



# ECONOMIC & COMMUNITY MASTER PLAN



Prepared by:



July 2024

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## A. INTRODUCTION

# Minto, Where You Belong

| *A Progressive Rural Community Where All People Are Welcome*

The Town of Minto is a progressive and vibrant lower tier municipality in the north-western boundary of Wellington County situated between major centres of southern Ontario and popular recreational areas along the eastern shore of Lake Huron and southern Georgian Bay. The Town encompasses 300.37 square kilometers or approximately 115.97 square miles with a population of 9,100 and is projected to grow to approximately 15,200 by 2051.

The Town of Minto was created on January 1, 1999, by order of the Provincial government. The municipality is composed of the former towns of Harriston and Palmerston, the former village of Clifford, and the surrounding rural area of the former Minto Township.

The Corporation of the Town of Minto contracted MGA Group to guide Council and Town staff through the creation/updating of the following:

- Strategic Plan
- Parks and Recreation Master Plan
- Economic and Community Development (ECD) Master Plan; and
- Cultural Master Plan.

As part of MGA's proposal, MGA engaged Sequence, an economic development advisory agency, to complete the Economic and Community Development Master Plan, which is the basis of this report.

The development of this ECD Master Plan followed process stages of Discovery, Design, Development and Deployment.

This is the first Economic and Community Development (ECD) Master Plan completed by the Town, however ECD staff is well regarded, having received several awards from economic development associations for projects and initiatives. This report looks to build on those successes and offer a framework to categorize, prioritize, timeline and measure.



## B. DISCOVERY

This process involved quantitative research, analyzing data regarding socio-demographics, labour force data, and economic base with sector analysis. The data was compared with the County of Wellington, select comparable communities and where appropriate the Province of Ontario and Canada. Data sources used were through Ontario Ministry of Agriculture, Food and Rural Affairs' licensing with EMSI Lightcast using Statistics Canada 2021 Census data with updates when available.

*Detailed information is provided in Appendix 3, Research and Analysis.*

### ECONOMIC TRENDS

#### Global Outlook

The global economic outlook for 2024 is one of slow and steady growth, with some divergence between regions. Advanced economies growth levels outside the US remain low.

Most experts predict global growth around 3.0% to 3.2% in 2024, continuing the trend from 2023<sup>[1]</sup>

There's an expectation of slightly faster growth in developed economies (around 1.7% to 1.8%) compared to emerging markets (around 4.2%).<sup>[2]</sup>

Inflation: Inflation is expected to gradually decline throughout 2024, reaching around 4.5% globally by year-end.<sup>[3]</sup>

#### *Factors that will affect growth include:*

- **Geopolitical risks:** Ongoing conflicts and tensions can disrupt trade and investment.
- **Central bank policies:** Interest rate hikes by central banks to combat inflation could slow economic activity.
- **Supply chain issues:** Continued disruptions in supply chains can lead to price increases and shortages.

Economists agree the global economy is showing some resilience despite challenges and avoided recession which had been a possible prediction for some countries. However, the long-term growth outlook remains subdued compared to previous decades.

<sup>1</sup> IMF World Economic Outlook, April 2024

<sup>2</sup> IMF World Economic Outlook, April 2024

<sup>3</sup> IMF World Economic Outlook, April 2024

## Canadian Outlook

The Canadian economic outlook continues to be inconsistent moving forward with some positives tempered by many challenges.

The country has avoided a recession despite the rising of interest rates to combat inflation. The job market has remained healthy, with over 1 million more Canadians employed compared to pre-pandemic levels. Inflation has fallen significantly from its peak in mid-2022, currently sitting around 2.8%.

Economic growth is slow, with forecasts around 1% for 2024. This isn't keeping pace with population growth, meaning GDP per capita is down. Canadians have high household debt levels, which could be problematic if interest rates continue to rise. However, the Canadian government forecasts growth to rebound to 1.9% growth in 2025.<sup>[4]</sup>

Weak business investment is holding back stronger economic growth. Canada is not immune to factors listed as impediments to global growth. Geopolitics, interest rates and inflation and continued disruption in supply chains continue to affect the economy and markets.

Immigration policy, affordability, and availability of housing, along with access to required labour are continued areas of concern.

Finally, Canada must address its productivity gap if it expects to maintain let alone increase the standard of living. Canadian workers produce less value per hour worked compared to their American counterparts. Estimates suggest Canadians produce around 71% of what an American worker does in an hour.<sup>[4]</sup> Investments in tools and technology, innovation and skills are required.<sup>[5]</sup>

Moving forward Canada's economy has shown resilience but faces many challenges.

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<sup>4</sup> Bank of Canada

<sup>5</sup> Conference Board of Canada

## Ontario Outlook

The economic outlook for Ontario in 2024 is mixed. Most economists predict slower GDP growth compared to recent years. Forecasts range from 0.4% to 0.5%. This slowdown is attributed to factors like rising interest rates, inflation, and global economic uncertainty.<sup>[6]</sup> Inflation is expected to remain a challenge in 2024, although at a slightly lower rate than 2023. Business confidence is at a record low due to concerns about labour shortages, inflation, and the overall economic climate.

The unemployment rate is projected to rise slightly but remain below pre-pandemic levels. Immigration is expected to continue fueling population growth, albeit with newly capped target intakes and further restrictions on education visas.

The provincial government is aggressive in attracting investment, especially in the automotive EV sector and supply chains. Continued support for business growth is available through a number of programs.

## Wellington County and Minto Outlook



Downtown, Harriston, 2023

Local areas are affected by the consequences of global, national and provincial trends identified above. Interest rates, inflation and global economic uncertainty including trade tensions and countries in conflict are areas which local jurisdictions have little ability to have a direct impact. Minto has identified areas where for actions for local impact, some in collaboration with the County and neighbouring municipalities. These actions have been identified in the Action Plan of this Master Plan.

The Action Plan will look to leverage those assets that can be best engaged to keep the local economy moving forward and provide “a progressive rural community, where all people are welcome.”

Our quantitative research provided a basis to engage with a broad range of stakeholders to provide qualitative feedback on the current economic situation and opportunities to move forward.

<sup>6</sup> Ontario's Economic and Fiscal Outlook in Brief

## ENGAGEMENT

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The Town of Minto understands and embraces the positives of collaboration. As a known leader and innovator in many programs and initiatives, the Town understands the importance of sharing best practices and cooperation both internally and with business associations, community groups, advisory committees and senior levels of government.

