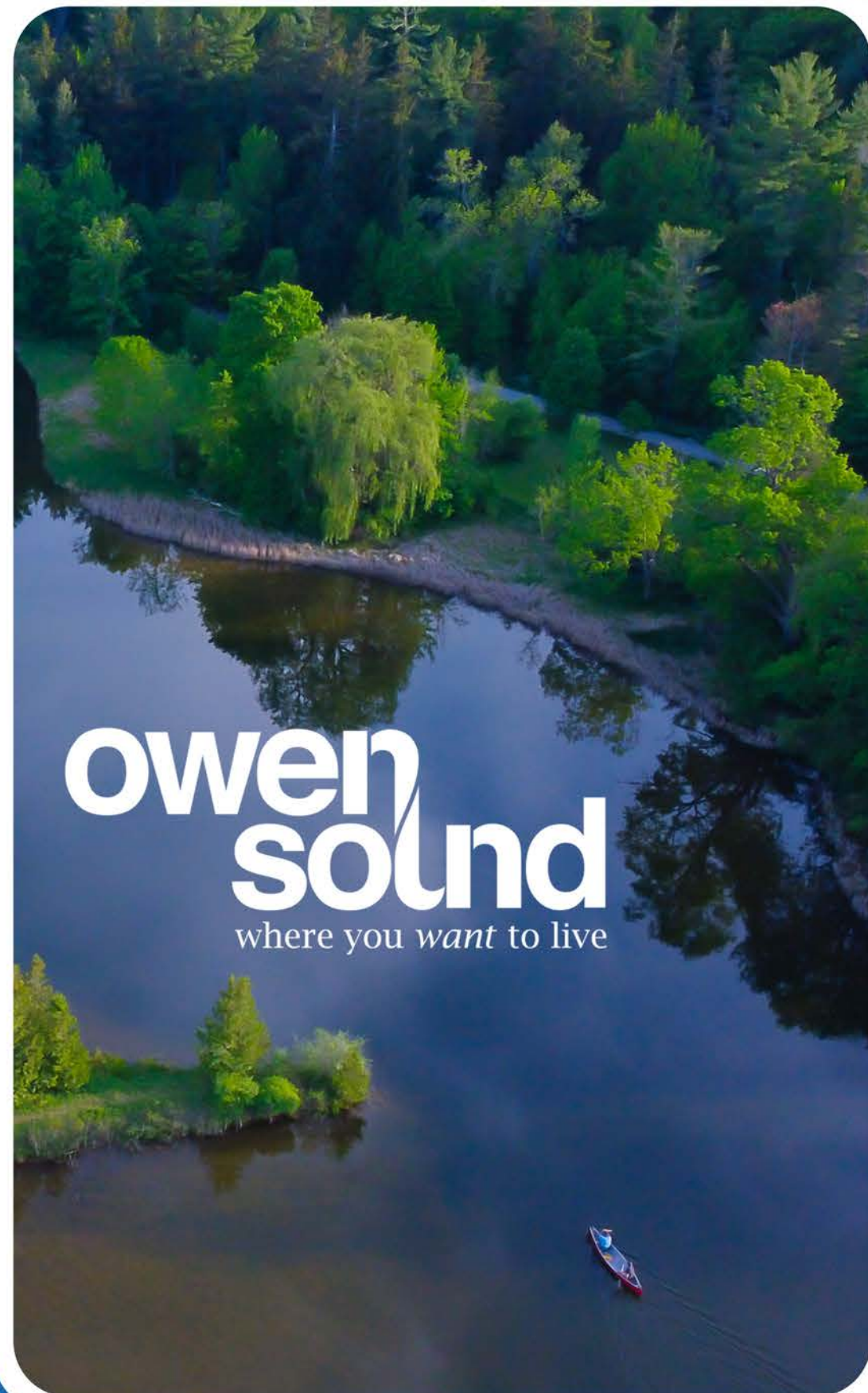


EXTERNAL RELATIONS & INVESTMENT ATTRACTION ACTION PLAN 2025–2027



**owen
sound**
where you want to live





INTRODUCTION

Objective

To foster economic growth and prosperity by investing in key relationships, capacity-building, and opportunity generating initiatives with emphasis on future-focused priority sectors

