

NEWCOMER SUPPORTS

GOAL: Support the integration and retention of new immigrant workers in the community.

OBJECTIVE: Support immigrant workers to achieve permanent resident status and remain in our city.

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
<p>Establish a working group with key stakeholders to undertake the following:</p> <p>(a) Understand Federal and Provincial Immigration programs and processes that lead to Permanent Residency (PR);</p> <p>(b) Understand challenges rural communities face in retaining newcomer talent;</p> <p>(c) Understand the challenges industry faces in supporting newcomer workers to obtain PR status and challenges newcomers face in obtaining PR status;</p> <p>(d) Assist employers in navigating the various immigration programs that lead to PR status;</p> <p>(e) Assess the need for enhanced services to assist employers in navigating the various immigration programs that lead to PR status.</p> <p>Note: The action also falls under Labour Attraction/Retention and Business Supports.</p>	<p>QLIP with ED, QEDC, QMA and CFWD</p>	<ul style="list-style-type: none"> • Working group is established. • Terms of Reference is established. • Strategic plan is established with timeline, budget, next steps. • Meeting schedule is established. • Public Consultations (industry and newcomers) are conducted. • Contact with relevant Government Agency is made. 	<p>Medium-term Q2 2026</p>

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
<p>Offer a pilot training program for newcomers on Canadian culture and workplace expectations.</p> <p>Note: The action also falls under Labour Attraction/Retention and Business Supports.</p>	<p>QLIP</p>	<ul style="list-style-type: none"> • Working group is established. • Terms of Reference is established. • Strategic plan is established with timeline, budget, next steps. • Research is conducted on available programming. • Project plan is established with timelines, budget, next steps. • Workshop/certificate course is offered. • Funding is pursued. 	<p>Medium-term Q2-Q4 2027</p>
<p>Identify a communications tool that clearly outlines resources and services available to both newcomers and employers.</p> <p>Note: The action also falls under Labour Attraction/Retention and Business Supports.</p>	<p>QLIP</p>	<ul style="list-style-type: none"> • Contact is made with nearby communities with similar objectives and tools. • Clear and accessible tool is researched, identified and established. • Tool is promoted to industry. • Funding is pursued. 	<p>Short-term Q3 2025</p>

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
<p>Develop and promote a strategy around the Workplace Inclusion Charter (WIC) that will support industry, business and organizations to integrate EDI practices in the workplace.</p> <p>Note: The action also falls under Labour Attraction/Retention and Business Supports.</p>	ED/QLIP	<ul style="list-style-type: none"> • Working group established with key stakeholders involved. • Terms of Reference established. • Strategic plan established with timeline, budget, next steps. • Funding is pursued. • Increase in WIC signatories is seen. 	Short-term Q2 2025
<p>Investigate the need for an Industry Working Group to navigate workplace issues related to inclusion and diversity in the workplace.</p> <p>Note: The action also falls under Labour Attraction/Retention, Business Supports.</p>	ED/QLIP	<ul style="list-style-type: none"> • Canvass industry employees about participation and interest in a working group. • Next steps established based on results. 	Short-term Q2 2025 (aligned with WIC)

LABOUR ATTRACTION & RETENTION

GOAL: Enhance labour attraction and retention within the City.

OBJECTIVE 1: Increase youth engagement with the manufacturing sector.			
ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
<p>Promote and support educational related activities around manufacturing including:</p> <ul style="list-style-type: none"> a) Skills Ontario Truck; b) Doors Open Manufacturing Day; c) Increasing skills training within the education system. <p>Note: This action also falls under Objective 2 & 3.</p>	ED	<ul style="list-style-type: none"> • Appropriate stakeholder partners identified. • Plan is established with timeline, budget, next steps. 	<p>Short-term Q4 2025</p>
<p>Partner with the City's Youth engagement committee to:</p> <ul style="list-style-type: none"> a) Establish a high school award for manufacturing and skilled trades; b) Survey high school students and determine what would keep them in the community beyond high school. 	ED with City's Youth Engagement Committee	<ul style="list-style-type: none"> • Partnership with the City's Youth Engagement Committee is established. • Financial support for a scholarship from the City is established. • Survey is developed and distributed. • Feedback is obtained. 	<p>Short-term Q2 2025</p> <p>Medium-term Q2 2026</p>

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
Organize a public interest campaign that promotes the manufacturing sector as a viable career.	ED	<ul style="list-style-type: none"> • Funding source is pursued. • Relevant stakeholder partners identified. • Strategic plan established with timeline, budget, next steps. 	Medium-term Q4 2026
OBJECTIVE 2: Promote skilled trades development and labour retention in the City.			
See Objective 1			
OBJECTIVE 3: Promote manufacturing as a viable career choice within our community.			
See Objective 1			
<p>Promote the City at community events outside of Belleville with the purpose of:</p> <p>a) Attracting skilled workers to manufacturing jobs;</p> <p>b) Promoting Belleville as a place to live, work and play.</p> <p>Note: Active</p>	ED with BOQRMB	<ul style="list-style-type: none"> • Belleville is represented at 1 out of City career fair. 	Short-term Q1 2025

OBJECTIVE 4: Enhance the image of the City of Belleville as a welcoming place for doing business.