Our engagement included a combination of a total 27 one on one and group interviews:

<b>10 Businesses representing various sectors</b>	<b>4 Business and Association support providers</b>
<b>3 Downtown Revitalization Committees</b>	<b>4 Healthcare Providers</b>
<b>2 Senior Levels of Government</b>	<b>2 Agriculture Associations</b>
<b>1 Local Immigration Partnership</b>	<b>1 Secondary Education</b>

SUMMARY - STRENGTHS, WEAKNESSES, OPPORTUNITY AND THREATS

Town of Minto SWOT - Economic Development Strategy and Action Plan			
Strengths	Weaknesses	Opportunity	Threat
Amenities - sports, recreation, cultural	Business, retail mix, viability, quality	Community engagement	ESL
Business Support	Childcare	Focus and prioritize	Healthcare - funding, staff
Collaborative, progressive, volunteers	Downtown vacancies, absentee landlords	Funding leverage	Housing affordability
Entertainment opportunities	Housing availability and style	Growth in High Schools #'s, Promote careers	Inflation
Events	Lack of shovel ready lands	Joint promotions and events	Infrastructure
Farms/local foods	Limited commercial space	Leverage stop visits to longer stays	Reliable Hydro
Funding approvals	No rail line for business	Newcomers - optimize	Small town thinking
Heritage & architecture	Three siblings - branding	Promote amenities (internal, external)	Succession
Launchit	Transportation/transit	Promotion - external	Walk-in Clinic
Lifestyle amenities	Volunteers - size of base	Succession planning	Wastewater
Location	Workforce availability	Workforce skill sets	
Minto Makers Market			
Newcomers - diversity			
Promotion - internal			
Red tape reduction			
Safe community			

**Key Takeaways**

The Town of Minto is a collaborative community providing support to businesses, entrepreneurs and startups. Residents have a viable choice of amenities from sports and recreation to culture heritage, and entertainment in a safe environment.



There are opportunities to address business mix and quality, as well as providing needed land and space for growth and expansion. Areas to address include social issues including English as a Second Language (ESL), housing availability, shovel ready lands, healthcare, leveraging funding and external promotion and branding.

We have identified those areas which Economic and Community Development can impact directly and point to areas of facilitation. This has been outlined in the Action Plan.

## MINTO POPULATION AND LABOUR FORCE

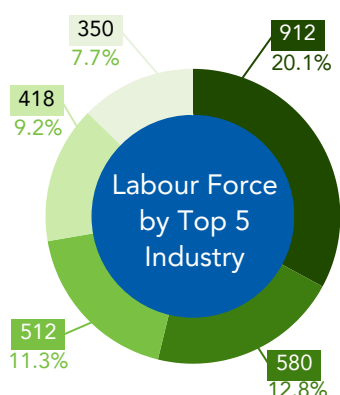
### Population



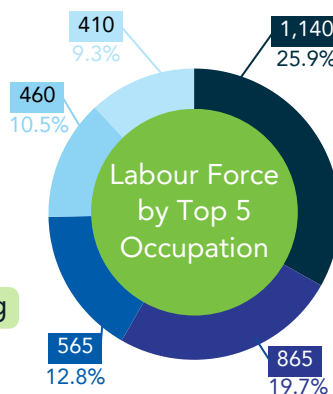
20 Year Population Growth		
	Wellington	Minto
2001	81,143	8,164
2006	85,482	8,504
2011	86,672	8,334
2016	90,932	8,671
2021	97,286	9,094
#	16,143	930
%	19.9	11.4

### Labour Force

Labour Force Growth Rate							
Minto				Wellington County			
2016	2021	#	%	2016	2021	#	%
4,335	4,410	100	2.3	119,475	120,005	530	0.44



- Manufacturing
- Healthcare and Social Assistance
- Construction
- Agriculture, forestry, and fishing
- Retail trade



- Trades, transport, and equipment operators
- Sales and service
- Business, finance, and administration
- Manufacturing and utilities
- Natural resources, agriculture

## COMMUNITY PROFILE

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The Town of Minto provides an excellent online [Community Profile](#) which is updated regularly. Information is provided in chart format but can also be downloaded in report format.

A more detailed Background and Situational analysis can be found in Appendix 3.

## SECTORS

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A sector is an area of the economy in which businesses share the same or related business activity, product, or service.

Within broad sectors we can find specific subsectors, such as food processing and automotive manufacturing, within the larger manufacturing sector. Technology and innovation advancement has created “platforms” that cross pollinate sectors by providing innovative solutions and business processes. Artificial intelligence, augmented video, virtual reality, machine learning, data analytics and robotics are rapidly expanding technologies used across sectors. For example, many now refer to the automotive sector as the mobility sector. Advancements in healthcare have created new technologies, allowing for rapid development in manufacturing processes, research and development and business processes and patient care.

Sectors are further defined as “tradeable” and “non-tradeable”.

<b>Tradeable</b>	Goods and services that can be sold and consumed outside of the region where they are produced, bringing in outside capital.
	Ex. Manufacturing & Agriculture
<b>Non-Tradeable</b>	Sectors provide goods and services that are bought and consumed where they are produced, which circulates capital throughout the local economy
	Ex. Healthcare, Construction & Small Business

Some sectors may have elements of both. For investment attraction purposes, most communities concentrate on tradeable sectors. Non-tradeable sectors are important to sustaining the local economy and are key assets in the value proposition for investment attraction.

We have defined Manufacturing and Agriculture as tradeable sectors with Healthcare, Construction and Small Business as non-tradeable. All sectors need support from Business Retention and Expansion programs.

## MANUFACTURING

Minto's largest industry by labour force is manufacturing with 20.1% of all jobs, and the 2nd lowest number of companies by industry at 23. This is supported by TG Minto as the largest employer in Minto. New investments from Hammond Manufacturing, Trusscore and TG Minto expansion continue to support the sector and create jobs.

The Canadian manufacturing industry has been in a disruptive state since 2003 with over 500,000 job losses, with 300,000 occurring before the 2008 recession with the remainder between 2008 and 2009.<sup>[7]</sup> Additional challenges have come from competition due to globalization and trade agreements. Further changes due to technology adoption in robotics, machine learning, virtual reality and artificial intelligence have created both threats and opportunities. Climate change has created disruption including investment in sustainable business practices, the electric vehicle (EV) revolution and other commitments to emission, pollution control and greenhouse gas reduction.

The Town of Minto is part of the largest advanced manufacturing sector in Canada - the GTA and Southwestern Ontario. The nature of supply chains and movement from "just in time" to "just in case" planning has provided further opportunity.



<sup>7</sup> The Big Shift – Changes in Canadian manufacturing employment 2003-2018

## AGRICULTURE

Agriculture is important to the Town of Minto as a key economic driver with the creation of jobs in crop and livestock production, as well as in related sectors like farm equipment supply and maintenance. Local farms are an integral food source contributing to the overall food supply chain, providing fresh produce, meat, and dairy products to the community and proximity to regional and international markets.

Farms play a role in land use and conservation, maintaining green spaces and protecting the environment. Sustainable management practices include shelterbelts, renewable energy producing systems, zero-till seeding and winter cover crops.

Adoption of technology and innovation is intuitive to the growth of the industry. Automation, robotics, GIS and mapping systems are synonymous increasing productivity. The practice of precision agriculture uses newer technologies, like satellite mapping or drone imagery, and soil sensors to optimize the use of resources and the application of chemicals.