Scope

- 18-month timeframe to initiate action items

Strategic Importance

- Prosperous City
- Fostering Mutually Beneficial and Respectful Relationships

Approach

Proactive, collaborative, innovative

- Build Relationships
- Build Capacity
- Build Opportunity

STRATEGIC FOCUS



BUILD RELATIONSHIPS

Establish and strengthen relationships with key stakeholders through networking opportunities, proactive outreach, and engagement initiatives



BUILD CAPACITY

Foster growth and unlock resources with strategic investments in capacity-building initiatives, research, and skills development to facilitate innovation



BUILD OPPORTUNITY

Leverage partnerships to amplify regional strengths and attract new investment in future-focused sectors in alignment with the City's Vision 2050 strategic plan

EXTERNAL RELATIONS

Vision 2050 Priority: Fostering Mutually
Beneficial and Respectful Relationships

*Establishing, reconciling and continually
nurturing relationships that result in **mutual
benefit, trust and shared understanding.***

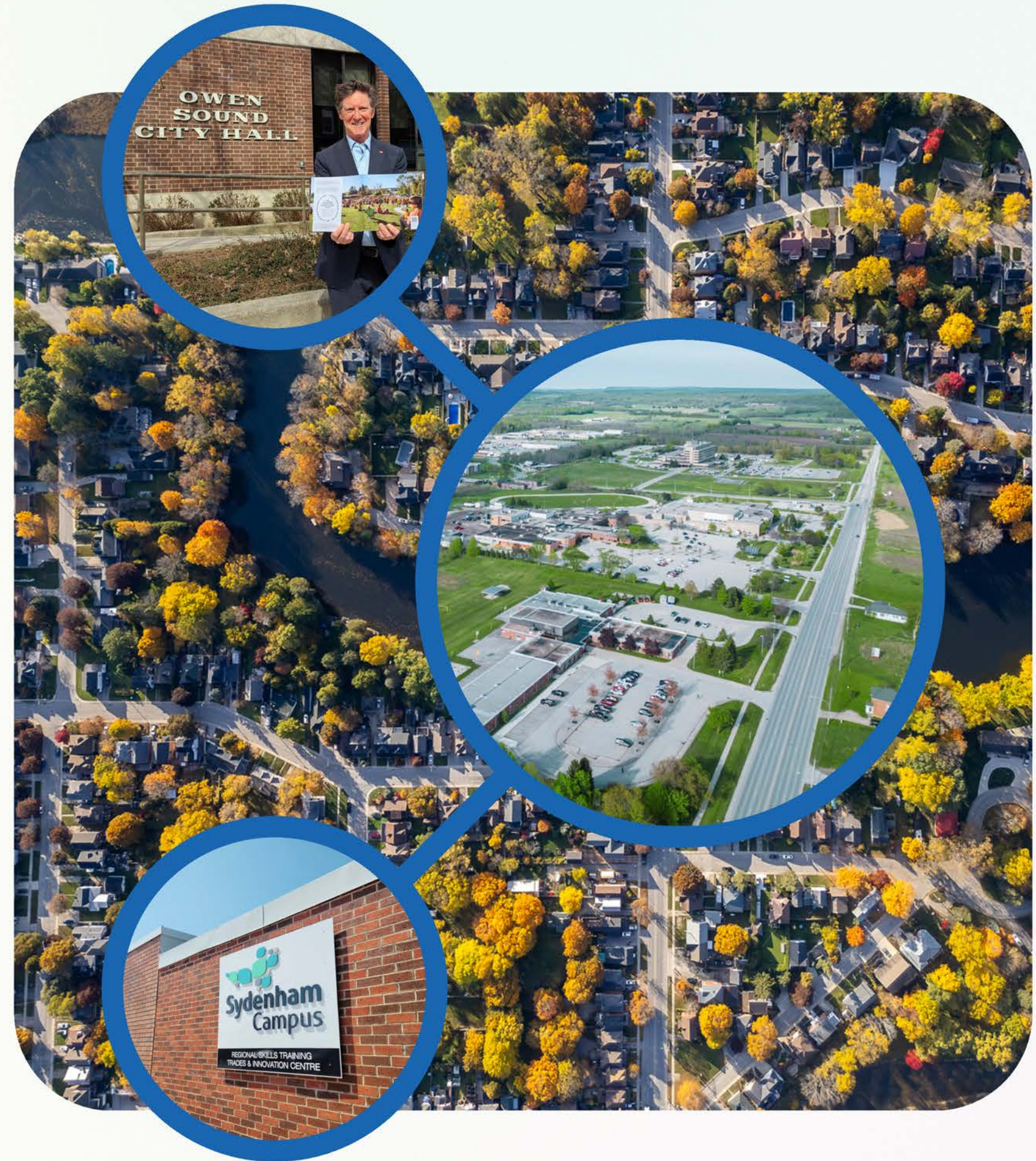


INVESTMENT ATTRACTION

Vision 2050 Priority: **Prosperous City**

Supporting *initiatives that increase competitive economic advantages* for current and new businesses and their employees.

Also, addressing other aspects of prosperity such as contributing to a **good quality of life for all** and recognizing the **experience of elders**, the **potential of youth** and **collective community knowledge** and **precious local resources**.



PRIORITY SECTORS

The City is taking action to champion local innovators and become a regional hub for skilled trades training, applied research, and industry collaboration.

These future-focused sectors share intersecting priorities: the production of lifesaving medical isotopes requires skilled workers at every stage of the supply chain, and investing in clean hydrogen technologies will further the decarbonization of marine transportation.

Clean Energy

Advancing regional sector cluster development as members of the Clean Energy Frontier and Southwestern Ontario Isotope Coalition.

Health Care & Life Sciences

Supporting the expansion of rural access to nuclear medicine by fostering strategic partnerships that build local capacity in research, education, training and treatment capacities.

Advanced Manufacturing

Promoting labour market readiness and leveraging skilled trades training and apprenticeship to support current and future industrial development.

Marine Innovation

Supporting Georgian College's delivery of industry-driven training and certification as Central Canada's marine centre of excellence, and promoting sustainable development through the Great Lakes and St Lawrence Cities Initiative.

