	23%	9%	9%
Median Age	44.4	50.6	48.8	41.2
Median HHI	\$58,771	\$74,190	\$58,603	\$66,635
Permanent Households	9,316	5,619	9,716	5,814
Part-Time Residents	1,998	2,939	3,480	803
Population	17,503	6,825	15,234	14,088

Collingwood Enrollment:

- Full Time: 54
- Part Time: 636
- Academic Upgrading: 252

Collingwood is the only community where Georgian College does not have a permanent facility, or a plan to acquire one which has been accepted by the Board of Governors. A Georgian College Campus has existed in Collingwood for 23 years in leased or rented facilities, and is currently operating from numerous temporary locations within Collingwood as well as Wasaga Beach.

Georgian College is committed to increasing opportunities for students in rural parts of its catchment area to access college courses by establishing a permanent campus in Collingwood. This proposed campus will allow students within the community and the surrounding area to take college courses without traveling a distance. Commuting to Georgian's Barrie campus is not a feasible option for students for several reasons:

- Lack of public transportation
- Length of travel time required
- Winter driving conditions

The Collingwood population has a lower participation rate in skill enhanced training, partially due to the lack of local educational services. Strikingly, the population aged 25 to 34 has significantly lower attainment of post-secondary education than that of the general Ontario population.

Job loss, especially loss of positions for those with high school education or less, has had a significant impact on the community of Collingwood and the surrounding catchment area. Documented research shows that for every dollar of lost income (through job losses), it affects eight dollars of spending. For many families, the impact is intensified by repeated job loss due to plant closures or job loss occurring simultaneously to both partners in a household.

Second Career is a new, Ontario government sponsored program that helps recently laid-off, unemployed workers obtain long-term training for high-demand jobs in their communities. Georgian College Collingwood campus is well positioned to assist Collingwood's population in their second career training needs, and will also be able to offer employment assistance. The Ministry of Training, Colleges and Universities funded HRSDC initiative **Essential Skills for Employment** Program was recently piloted in Collingwood with very good results.

Employers in the Town of Collingwood require a skilled workforce: there are plenty of opportunities for skilled workers. Currently, about twice as many people commute to Collingwood for work compared to Collingwood residents who commute to employment locations outside of Collingwood each workday (import 37% and export 19%).

Current Status of Georgian College Collingwood Campus:

The college is currently operating from various locations in rented or borrowed space, including the Federal Building, the Public Library and a downtown retail location. Currently, 98% of Collingwood campus students have local permanent addresses. However, if the strengths of the area are played to, the Collingwood campus would become a destination college in the future.

Moving Forward:

Town of Collingwood staff are currently working with Georgian College to acquire a suitable site that meets their current and future needs

Locations Considered:

- The Enterprise Bulletin Building – subsequently taken off the market
- The Library Building on Second Street
- Liberty Homes property on Poplar Side Road (suggested by the Town of Collingwood)
- The former Price Chopper location on Saint Marie Street
- Barber Glass Property (the former Alcoa Plant)
- Former Stinson Theatre
- Former Goodyear Plant

Proposed Poplar Side Road Location:

An application for funding has been submitted to the Ministry of Training Colleges and Universities in September 2008 for capital funding to allow a permanent location on the Poplar Side Road in Collingwood.

The plan is to build a 15,000 square foot building on 4 acres of land to be given to Georgian College through an arrangement with The Town of Collingwood (Hutcheson Gignac appraisal April 2008: \$275,000). The Town of Collingwood would acquire this land from Liberty Homes in exchange for a tax receipt. The Town of Collingwood has been asked to cover the cost of servicing this land at an approximate amount of \$140,000. Water has already been installed; still in need of sewers.

LAURIER



Wilfrid Laurier University

Collingwood's National Ski Academy has partnered with Wilfrid Laurier University (WLU) for the past four years in the role of a "satellite" campus for WLU distance education. The National Ski Academy (NSA) has delivered a "Ski Racing & Academic Performance Program" for dedicated student athletes since its founding in 1986. The unique NSA program features flexible course delivery, a typical 6:1 student/teacher ratio and post-secondary college and university preparation.