The Agriculture and Agri-food sector is a major part of the Canadian economy. In 2022, the whole agriculture and agri-food system provided jobs for 3.9 million people, 1 of 9 jobs in Canada and generated \$143.8 billion (around 7.0%) of Canada's gross domestic product (GDP).<sup>[8]</sup>

Ontario's farmers, food processors, grocers, transporters, in the agri-food supply chain generated \$47 billion in provincial gross domestic product (GDP) and employed one in ten Ontarians in 2021.<sup>[9]</sup>



C&M Seeds, Harriston, 2024

In 2021, Wellington County's Agri-food system contributed \$2.8 billion to Canada's GDP, (5.0% of the Ontario agri-food industry's total contribution); 35,943 jobs to the Canadian economy and \$496 million in labour income within farm and upstream jobs.<sup>[10]</sup>

<sup>8</sup> [Agriculture and Agri-Food Canada Sector Overview](#)

<sup>9</sup> [Grow Ontario](#)

<sup>10</sup> [Wellington County Agrifood System Study](#)

In Minto, primary agriculture is a staple of the economy. The sector contains the largest number of businesses at 390 and is diversified with over 300 farms and 11 industry classifications. The largest are oilseed and grain farming (126), beef cattle (84) and dairy (52). Poultry and egg production is much smaller at 23 farms, however feeds into the significant value add secondary subsector of food processing. 74.2% of farms are under 240 acres, 23.7% at 240 – 1600 acres and 2.1% over 1600 acres. Included are 3 large commercial farms over 3,500 acres.<sup>[11]</sup>

Value added and secondary agriculture have significant prominence in Minto. York Valley Farms (Farm Fresh Poultry), C & M Seeds, and Speare Seeds are important companies providing goods and services to a broader market. The Town is also well served by suppliers such as Harriston AgriMart, Midwest Coop, and Minto AG, which support the local agriculture community and beyond. In addition, Minto is located close to global research and institutes at the University of Guelph, ranked #1 in Canada for food sciences, technology and veterinarian services.

## HEALTHCARE

The healthcare and social assistance (HCSA) sector is the second largest in Minto with 12.8% of jobs and the 3rd lowest number of companies at 33. The sector includes prevention, diagnosis and treatment; residential care for medical and social reasons; and social assistance such as counselling, food services, and childcare.

Progressive institutions, leaders and staff support Minto healthcare. The Wellington Healthcare Alliance (Palmerston and District Hospital), Minto-Mapleton Family Health Team (MMFHT), Caressant Care Harriston and Royal Terrace Palmerston are all significant anchors in the community.



<sup>11</sup>Statistics Canada

*The rapid growth of the HCSA sector can be attributed to the convergence of a number of conditions.*

- **An aging population:** The baby boomer generation is getting older, and as people age, they tend to require more medical care and social services. This includes doctor visits, hospital stays, and home care.
- **Increasing chronic conditions:** Chronic conditions like diabetes, heart disease, and cancer are becoming more common. These conditions require ongoing medical care and management, which puts a strain on the healthcare system.
- **Advances in medical technology:** Allows us to live longer and healthier lives. These innovative technologies can also be expensive, which adds to the cost of healthcare and presents challenges to all levels of government.

The Covid 19 Pandemic has affected many parts of our communities and economies. In addition to quarantines, sickness, loss of life, staff shortages and infrastructure, it also shone a light on other HCSA challenges. These include deficiencies in long term care facilities, hospitals, drug availability, data availability and accuracy, health informatics, delivery of treatment and staffing shortages. Mental health and the opioid crises have affected all sizes of communities. Housing availability and affordability have added to deteriorating general health conditions.

Collaboration locally, pan regionally and with senior levels of government is in progress to develop solutions and programs to address issues and build viability. ECD has been actively involved in the Health Care Professional Recruitment Committee, and Minto Municipal Services Corporation (Harriston Lions Medical Centre). Further initiatives include an international marketing campaign with SOPRA – Southern Ontario Physician Recruitment Alliance. Recent success for the Minto Mapleton Family Health Team includes senior government funding for two Registered Nurse Practitioners and a Registered Nurse.

The Palmerston Business Junction, a mixed-use business condominium community by Kridak Developments will provide office space for the healthcare sector.

## SMALL BUSINESS AND ENTREPRENEURSHIP

Small business is typically defined as those with less than 100 employees. Of 267 businesses in Minto, 259 or 97% had less than 100 employees. There were 770 individuals self employed in Minto as of December 2022.<sup>[12]</sup>

<sup>12</sup> Statistics Canada

Small businesses are the backbone of many communities. They provide essential services, contribute to the tax base, and create a unique character for neighbourhoods.<sup>[13]</sup> This cluster crosses all sectors and occupations. Downtown revitalization and placemaking support small business and are key to developing long term growth and prosperity. This cluster was severely affected by the Covid 19 Pandemic resulting in a number of support programs initiated by all levels of government.

The Town of Minto is highly involved in supporting small business and entrepreneurship. Supports and activities include:

<b>Downtown Revitalization Committees</b> <i>Clifford Connects, Harrison Rising, All Aboard Palmerston</i>	<b>Business Retention and Expansion Program</b>
<b>Move to Minto and Tour the Town, Business Attraction Programs</b>	<b>Farmers Markets and Makers' Market Committees</b>
<b>LaunchIt Business Exploration Centre, providing support, co-working space, mentorship, networking and collaboration to entrepreneurs, startups and businesses.</b> <i>PitchIt! Minto Business Plan Competition Program.</i>	<b>Saugeen Connects (WOWSA - Women of Wellington Saugeen Area, Youth - Summer Student Start-Up, Succession Planning and Workforce Support and Attraction)</b>
<b>Workforce Development and Attraction; partnerships with Career Education Council and Mapleton and Wellington North Career and Job Fairs</b>	

## REAL ESTATE, DEVELOPMENT AND CONSTRUCTION

Real estate, development, and construction are fundamental ingredients for a thriving economy.

Construction employs an array of professions, from architects and engineers to carpenters and electricians. It also creates jobs indirectly. New buildings mean more businesses, which need to staff up. This relates to retail stores, restaurants, and offices in a new development.

A growing real estate sector means more property taxes for municipalities. Taxes get reinvested in essential services and infrastructure improvements, which loop back into further economic development.

New developments often necessitate the creation of new roads, bridges, and transportation systems. This improved infrastructure benefits not just the new development, but the entire community, making it more attractive to businesses and residents.

<sup>13</sup> BDC.ca

New developments can lead to increased property values in the surrounding area. This creates a wealth effect, where people feel more secure financially and are more likely to spend money, further stimulating the economy.

Real estate development is more than industrial and office buildings. It's also about ensuring there's enough housing, retail space, and other amenities to meet the needs of a growing population. This creates a livable and attractive community, which is itself a driver of economic success.

2023 saw a reduction in permits and values in comparison to 2022 which was a record setting year. Residential, Industrial and Agricultural categories all suffered significant declines. Rising costs, availability of shovel ready lands and interest rates have all contributed to the fluctuating activity. 2024 continues to see elevated levels of development interest but outcomes will continue to be affected by previously mentioned factors.

Significant developments include Hammond Manufacturing’s 97,000 square foot plant, Palmerston Business Junction’s 150,000 square foot business condominiums and Maitland Meadows Phase 1 single lot, semi and townhouse units.