BUILD RELATIONSHIPS

Develop coordinated plan to attract and retain residents

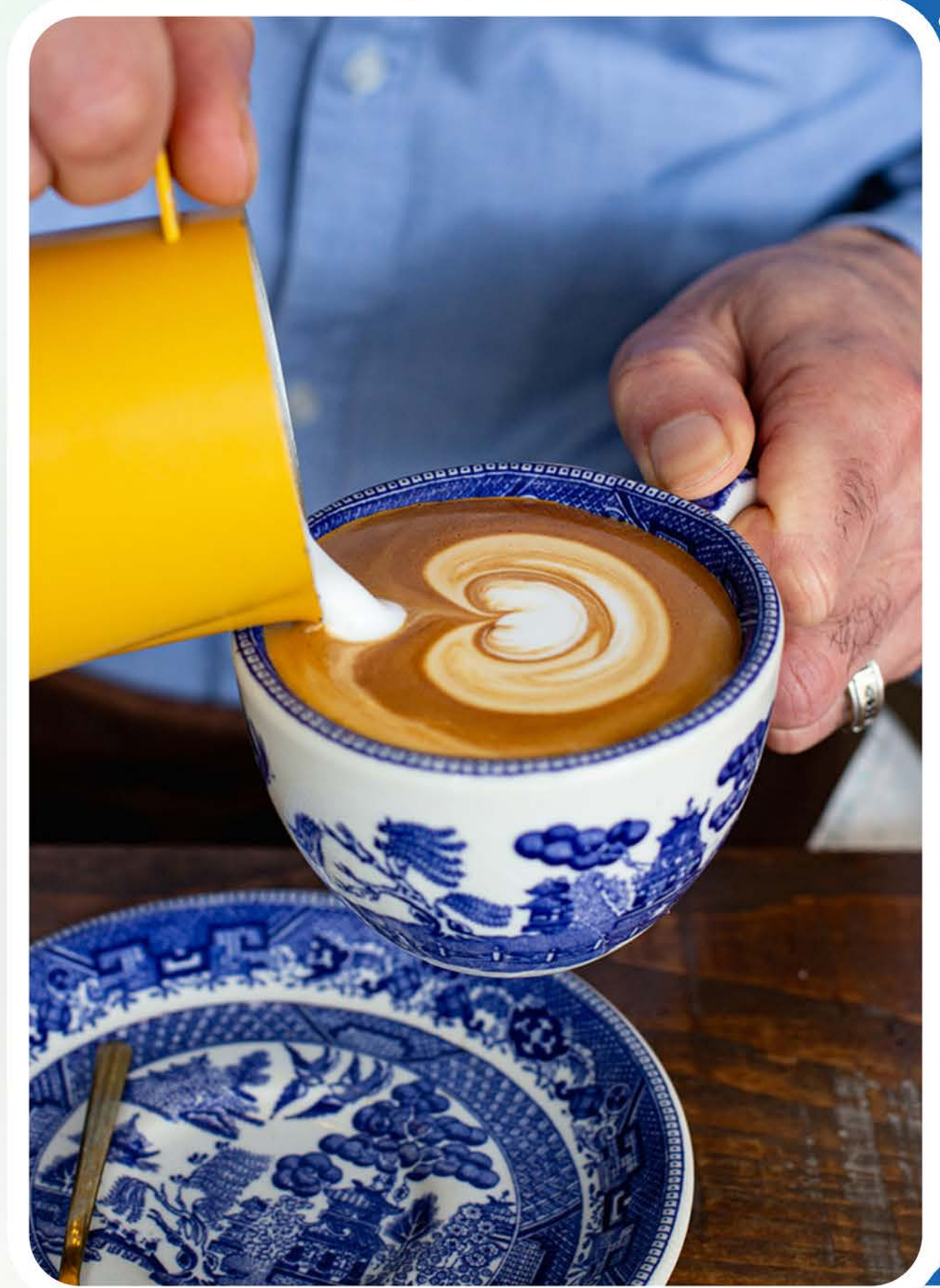
- Host 3-5 employer engagement sessions.
- Provide direct support to community-building initiatives to welcome new residents and enhance youth retention.

Identify key partners to foster growth and prosperity

- Prioritise critical partners through stakeholder engagement.
- Engage in collective advocacy through membership in regional, national, and international initiatives.

Strengthen relationship with Indigenous communities

- Establish collaborative staff-to-staff working relationships.
- Formalize process for consideration of matters of mutual interest in the spirit of reconciliation.