The National Ski Academy is supportive of the town's interest in extending post-secondary education opportunities for local residents. Through the NSA's relationship with WLU, the NSA is prepared to provide its facilities and its expertise to achieving the town's objectives. The NSA is currently a mid and end-of-term examination centre for WLU distance education courses.

The National Ski Academy has had a working relationship with the Simcoe County District School Board (SCDSB) since 1986 ensuring NSA student athletes receive seamless education delivery with the highest level of education. By utilizing the local public educational system, the NSA's student athletes are integrated into the community and given the opportunity to join teams and clubs at Collingwood Collegiate Institute and other local schools. NSA student athletes are enrolled through the Collingwood Learning Centre who receives funding from the Province. NSA student athletes receive their education via local elementary and secondary schools, summer school, and courses taught at the NSA by SCDSB accredited teachers. In addition, the NSA has traditionally offered night school courses to members of the local community to meet their educational needs.

Wilfrid Laurier University has extended its partnership with the National Ski Academy recognizing this partnership provided WLU with the ability to have a Collingwood presence for continuing education that benefits local students. The Town of Collingwood Economic Development is interested in entering into a pilot project with WLU to offer university degree courses for Collingwood residents supported via the National Ski Academy.

The Road to a Permanent Campus Post Secondary Campus in Collingwood:

A new, permanent Collingwood campus will:

- Expand access to full-time and part-time academic studies and expanded corporate training
- Provide an enriched and enhanced learning experience for students with up-to-date classrooms and work shops/laboratories
- Attract and retain local students, providing them with the financially viable opportunity of attending classes in their own community
- Address regional labour market gaps by providing employers with a skilled workforce
- Increase employment through the hiring of additional faculty and support staff

Currently, 98% of Collingwood campus students have local permanent addresses. However, if the strengths of the area are played to, the Collingwood campus would become a destination college in the future.

The 2008 Trends, Opportunities & Priorities (TOP) report conducted by the Bruce, Grey, Huron, Perth, Georgian Triangle Board (Local Board) reported that the top eight workforce trends for the area are:

1. Skilled Trades Shortages
2. Lack of Essential Skills
3. Aging Workforce
4. Ongoing Rural/Urban Disparities
5. Youth Out-Migration
6. Requirements for Higher Levels of Education
7. Marginalized Workforce/Income Disparity
8. Lack of Economic Diversification

The requirements for local educational services in the Georgian Triangle will continue to grow over the next decade and beyond. Targeted educational programs are required to offset the youth out-migration and to provide the skills and services required by the high growth and aging phenomenon of the population. Post-Secondary education is a catalyst to the community's economic development program as well as to quality of place.

Establishing a permanent Post-Secondary campus is in Collingwood's current Economic Development Strategy (2004). A Post-Secondary institution is attractive to new businesses as it implies a skilled work force and access to training. This, in turn, enriches the town's economic development opportunities (refer to Appendix One: Economic Development Strategy: Goal #9: Provide Post-Secondary Opportunities for Youth).

The knowledge-based sector is the fastest growing industry in Collingwood, one which requires access to life long learning, and a place to hold courses for employees. Small to medium businesses such as those found in Collingwood cannot afford to send employees away on courses. They need their people to train locally,

possibly part-time, so that working while training is possible (refer to Appendix Two: Barriers to Growth).

Collingwood and The Blue Mountains are already firmly positioned as an all-season recreational paradise. A new permanent Georgian College facility would serve as a “destination campus” that will attract young people to the area from out of town for their Post-Secondary education.

RECOMMENDATIONS AND STRATEGIC OBJECTIVES:

Recommendations:

Post-Secondary education has become a necessity for economic growth within Canada. In fact, more than 90% of jobs created from 1997 to 2006 went to those with Post-Secondary educations (source Colleges Ontario 2009).