Town of Minto - Building Permits										
	Q1 2024		2023		2022		2021		2020	
Type	#	\$	#	\$	#	\$	#	\$	#	\$
Single Family Dwelling / Semi	6	3,240,000	20	9,237,515	33	18,216,000	41	19,040,000	24	9,633,000
Multi-Family Dwelling			6	1,478,830	24	14,324,944	12	5,400,000	7	5,820,000
Res. Reno / Addition	4	325,000	24	2,730,500	30	2,229,000	33	2,283,600	20	1,933,500
Accessory Structure	7	235,000	37	1,044,500	57	2,253,729	39	1,491,146	59	1,356,462
Additional Dwelling Units	3	79,000	1	40,000	13	1,467,000	6	1,005,000	1	100,000
Commercial	1	50,000	9	6,102,000	7	4,977,689	9	1,437,475	5	539,000
Industrial			6	6,470,000	6	20,625,000	7	4,755,000	4	874,000
Institutional	4	586,000	4	1,005,000	3	475,000	2	280,000	1	300,000
Agricultural	7	720,000	26	6,568,500	25	11,989,000	33	3,717,599	34	5,307,860
Sewage Systems	2	35,000	21	377,500	29	492,000	16	269,500	12	211,000
Demolitions	4	26,000	4	4,200	6	32,000	11	58,000	5	42,000
Change of Use	1	40,000	3	48,500	1	115	2	600	3	60,000
Misc. (Solar, Rent, Retaining Wall)			15	276,500	13	369,350	10	207,000	8	85,000
<b>Total</b>	<b>39</b>	<b>5,336,000</b>	<b>176</b>	<b>35,383,545</b>	<b>247</b>	<b>77,450,827</b>	<b>221</b>	<b>39,944,920</b>	<b>183</b>	<b>26,261,822</b>



## C. ECONOMIC AND COMMUNITY DEVELOPMENT STRUCTURE

It is important to recognize that economic development and community development are not the same.

Community Development is the process of enhancing the community's capacity to live and work (quality of life). Community Development is primarily associated with the public sector and includes social issues affecting residents involving healthcare, unemployment, housing, diversity, equity and inclusion (DEI) frameworks and retail development.

Economic Development is a process of creating wealth from which many community benefits are generated. Economic Development is primarily based on the private sector and includes business retention, expansion and attraction, entrepreneurship, employment lands, infrastructure, tourism, and workforce development and attraction.

These two areas may be managed separately but collaboratively in larger communities, however in most smaller communities such as Minto, the two functions are managed together. Leadership and positive collaboration have created a highly successful Economic and Community Development department in the Town of Minto. Small in stature but progressive in nature, the community exudes advanced programs and initiatives usually seen in larger municipalities. Examples include support for entrepreneurship and business mentorship; recognition and action on diversity, equity, and inclusion; immigration of visible minorities; and a vertical approach with regional collaboration on workforce development.

Economic and Community Development has become the “one stop shop” other communities strive to achieve. However, this success brings time allocation, resource, and funding challenges. By identifying roles and responsibilities for actions and activities with performance measurement, a more prioritized and targeted master plan can be created.

### **Current Structure**

ECD currently has 2.5 full time staff equivalents with one staff member sharing time 50 / 50 with the Chamber of Commerce. Personnel includes the Director, Marketing and Community Development Coordinator and half-time Business Development Coordinator. Additional resources are accessed from the County of Wellington Economic Development when applicable. The 2024 departmental budget is \$501,900 (2.4% increase from 2023), supplemented by outside funding when available.

*The 2024 Budget mandate includes:*

- Economic Development Master Plan
- Cultural Master Plan
- Diversity, Equity & Inclusion Action Plan Development
- Workforce and Housing Strategic Initiatives
- Business Retention, Expansion and Attraction

*The 2024 Budget responsibilities include:*

- Town of Minto's business development program including tourism promotion, economic development, downtown revitalization, attraction and retention strategies, workforce planning, small business development via LaunchIt Business Exploration Centre, municipal cultural planning and integrated community sustainability planning.
- Markets and supports the sale of industrial land within the Town's two industrial parks.

We conducted a high level service review of the Economic and Community Development department. The review consisted of an analysis of the mandate, roles, responsibilities, budgets, activities and events. Additionally we completed a high level review of surrounding communities of similar population size and their budgets, staffing and responsibilities.

The Appendices of this Master Plan provides the below reports:

Appendix 1 - High Level Comparative Analysis With Relevant Communities.

Appendix 2 – Categorization of Events and Activities Recommendations.

Appendix 3 – Strategy Research and Analysis Report

### **Recommendations for Current Structure**

The Minto Economic and Community Development Department has been highly successful and received numerous awards and accolades. However, with a staffing of two and a half full time equivalents, there needs to be an adjustment of responsibilities, an increase in resources or both. Our review of peer organizations supports this recommendation and is included in Appendix 1.

Our recommendations include:

• Review and categorize events by defining as Core / Secondary / Community	
<b>Core</b>	Led by ECD, key mandate with full support, including signature events.
<b>Secondary</b>	Collaborative support by ECD, led by other partners.
<b>Community</b>	Driven and implemented by community members.






- Develop workflows relating to new event and activity categories.
- Actions will clearly define ECD roles and responsibilities.
- Actions will be prioritized.
- Actions will be time lined.
- Actions will have performance metrics.

- Complete a Marketing and Communications Workplan for ECD
- Goals and Objectives
- Define the Scope (internal and External)
- Estimate Resources
- Roles and Responsibilities
- Costs and Budget
- Schedule
- Risks, Constraints and Assumptions

- Meet with Senior Management to discuss department solutions based on the above findings.
- Reallocation of communication functions, or
- Addition of personnel resources

We believe a required targeted marketing and investment readiness promotion program will be more effective with a dedicated full time equivalent with a shift of communications to the CAO's department.

D. PILLARS AND ACTION PLANS

-  **1. Business Retention Expansion & Investment Attraction (BREI)**
-  **2. Small Business/Entrepreneurship**
-  **3. Newcomers**
-  **4. Marketing and Communications**
-  **5. Real Estate**

As with any local ecosystem, pillars in Economic and Community Development bring together different ideas and perspectives with cross functional teams. Specific responsibilities have been identified within the five Pillars, recognizing some are applicable to more than one.

ECD’s role is identified as **Lead, Collaborate, Facilitate and Advocate.**

**Priority** is defined within monthly timelines as

- S – Short term (18 months)
- M – Medium ( 36 months)
- L – Longer term (60 months)
- O - Ongoing (current activities)



These pillars and action plans relate back to the Town of Minto’s 2024-2028 Strategic Plan Goals:

- 1. Manage Our Infrastructure
- 2. Quality Of Life
- 3. Strong Vibrant Economy
- 4. Inclusive Community
- 5. Responsible Government



Our recommendations include:



## 1. Business Retention Expansion & Investment Attraction (BREI)

Business retention, expansion, and attraction are crucial ingredients for a thriving economy.

Existing businesses are assets that already employ people, pay taxes, and contribute to the local economy. By helping them succeed, you're nurturing a proven source of growth. It's generally easier and less costly to foster their expansion than to lure entirely new businesses. A healthy base of existing businesses creates a stable economic foundation. This attracts other businesses and investments, fueling further growth.