BUILD CAPACITY

Develop data-informed practices to support growth

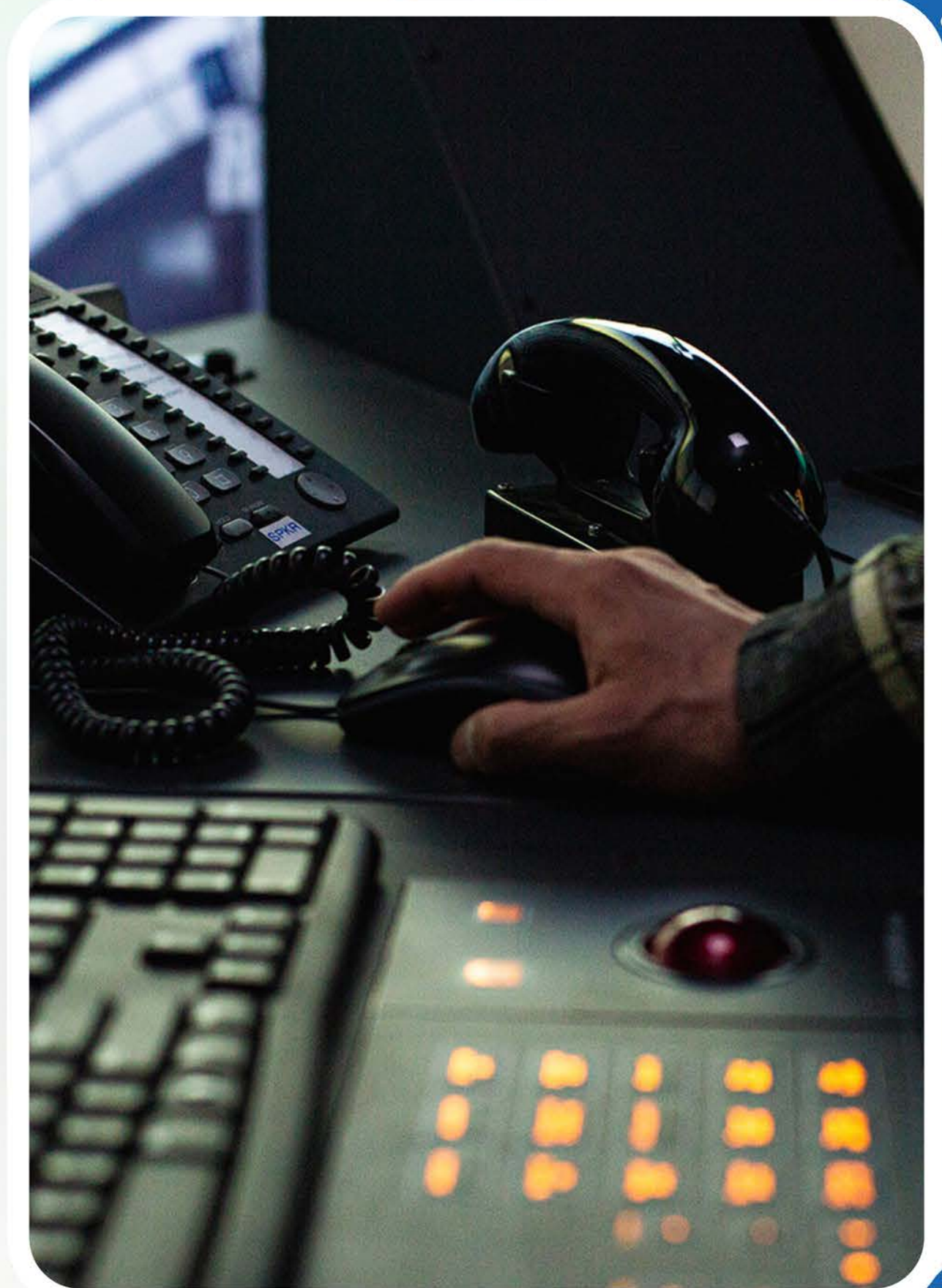
- Create an Economic Health report card to measure indicators of individual and collective prosperity over time.
- Initiate a marketing campaign targeting 3-5 PRIZM® profiles.

Initiate strategy to attract employers & skilled workers

- Conduct a gap analysis and develop a targeted outreach plan to foster population growth and job creation.
- Identify and prepare investment ready sites for development.

Invest in community development initiatives

- Establish a local Community Impact Lab.
- Coordinate a cross-sector skills development series on grant writing, entrepreneurship, and social innovation.