In Ontario, Post-Secondary facilities are positioned to assist the province in:

- Building a highly skilled workforce, including establishing new programs to train workers for a greener economy and developing new ways of reaching students for whom traditional classrooms may not always be the right answer
- Advancing an effective and efficient Post-Secondary system that meets the needs of students, supports success, and increases enrollment and graduation
- Bringing the skills and knowledge of a highly trained faculty to the table to help business innovate and commercialize in order to be globally competitive.
- Communities need to look within their demographics to utilize volunteer resources that can move Post-Secondary initiatives successfully forward, by developing partnerships, initiating fund raising, acquiring upper tier partnerships through fundraising and land suitable to meet the needs of the community over the next 20+ years.

Places to Grow is the Ontario Government's program to manage growth and development in Ontario, in a way that supports economic prosperity, protects the environment and helps communities achieve a high quality of life. Through Places to Grow, regional growth plans are developed to identify how to guide government investments.

The Growth Plan for the Greater Golden Horseshoe (which Collingwood is part of), released on June 16th, 2006, is a 25 year plan that aims to:

- Revitalize downtowns to become vibrant and convenient centres.
- Create complete communities that offer more options for living, working, learning, shopping and playing.
- Provide housing options to meet the needs of people at any age.
- Curb sprawl and protect farmland and green spaces.
- Reduce traffic gridlock by improving access to a greater range of transportation options.

Strategic Objectives:

1. Municipal Capital Contributions:

Many communities in Ontario are actively pursuing Post-Secondary institutions and the competition is strong (refer to Appendix Three: Funding Analysis for Post Secondary Satellite Campuses in Ontario). Communities are offering:

- Free serviced and shovel ready land
- Donation of existing facilities
- Interest free loans
- Forgivable loans
- Repayable loans
- Coverage of start up, operating costs renovation and conversion costs equaling millions of dollars.

The Town of Collingwood, should they be interested in moving forward with an initiative to attract a permanent Post-Secondary facility to the community, should ensure that all opportunities for funding have been evaluated, capital has been negotiated and sound partnerships developed.

2. Non-Government, Local Community Advocate:

Through research, the communities that have been successful in acquiring a full-time Post-Secondary facility have moved forward with the formation of an educational committee often as a sub-committee of their Economic Development volunteer board. This committee will have resource information readily available regarding the various employment sectors, study needs and through current Business Plan Data as well as the resource of Economic Development office

3. Economic Impact:

There are many educational benefits from Post-Secondary for communities. (Source – The Institute for Higher Education Policy: Reaping the Benefits 1998.)

- Higher wages and benefits through employment
- Broader employment opportunities
- Higher saving levels
- Improved working conditions
- Personal and professional mobility
- Improved health/life expectancy
- Improved quality of life for children
- Increased personal status
- Increased leisure activities/hobbies
- Better consumer decision making
- Increased ability to cope with stress

There is usually a perceived drop in socio-economic activity due to reduced crime rates, increased volunteering and civic engagement and stronger appreciation of diversity.

Employees with Post-Secondary education levels are found to have greater productivity within the work force, possess increased consumer spending dollars, generate increased tax revenues at all levels and a decreased dependence on government financial support.

4. Community Space:

Relative to securing and developing a permanent Post-Secondary institution in Collingwood, there are many opportunities for partnerships and community space. These opportunities will be identified during the open and transparent discussions with staff, developers and key Post-Secondary personnel. Examples of these partnerships have been identified in the research contained within this report.

5. Retention, Growth and Attraction of Investment:

Consultations with corporations, leaders within the community, Business Retention and Attraction Studies, Site Selectors and those with new investment, have shown that in order for businesses to locate and/or continue to grow and prosper within the municipality, availability of a Post-Secondary facility is essential.

In order to attract new investment into the community, Collingwood's labour force needs to have an injection of trained and educated employees, readily available and comfortable in a small town setting. These employees are less reliant on the health care system, provide workforce flexibility and adapt to new and emerging technologies. Without this diversity in our labour force, Collingwood will not be successful in attracting new high-tech, knowledge based investment.