Expansion breeds opportunity and creates new jobs, increases tax revenue, and stimulates the overall economic activity. A community with a strong existing business base becomes more attractive to new businesses. This can create a positive cycle of growth.

BREI isn't just about throwing incentives at businesses. It's about fostering a supportive environment that addresses their needs. This can involve:

- Infrastructure and streamlined regulations businesses need to operate efficiently.
- Workforce Development ensuring there's a skilled workforce available to meet the needs of growing businesses.
- Quality of Life providing amenities to attract and retain talent.

The most effective initiative for Investment Attraction is a comprehensive BR&E program. Investment may take many forms; including distributorships, partnerships, takeovers and "greenfield" or "net new" investment. Site Selectors (consultancy's providing investment and expansion advisory services) list access to talent and shovel ready lands as the top two criteria for business expansion and investment. We have provided an Investment Readiness checklist for Minto in Appendices.

BREI Includes business support for succession planning and workforce development. Sector development and downtown revitalization are also key components. Community Futures South Georgian Bay provides support for business matchmaking and succession through [BizLink: Matching Business Buyers and Sellers](#) which local companies can access. This facilitates keeping business in the community and the continuation of the products and services provided.

*This pillar addresses Goal 3. Strong Vibrant Economy of the Corporate Strategic Plan.*

Item	Action	Role	Priority	Partners
1.1	<ul style="list-style-type: none"> <li>Continue and formalize an annual BR&amp;E program which includes 2 way communication with business (see <i>MarCom CRM 4.4</i>)</li> </ul>	L	S	ECD
1.2	<ul style="list-style-type: none"> <li>Develop a business program to support business succession.</li> <li>Identify key partners and roles for development, funding, implementation and reporting.</li> </ul>	L,C	M-L	ECD, Saugeen Connects, OMAFRA, BizLink
1.3	<ul style="list-style-type: none"> <li>Use feedback from BR&amp;E for input to partners for workforce development and training.</li> </ul>	C	M	ECD, Workforce Partners, Education, Career Education Council
1.4	<ul style="list-style-type: none"> <li>Provide input on planning and development process to eliminate red tape</li> </ul>	C	S	ECD, B&P Dept
1.5	<ul style="list-style-type: none"> <li>Promote business networking, supply chain opportunities and success stories for attraction and promotion of existing and future prospects.</li> </ul>	L,C	O	ECD, MarCom, Chamber of Commerce
1.6	<ul style="list-style-type: none"> <li>Share Minto's value proposition and assets for Investment Attraction, complete with sector marketing materials and site location info with Wellington County EcDev</li> </ul>	L	M	ECD, MarCom
1.7	<ul style="list-style-type: none"> <li>Keep website data and information current for programs, events and incentives – investment readiness.</li> </ul>	L	O	ECD, MarCom
1.8	<ul style="list-style-type: none"> <li>Collaborate with Chamber for Business Forum event to celebrate local business</li> </ul>	C	L	ECD MarCom, Chamber of Commerce
1.9	<ul style="list-style-type: none"> <li>(From Strategic Plan 3.1 b) Explore municipal versus private industrial land development to support additional business growth.</li> <li>(see also #5. Real Estate Section)</li> </ul>	C	M	B&P, ECD

#### Performance Measurement

- 1.1 – annual summary report
- 1.2 – Establishment and execution of the program
- 1.3 – monitor issues and items with partners and assist in developing solutions
- 1.4 – track recommendations for implementation
- 1.5 – track # of events, connections, etc.
- 1.6 – track investment attraction activity funneled by the County Economic Development
- 1.7 – track website data on page hits
- 1.8 – report on event
- 1.9 – annual activity report.



## 2. Small Business/Entrepreneurship

Entrepreneurship is the risk-taking spirit that identifies opportunities and turns them into businesses. These new businesses create a dynamic environment where established businesses need to adapt and improve to compete. This "creative destruction" keeps the economy moving forward. New businesses create jobs, boosting overall economic activity and tax revenue.

Innovation is the process of utilizing new ideas and putting them into practice. Innovation can be anything from a brand new invention to a more efficient way of producing something that already exists. Entrepreneurs are often at the forefront of innovation, but it can also come from research institutions and established companies. Entrepreneurs are constantly looking for better ways to do things, which can lead to new products, services, and processes. This innovation makes businesses more productive and competitive, both domestically and internationally.

More jobs, increased productivity, and a wider range of goods and services all contribute to a growing economy which translates to a higher standard of living for citizens and increased national income.

*This pillar addresses Goal 3. Strong Vibrant Economy of the Corporate Strategic Plan. Priority 4 Inclusive Community and Priority 5 Responsible Government*

Item	Action	Role	Priority	Partners
2.1	<ul style="list-style-type: none"> <li>Continue support programs through LaunchIt, Saugeen Connects and the Chamber of Commerce (cross referenced to Strategic Plan 3.4c Enhance investment in "LaunchIt")</li> </ul>	L,C	O	ECD/Saugeen Connects Chamber of Commerce
2.2	<ul style="list-style-type: none"> <li>Move to Minto Business Attraction Campaign - continue to market downtown opportunities and retail mix for investment</li> </ul>	L	O	ECD MarCom
2.3	<ul style="list-style-type: none"> <li>Cross link with Actions in section 1. BREI to use feedback from visitations with businesses to have a better understanding of the business community and their needs, opportunities and connections.</li> </ul>	L	O	ECD
2.4	<ul style="list-style-type: none"> <li>Identify and promote the history of the culture of entrepreneurship and innovation in Minto. Examples include WC Smith, C&amp;M Seeds, Wightman and Trusscore.</li> </ul>	L	O	Marcom

**Performance Measurement**

- 2.1– Track and report LaunchIt statistics, and # of business engagements
- 2.2– Track inquiries and success stories
- 2.3- Track # of opportunities / engagements / results
- 2.4 – Categorize success stories for investment attraction and marketing content





### 3. Newcomers

Newcomers can be defined as someone who has recently arrived in a place, or a person or organization that has recently become involved in a local activity. The main categories include immigration from outside Canada, migration from other communities or provinces and organizations established to support local initiatives.

Canada has its lowest birth rate in history with 1.33 children per woman in 2022, well below the replacement level of around 2.1.<sup>[14]</sup> Immigration has been one of the tools chosen by the federal government to address this issue.

Newcomers add to the overall workforce, filling existing job shortages and allowing businesses to expand. This can lead to higher productivity and economic growth. They often come with fresh ideas and a willingness to take risks. This can lead to the creation of new businesses, which further stimulates the economy. Newcomers are also consumers, which helps to boost demand for goods and services.

Immigrants can bring a variety of skills and knowledge from their home countries. This can help businesses innovate and compete in a global market. They also bring new cultural perspectives, which can enrich the community and make it a more attractive place to live and work.

It is important to have policies in place to help newcomers integrate into the workforce and society. But overall, newcomers can be a powerful force for economic development.

Rapid population growth can strain a country's resources. Governments struggling to provide adequate healthcare, education, and infrastructure for everyone, may be further stretched by this population growth with funding not flowing evenly through federal, provincial and into municipal governments.