BUILD OPPORTUNITY

Leverage regional, national & international partnerships

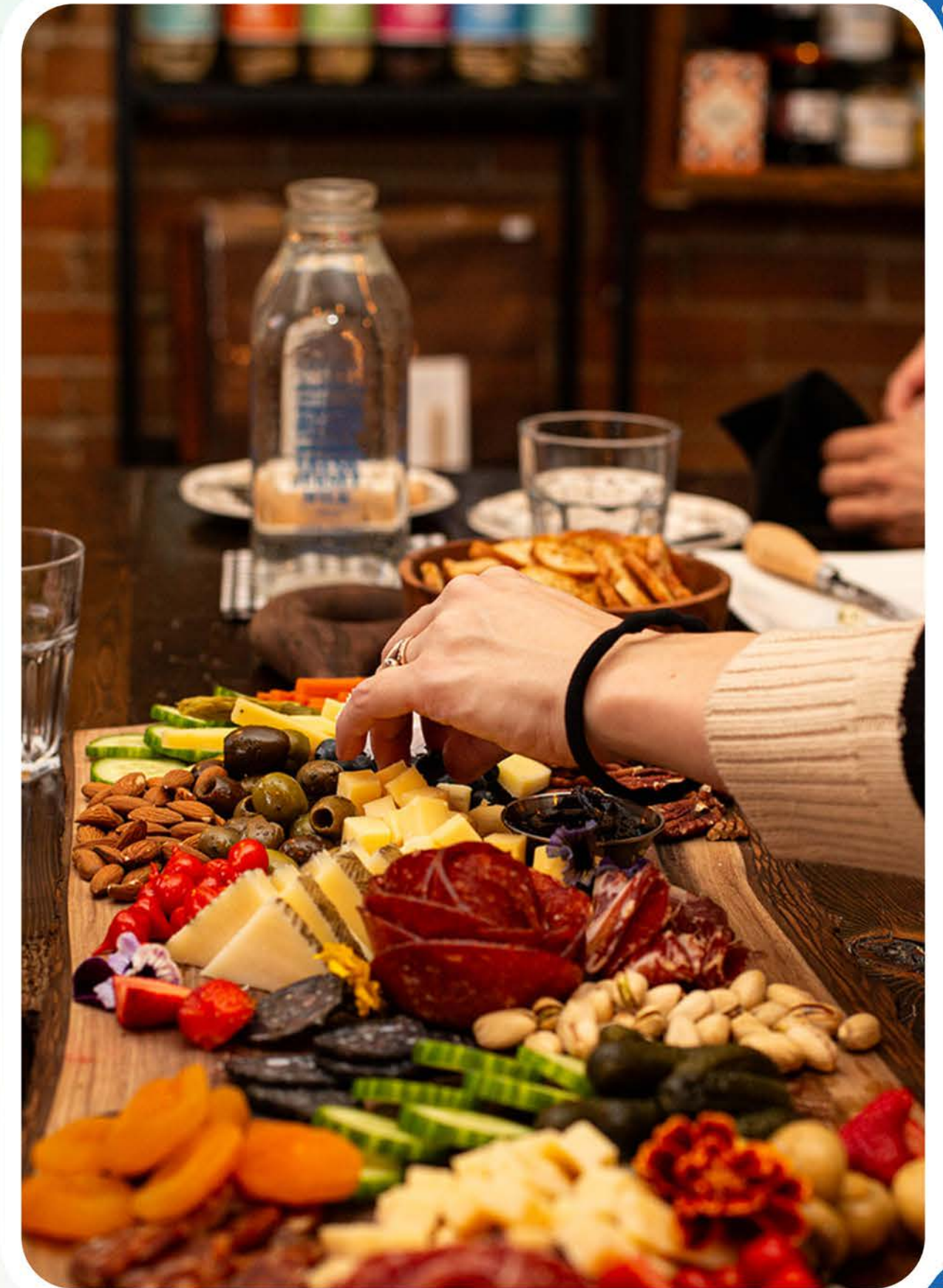
- Promote the City's intergovernmental priorities as an active member of multi-sector coalitions, initiatives & organizations.
- Establish a track record of strong delegations and advocacy.