APPENDIX

Appendix One: Economic Development Strategy: Goal #9:

Appendix Two: Barriers to Growth (Manufacturing and Knowledge Base Sectors)

Appendix Three: Funding Analysis for Post-Secondary Satellite Campuses in Ontario
(separate document)

**Appendix
One:**

**Economic Development Strategy
Goal # 9: Provide Post-Secondary Opportunities for Youth.**

Strategic Objective:	Create a Forum for Business and Educators to Discuss Training Needs.				
	Action	Lead	Time Frame	Priority	Current Status
9.1	Work with Georgian College to establish a Collingwood campus.	EDO	On-going	High	In Process
9.2	Encourage continued dialogue between Georgian College, the Boards of Education, the Workforce Development Board and other public & private training organizations with representatives of the business community to discuss training and skills development requirements of emerging and established businesses.	Advisory Committee	Bi-annual meetings	Low	In Process
9.3	Focus on current and future Youth Employment Sectors to develop options locally as it is too costly for students to travel out of town for education.	EDO	On-going	Medium	In Process
9.4	Market “existing courses” to our local Professional Designations for skills enhancement and deliver locally in Collingwood. This is an excellent business opportunity and an adjunct service by the EDO to develop a “regional” centre.	EDO		Medium	No Action
9.5	Conduct a Knowledge-Based BR& E to identify what educational needs exist for our customers	EDO			Completed
9.6	Identify the “Trades” education requirements for Elementary / Secondary and Post Secondary students focusing on “trade apprenticeships”. Engage in a more proactive way with Georgian College	EDO	On-going	High	In Process
9.7	Secure a University / College facility for Collingwood	EDO & CAO	On-going	High	In Process

Appendix Two:

Barriers to Growth (Manufacturing Sector)

Industries identified as being poor:

- Continued erosion of manufacturing jobs locally
- Cost of leasing space
- Export development programmes and services
- Industry marketing dollars should be available and accessed from municipality
- Lack of available local skilled labour and particularly the lack of French/English bilingual staff
- Lack of available and appropriately zoned land
- Limited support provided by municipality (Council) to industry
- Limited workforce planning, employee training and attraction
- Local permit process
- Municipal taxes
- Municipal by-laws
- Emergency Leave days as contained in the *Employment Rights Act*
- Applying the *Worker Safety and Insurance Board Act*

Very dissatisfied with Collingwood due to:

- Availability of local training
- Community college options remain limited
- Distance to training facility
- General business climate in Collingwood
- Inability to release employees and loss of productivity during training period
- Increasingly high costs of living that see with new residential development geared to importing retirees and/or the affluent
- Local training board
- Losing employees to other businesses (after trained staff move on)
- Expensive recreation costs
- Recreational facilities
- Street repairs
- Snow removal
- Very dissatisfied with local Chamber of Commerce

Barriers to Growth (Knowledge Base Sector)

Knowledge Base businesses rate the following as poor:

- Lack of available local professional labour – so they must recruit from outside
- Limited support provided by municipality (Council) to knowledge base sector
- Limited workforce, employee training and attraction
- Municipal taxes

Very dissatisfied with Collingwood due to:

- Availability of local training
- Limited community college programmes
- Lack of post secondary facility (university)
- General business climate in Collingwood
- Increasingly high costs of living – young families
- Losing employees to other businesses (trained staff move on)
- Social and Recreational facilities
- Municipality competes with web base businesses by having in-house services

Disadvantages to Collingwood as place to do business are identified as:

- Limited access to highways
- Low retention rates of professional staff
- Business taxes and insurance
- Availability of professional labour
- Increased housing costs
- Limited social amenities and creative cultural venues

Barriers to expansion in Collingwood identified as:

- Availability of professional labour
- Need for post secondary facilities (university)
- Business taxes