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
<p>Develop a positive image campaign to promote the City as a place to live, work and play.</p>	<p>ED</p>	<ul style="list-style-type: none"> • Funding is secured. • Strategic plan is established with timeline, budget, next steps. 	<p>Ongoing</p>
<p>Continue with the City’s Physician Recruitment Program. Note: Active</p>	<p>ED</p>	<ul style="list-style-type: none"> • Resources dedicated for City annual review of incentives. • Number of physicians recruited continues to be highlighted. 	<p>Ongoing</p>
<p>Encourage community clean-up initiatives to address garbage, boarded-up buildings etc.</p>	<p>ED, by-law, Green Task Force</p>	<ul style="list-style-type: none"> • Invite an industry rep to meet Green Task Force to talk issues/create solutions. 	<p>Short-term Q4 2025</p>
<p>Continue the plan for Community Integrated Model of Care for the homeless population. Note: This action also falls under Business Supports. Active</p>	<p>ED, City, Council, The Bridge consortium</p>	<ul style="list-style-type: none"> • Plan for The Bridge Hub executed in phases. • Quarterly updates shared with City and stakeholders. • Feedback from business and industry is measured through an annual survey. 	<p>Ongoing</p>

BUSINESS SUPPORTS

GOAL: Support ongoing industry growth and expansion.

OBJECTIVE 1: Support industry in navigating workplace challenges.

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
Housing: Explore the need and feasibility for establishing innovative, diverse housing solutions to address lack of housing for industry employees.	ED/EDS with housing stakeholders TBD	<ul style="list-style-type: none"> • Meetings with EDS are held annually to review plans, progress and communications. • Research and explore innovative housing solutions. 	Medium to Long-term Q1 2026-Q4 2028 (measured annually)

See Actions under Newcomer Supports and Labour Attraction & Retention

OBJECTIVE 2: Understand the safety concerns faced by Industry partners.

Quantify industry safety and security concerns related to the homeless population.	ED with BPS	<ul style="list-style-type: none"> • Regular reporting structure established with BPS reporting on safety and security issues in relation to the industry. 	Short-term Q4 2025
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CITY PROCESSES & SERVICES

GOAL: Increase transparency and understanding of the City of Belleville’s Development Process.

OBJECTIVE 1: Explain & communicate the City’s development process to developers and businesses.			
ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
<p>Develop and conduct education workshops to educate businesses and developers about the development process.</p> <p>Note: Active, RED Funded Program.</p>	ED/EDS	<ul style="list-style-type: none"> • Meet planning staff to establish plan, timeline, budget, roles, next steps. • Work with planning staff to execute a workshop as a pilot project. (Summer planning for fall, Winter planning for spring). • Report on KPI’s and determine if workshops should continue. 	<p>Medium-term Q1 2026</p>
<p>Produce explainer videos covering key aspects of the City’s development process.</p> <p>Note: Active, RED Funded Program</p>	ED/EDS	<ul style="list-style-type: none"> • Plan is established with timeline, budget, next steps. • Explainer videos developed for the development process. (engineering, planning, approvals, policy planning). 	<p>Short-term Q3 2025</p>

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
Clearly identify and communicate the department within the City to support/navigate businesses and developers through the development process.	ED/EDS	<ul style="list-style-type: none"> Meeting between departments established. Roles and responsibilities clarified. Communications plan and tool established to clearly navigate clients to appropriate staff and services. 	Short-term Q4 2025
GOAL: Explain the role of the City's Economic Development department and services offered.			
OBJECTIVE 1: Strengthen the City's relationship with industry and offer continuous support and resources.			
ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
Implement a CRM within the Economic Development Department	ED	<ul style="list-style-type: none"> Complete CRM implementation. Train staff on CRM use. 100% use of the CRM by ED staff. 	Short-term Q1 2025
Establish a communications plan for ED staff that will include branding and tools for communicating with industry.	ED	<ul style="list-style-type: none"> Complete strategy by Oct 2024 to inform 2025 budget. Implement and use communication tools and track industry interactions. 	Short-term Q1 2025

<p>Create an easy to navigate Economic Development webpage that details services offered by the department and connects industry, supports and public to resources and relevant information.</p>	<p>ED</p>	<ul style="list-style-type: none"> • Webpage developed. • Referrals to website tracked. • Website traffic tracked. 	<p>Short-term Q2 2025</p>
<p>Update the City's Community Profile Plan</p>	<p>ED</p>	<ul style="list-style-type: none"> • The Community Profile Plan is updated into a fully digitalized toolkit. 	<p>Short-term Q2 2025</p>
<p>GOAL: Develop and maintain City infrastructure to support business growth.</p>			
<p>OBJECTIVE 1: Communicate City's long-term plan for the development of key industrial infrastructure and supports.</p>			
<p>ACTION</p>	<p>PARTNER</p>	<p>PERFORMANCE INDICATORS</p>	<p>TIMEFRAME</p>
<p>Communicate timelines for establishing Elexicon Services when Industry expands. a) Research whether a process map currently exists and can be used by the City as a communication tool for industry; b) Create a process map tool for industry.</p> <p>Note: Active</p>	<p>ED</p>	<ul style="list-style-type: none"> • Research is completed. • Process map created. • Process map shared with stakeholders. • Referrals are tracked. 	<p>Short-term Q2 2025</p>

ACTION	PARTNER	PERFORMANCE INDICATORS	TIMEFRAME
Receive feedback from industry about the impact of recent changes to transit route.	TOS	<ul style="list-style-type: none"> • Survey is developed. • Survey is distributed to Industry. • Feedback is received and reviewed. • Appropriate changes are made. 	Short-term Q2 2025 (completed annually)
Review City by-laws to see if updates can be made to support the provision of childcare services in the Industrial Park. Note: Active	ED with EDS	<ul style="list-style-type: none"> • Meeting is established. • By-laws are reviewed and recommendations are made. • Appropriate changes are made and approved by Council. 	Short-term Q1 2025
Investigate opportunities for establishing childcare for employers in the North East Industrial Park.	QEDC/ QMA with ED	<ul style="list-style-type: none"> • Data from the survey in 2023 will be quantified for next steps. • Plan for next steps established. 	Short-term Q2 2025