There's a concept called the "demographic dividend" which refers to the potential economic boom that can occur when a large portion of the population is in the working age (typically 15-64 years old). This creates a favorable dependency ratio, where fewer dependents (children and elderly) are supported by a larger working population. However, this requires investment in education and job training to ensure this demographic bulge can contribute effectively to the workforce.

A county's and local municipalities ability to address these challenges will affect the desired outcome of increased newcomers.

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<sup>14</sup> Statistics Canada

Minto is home to new immigrants from many countries including workers from the Philippines and Mexico, Syrian and Ukrainian refugees. Significant support is provided by community groups. Formal services are provided through Wellington County Settlement Services, Upper Grand District School Board Online & Virtual English as a Second Language (ESL), Immigrant Services – Guelph Wellington

*This pillar addresses Goal 3. Strong Vibrant Economy and Goal 4. Inclusive Community of the Corporate Strategic Plan.*

Item	Action	Role	Priority	Partners
3.1	<ul style="list-style-type: none"> <li>Support and advocate services for ESL, childcare and transportation</li> </ul>	C	S-M	ECD /Wellington County
3.2	<ul style="list-style-type: none"> <li>Continue incoming tours and promotion to attract prospective business owners and residents</li> </ul>	L	O	ECD/Peel Newcomer Centre/County of Wellington/Saugeen Connects
3.3	<ul style="list-style-type: none"> <li>Work with business groups to identify “business succession” opportunities for marketing and promotion</li> <li>Adopt this as part of BR&amp;E program</li> </ul>	C	M	ECD, MarCom
3.4	<ul style="list-style-type: none"> <li>Support real estate development (Institutional / Commercial / Industrial and Residential) marketing for new investment</li> </ul>	C	M	MarCom, ECD
3.5	<ul style="list-style-type: none"> <li>(From Strategic Plan 4.4 a) Enhance our newcomers events in partnership with businesses</li> <li>Support the Diversity, Equity and Inclusion (DEI) Committee including education on different cultures and the benefits of DEI for the community.</li> </ul>	L	S	ECD/Local Immigration Partnership
3.6	<ul style="list-style-type: none"> <li>(From Strategic Plan 4.4 b) Continue to work with Wellington County, Set 7, and others to expand English as a Second Language and other education programs locally. (see 3.1)</li> </ul>	C	S	ECD/Wellington County/North Perth- Set 7/Resettlement Committees
3.7	<ul style="list-style-type: none"> <li>(From Strategic Plan 5.5 c) Work with Wellington County to promote and deliver new immigrants’ programs and services in Minto.</li> </ul>	C	M	ECD/Wellington County
3.8	<ul style="list-style-type: none"> <li>Investigate opportunity to participate in Immigration, Refugees and Citizenship Canada’s new Rural Community Immigration Pilot program.</li> </ul>	L, C	S	ECD, Local and County Immigration Partners

**Performance Measurement**

- 3.1 – Track programs success by number attendees, graduations, daycare slots, transportation alternatives
- 3.2 – Plan and conduct one ECD tour per year with follow up and success stories
- 3.3 – Track number of business sales, partnerships and inquiries
- 3.4 – Partner with the real estate community to initiate a collaborative marketing program and track inquiries, sales
- 3.5 – Track number of events, attendance, investment outcomes
- 3.6 – Report on progress and success
- 3.7 – Report on progress and success
- 3.8 – Identify qualification process and eligibility. Collaborate on decision to apply.



## 4. Marketing and Communications

Marketing and communications are useful tools for economic and community development. To be successful, they must be both internal and external.

Residents may not be as aware of economic and community development compared to those who deal with business and community issues each day. Raising awareness of local assets, success stories and value propositions enables us to create a stronger group of “internal ambassadors”. In turn these ambassadors help promote a brand, positive image and reputation to all audiences. It is important for them to not only know the song sheet but sing from the same one.

Promoting local products, services and showcasing opportunities raises awareness both internally and externally. This can increase demand and boost overall economic activity.

Clear communication keeps different players in the economy informed, encouraging collaboration between businesses, all levels of government and agencies, non profits and educational institutions. This fosters an environment that supports innovation and economic development.

Transparent communication with the public about economic development plans and initiatives can build trust and garner support for these efforts. This is essential for long-term economic growth.

Marketing and communications function as a bridge between the Town and its economic potential. By effectively conveying strengths and opportunities, the Town can attract investment, stimulate demand, and foster collaboration, all of which contribute to a thriving economy.

Item	Action	Role	Priority	Partners
4.1	• Review of activities, assigning priorities, roles and collaboration partners (ECD vs Corporate)	L	S	ECD
4.2	• Review time allocation and schedule of marketing and communication tasks, social media feeds etc.	L	S	ECD
4.3	• Assess the value of an online and subscribed Town Quarterly Newsletter for efficiency and effectiveness	L	M	ECD
4.4	• Identify tools and technology to implement for increased efficiency (CRM, Marketing Stack)	L	S-M	ECD

4.5	<ul style="list-style-type: none"> <li>Ongoing website development using landing pages where appropriate</li> </ul>	L	S	MarCom, ECD
4.6	<ul style="list-style-type: none"> <li>Develop and maintain a yearly Marketing &amp; Communications Plan that include both internal and external audiences</li> </ul>	L	S	MarCom, ECD
4.7	<ul style="list-style-type: none"> <li>Identify marketing and investment readiness opportunities that allow for realignment of communications to a CAO department and discuss with Senior Management for approval</li> </ul>	L	S	MarCom, ECD
4.8	<ul style="list-style-type: none"> <li>(From Strategic Plan 3.3 c) Continue to connect employers to developers to partner on housing development (see 5.5 Real Estate)</li> </ul>	C	S	ECD/B&P
4.9	<ul style="list-style-type: none"> <li>(From Strategic Plan 3.4 a) Promote agricultural businesses and farm supply chain (see 1.5 BR&amp;E)</li> </ul>	L	S	MarCom/WFA/Minto Chamber
4.10	<ul style="list-style-type: none"> <li>(From Strategic Plan 2.2 a) Support Health Professional Recruitment and increase marketing of health care spaces</li> </ul>	C	S	ECD/Minto-Mapleton Health Professional Recruitment Committee

### Performance Measurement

- 4.1/ 4.2 – A categorized, updateable database by role and priority to increase time management and efficiency
- 4.3 – If a go, track subscriptions and audience location
- 4.4 – Track workflow for reduced time demands and data gathering for input for planning
- 4.5 – Track usual website data using Google Analytics or similar program
- 4.6 – Measure actual vs planned / budgeted and adjust as required for input for future budgets and plans
- 4.7 – Implementation of measures that will target ECD workload and resources
- 4.8 – Track numbers and results for annual reporting
- 4.9 – Track feedback and outcomes
- 4.10 – Track effectiveness and outcomes



## 5. Real Estate

Real estate plays a crucial role in economic development for a number of reasons.

The construction industry that builds and maintains real estate is a major employer and job creator. This includes architects, engineers, and many other trades. New development creates further demand for office, retail, industrial and warehouse space to function, which spurs further job growth throughout the economy.