Advance cluster development of priority sectors

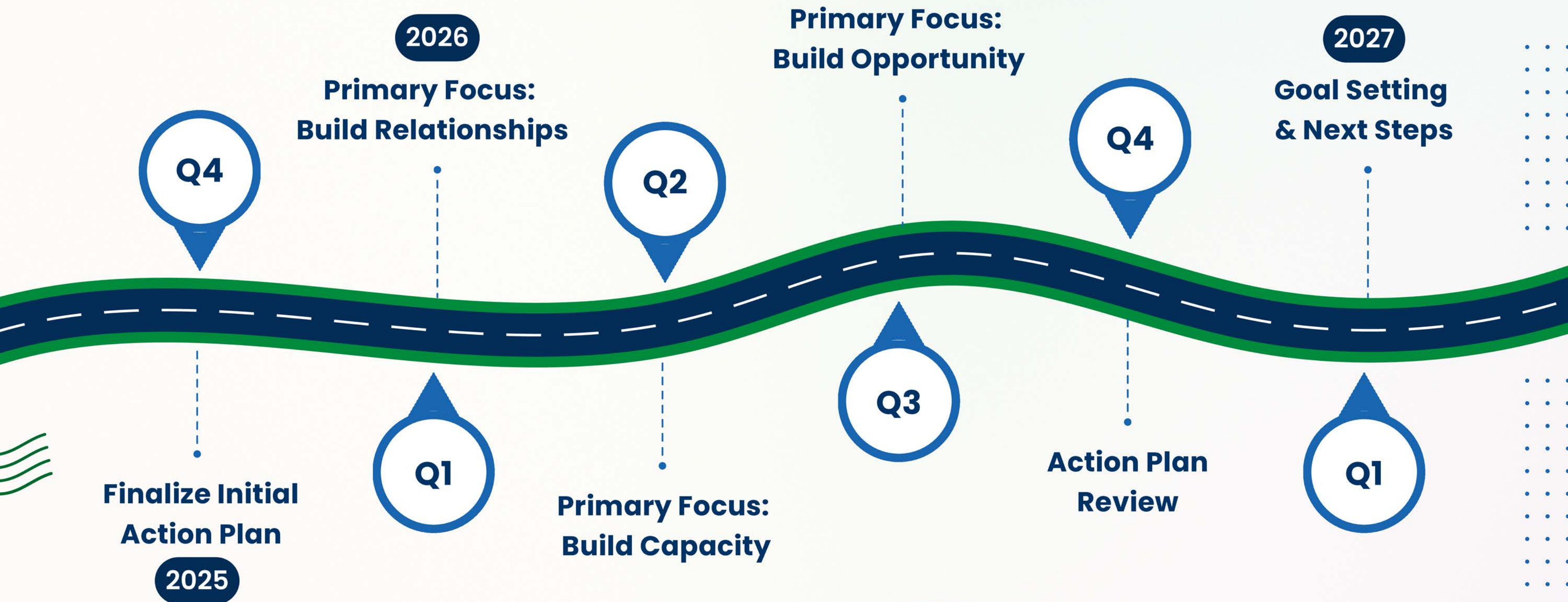
- Coordinate with partners to promote regional cluster development in nuclear medicine, clean energy, health care, advanced manufacturing, and marine transportation.

Become a champion for innovation and stewardship

- Coordinate stakeholder engagement initiatives to celebrate and promote local innovation in priority sectors.
- Invest in tools to enhance marketing and tech stewardship.



IMPLEMENTATION TIMELINE



CONCLUSION

> Summary

The City of Owen Sound is well-positioned to significantly advance its economic interests by embracing its role as a regional hub and championing innovation through collaborative partnerships.

> Next Steps

- Incorporate action items into staff work plans & budget
- Report back in Q4 2026 with activity review and recommendations for subsequent action plan



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