New real estate development often necessitates investment in infrastructure improvements like roads, bridges, and public transportation. This improved infrastructure benefits not just the new development, but the entire community by making it easier to navigate and conduct business. Property taxes are the major source of revenue for local governments. Development of new properties increases the tax base, providing more money for operating budgets. Communities need to strive for a proper balance between residential, commercial, industrial and agricultural properties to enhance lifestyle and investment opportunities. A healthy real estate market with ample space for businesses to grow can attract new businesses to an area and encourage existing businesses to expand. This investment creates jobs and further stimulates the economy. A strong housing market can attract new workers / residents and boost consumer spending.

Overall, a thriving real estate sector is a key driver of economic growth. It creates jobs, generates tax revenue, and fosters a healthy environment for businesses and consumers.

Item	Action	Role	Priority	Partners
5.1	<ul style="list-style-type: none"> <li>Market available real estate online and create marketing materials to promote Minto that will assist the residential and commercial/industrial private sector developers.</li> </ul>	L, C	O	ECD MarCom
5.2	<ul style="list-style-type: none"> <li>Provide preplanned tours for perspective investors</li> </ul>	L	O	ECD
5.3	<ul style="list-style-type: none"> <li>Track inquiries for new development requirements for input in employment lands planning</li> </ul>	C	O	ECD, B&P Dept.
5.4	<ul style="list-style-type: none"> <li>Provide feedback from existing business on infrastructure requirements</li> </ul>	C	O	ECD
5.5	<ul style="list-style-type: none"> <li>Support real estate development (ICI and residential) marketing for new investment</li> </ul>	C	M	ECD MarCom

5.6	• (From Strategic Plan 3.2 b) Promote industrial/commercial vacancy rebate program and explore alternate uses of buildings.	C	M	B&P Dept., ECD
5.7	• (From Strategic Plan 3.2 a) Enhance Community Improvement Plan (CIP) programs	L	S	ECD/County of Wellington
5.8	• (From Strategic Plan 3.3. a) Create a “Housing Affordability Committee” to provide recommendations to Council	C	S	B&P Dept., ECD/County of Wellington
5.9	• (Form Strategic Plan 3.3 b) Continue to promote a broader range of housing in new development and construction of Accessory Dwelling units	C	M	B&P Dept., ECD/County of Wellington
5.10	• (From Strategic Plan 3.4 d) Explore transitional residential/commercial zones outside the downtown cores	C	L	B&P Dept., ECD/County of Wellington

**Performance Measurement**

- 5.1 – Track and quantify inquiries and sales
- 5.2 – Track and qualify investment interest, current jurisdiction and sector
- 5.3 – Track and qualify investment interest, current jurisdiction and sector
- 5.4 – Track and categorize issues, options, resolutions and solutions
- 5.5 – Track responses to marketing
- 5.6 – Adoption and track uptake of new program with quantified results
- 5.7 – Adoption of any new measures and implementation results
- 5.8 – Commencement and participation
- 5.9 – Adoption and tracking of results.
- 5.10 – Adoption and tracking of results.

E. APPENDICES

Appendix 1: High Level Comparative Analysis with Relevant Communities

Minto High Level Comparative Analysis - Economic & Community Development						
	Minto	Wellington North	Mapleton	Brockton	North Perth	Hanover
Population	9,904	12,431	10,839	9,432	15,538	7,967
Budget	\$501,900	\$750,673	\$304,137	\$160,514	\$1,250,000	\$490,700
FTE Staff CED	2.5	4	1	1	5.5	1
FTE Staff Other		30	1			
\$ per staff	\$200,760	\$187,668	\$304,137	\$160,514	\$227,273	\$490,700
\$ per population	\$51	\$60	\$28	\$17	\$80	\$62
Programs						
Business Retention, Expansion, Attraction	✓	✓	✓	✓	✓	✓
Workforce Development	✓				✓	
Physician Recruitment	✓				✓	
Sector Development	✓				✓	
Communications	✓	✓	✓	✓	✓	✓
Community Development and Events	✓	✓	✓	✓	✓	✓
Cultural Planning (with DEI)	✓	✓	✓		✓	✓
Downtown Programs	✓	✓	✓	✓	✓	✓
Entrepreneurship Programs	✓	✓				✓
Farmers' Market	✓	✓	✓			
Funding and Grants	✓	✓		✓		✓
Marketing	✓	✓	✓	✓	✓	✓
Real Estate Development	✓	✓		✓	✓	✓
Housing Action Plan					✓	
Recreation		✓				
Regional Connections	✓					✓
Tourism	✓	✓	✓		✓	✓
Transportation					✓	



Municipality	Budget	Staff	Responsibilities
<p><b>Minto</b>                      Belinda Wicks Graham                      Director, Economic &amp; Community Development  <a href="mailto:belinda@town.minto.on.ca">belinda@town.minto.on.ca</a>                      519.338.2511 x 241</p> <p>2021 Population: 9,904</p>	<p>\$501,900</p>	<p><b>2.5 FTE</b></p> <ul style="list-style-type: none"> <li>• 1 Director</li> <li>• 2 Marketing &amp; Communications</li> <li>• .5 Business Development (shared with Chamber of Commerce)</li> </ul>	<ul style="list-style-type: none"> <li>• Communications</li> <li>• Community Development and Events</li> <li>• Cultural Planning</li> <li>• Downtown Programs</li> <li>• Investment Attraction</li> <li>• LaunchIt Community HUB</li> <li>• Marketing - Website, Social Media, Events</li> <li>• Real Estate Development</li> <li>• Tourism</li> </ul> <p><i>Note: Marketing and Communications is provided for all departments of the Town</i></p>
<p><b>Wellington North</b>                      Mandy Jones                      Manager CED  <a href="mailto:mjones@wellington-north.com">mjones@wellington-north.com</a>                      519-848-3620</p> <p>Population: 12,431</p>	<p>\$750,673</p>	<p><b>4 FTE</b></p> <ul style="list-style-type: none"> <li>• 1 Manager</li> <li>• 1 Economic Development Officer</li> <li>• 1 Community Development Coordinator</li> <li>• 1 Community Recreation Coordinator</li> <li>• 30 Contract/Summer (May – Aug)</li> <li>• 1 Community Cultivator (Farmers’ Market and Community Gardens)</li> <li>• 12 Pool</li> <li>• 17 Day Camp</li> </ul>	<ul style="list-style-type: none"> <li>• Communications                             <ul style="list-style-type: none"> <li>◦ Marketing - Website, Social Media, Radio, Print</li> <li>◦ Community Development and Events</li> <li>◦ Event Support and attendance</li> <li>◦ Community Grants and Donations</li> <li>◦ Cultural Planning and Initiatives</li> <li>◦ Lynes Blacksmith Shop</li> <li>◦ Culture Days</li> <li>◦ Cultural Roundtable</li> <li>◦ Cultural Moments</li> <li>◦ Implement Cultural Plan</li> </ul> </li> <li>• Downtown Programs                             <ul style="list-style-type: none"> <li>◦ BIA and Chamber Support</li> <li>◦ Investment Attraction and Retention</li> <li>◦ Tourism</li> </ul> </li> <li>• Development File Review                             <ul style="list-style-type: none"> <li>◦ New subdivisions</li> <li>◦ Recreation land allocation</li> <li>◦ Growth Management Action Plan</li> </ul> </li> <li>• Recreation                             <ul style="list-style-type: none"> <li>◦ Implement Recreation Master Plan Programs</li> <li>◦ Day Camp and Pool (program development, mentoring staff, registration)</li> <li>◦ Pickleball</li> <li>◦ Stick and puck/Stick and ball.</li> <li>◦ Public Skating/Swimming</li> <li>◦ Walking track</li> <li>◦ Seniors Programs</li> <li>◦ Trails</li> </ul> </li> </ul>

Municipality	Budget	Staff	Responsibilities
			<ul style="list-style-type: none"> <li>◦ Recreation Software (training users, development/updates)</li> <li>◦ Arena Advertisements/Program sponsorship</li> <li>• Fundraising                             <ul style="list-style-type: none"> <li>◦ Splash Pad</li> <li>◦ New Mount Forest Outdoor Pool</li> </ul> </li> <li>• Grant Writing and applications                             <ul style="list-style-type: none"> <li>◦ Internal Recreation / C&amp;ED</li> <li>◦ External support with community groups to apply for grants i.e., OTF.</li> </ul> </li> <li>• Farmers' Market</li> <li>• Awards</li> </ul> <p><i>Note: Marketing and Communications is provided for all departments</i></p>
<p><b>Mapleton</b>                      Aly Hill                      Economic Development Manager                      ahill@mapleton.ca                      519-638-3313 X042</p> <p>Population: 10,839</p>	<p>\$304,137</p>	<p><b>1 FTE</b></p> <ul style="list-style-type: none"> <li>• 1 Manager</li> <li>• 1 Summer Student</li> </ul>	<ul style="list-style-type: none"> <li>• Communications</li> <li>• Community Development and Events</li> <li>• Cultural Planning</li> <li>• Downtown Programs</li> <li>• Investment Attraction</li> <li>• Marketing - Website, Social Media, Events</li> <li>• Tourism</li> </ul> <p><i>Note: Marketing and Communications is provided for all departments</i></p>
<p><b>Hanover</b>                      April Marshall, Economic Development Manager                      amarshall@hanover.ca                      519.364.2780 X1253</p> <p>Population: 7,967</p>	<p>\$490,700</p>	<p><b>1 FTE</b></p> <ul style="list-style-type: none"> <li>• 1 Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Communications</li> <li>• Manages grant applications and reporting – internal and external.</li> <li>• Updates, develops and implements economic development, culture, wayfinding, tourism, retention and attractions strategies.</li> <li>• Business, retention &amp; attraction activities</li> <li>• Manages Community Improvement Program (CIP)</li> <li>• Facilitates entrepreneurial and downtown programs.</li> <li>• Investment attraction – manages enquiries, facilitates promotions and site marketing.</li> </ul>

Municipality	Budget	Staff	Responsibilities
			<ul style="list-style-type: none"> <li>• Communications</li> <li>• Manages grant applications and reporting – internal and external.</li> <li>• Updates, develops and implements economic development, culture, wayfinding, tourism, retention and attractions strategies.</li> <li>• Business, retention &amp; attraction activities</li> <li>• Manages Community Improvement Program (CIP)</li> <li>• Facilitates entrepreneurial and downtown programs.</li> <li>• Investment attraction – manages enquiries, facilitates promotions and site marketing.</li> </ul> <p>Note: Marketing and Communications supports numerous municipal departments of the Town</p>
<p><b>North Perth</b>                      Jessica McLean                      Manager of Strategic Initiatives                      jmclean@northperth.ca                      519-291-2950 X2074</p> <p>Population 15,538</p>	<p>\$1,250,000</p>	<p><b>5.5 FTE</b></p> <ul style="list-style-type: none"> <li>• 1 Manager</li> <li>• 2 Economic Development Officer &amp; Coordinator</li> <li>• 2 Economic Development Special Initiatives (Set7, Ag Specialist)</li> <li>• 0.5 Communications (shared with CAO Exec. Assistant)</li> </ul>	<ul style="list-style-type: none"> <li>• Communications (social media, municipal website, press releases/public notices/newsletters, advertising/marketing, public engagement)</li> <li>• Strategic Planning – development, reporting, annual dept. plans</li> <li>• Economic/Community Development</li> <li>• Investment Attraction</li> <li>• Downtown Beautification/Revitalization, Streetscape Implementation</li> <li>• Tourism</li> <li>• Special Initiatives – Set7 Skills &amp; Technology North Perth &amp; Region, Ag Excellence Strategy Implementation, Housing Action Plan Implementation, Physician Recruitment, Public Transportation, Diversity, Equity, and Inclusion</li> </ul>

Municipality	Budget	Staff	Responsibilities
<p><b>Brockton</b>                      Sonya Watson                      CAO                      swatson@brockton.ca                      519-881-2223</p> <p>Population 9,432</p>	<p>\$160,514</p>	<p><b>1 FTE</b></p> <ul style="list-style-type: none"> <li>1 Community Development Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Communications - business/ED-only</li> <li>Community Development</li> <li>Support events from business aspect</li> <li>Downtown Business Programs</li> <li>Investment Attraction- East Ridge Business Park</li> <li>Grant coordination for business</li> <li>Marketing – ED-Website, Social Media, Events</li> <li>Work with various stakeholder groups (SEDC, Cty etc.)</li> </ul>

## Appendix 2: Categorization of Events and Activities Recommendations

<b>1.Core to ECD mandate</b> (impact benefits entire community - ECD and Community) <ul style="list-style-type: none"> <li>• level of effort from town staff to continue.</li> <li>• location</li> <li>• # of people attending</li> </ul>	
Kris Kringle Market - Palmerston	Light up the Park - Palmerston
Raleway Festival - Palmerston	Carnival Celebration - Clifford
Candy Canes & Cocktails - Harriston	Christmas in the Street - Clifford
Halloween Haunt - Harriston	Street Party - Harriston

<b>2.Secondary Events – Promotional Support</b> (less impact but require ECD assistance and outcomes affect ECD mandate) <ul style="list-style-type: none"> <li>• reduced level of effort from town staff</li> <li>• location</li> <li>• # of people attending</li> </ul>	
Chili Cook Off - Harriston	Egg Scramble - Harriston
Hometown Christmas - Harriston	Sundaes on Sunday - Harriston
Tiny Trains Travel the World - Palmerston	Minto Makers' Markets (x6)
Minto Community improvement Plan UPDATE 2025	
<b>Diversity, Equity &amp; Inclusion and Culture</b>	
Community Support Circles	Cultural Connects: A Diversity Learning Series
Cultural Roundtable – Culture Days Events	DEI - Educational Seminars for Council
Food Security – Community Pantry	Norwell DSS Grad Connection (Alumni)

<b>3.Community Events</b> (community driven and implemented – not necessarily ECD mandate) <ul style="list-style-type: none"> <li>• no support from towns staff moving forward.</li> <li>• location</li> <li>• # of people attending</li> </ul>	
Creatures of Clifford – Beautification Committee	Donation Day – Railway Committee
<b>Chamber of Commerce</b>	
Chamber of Commerce - Summer BBQ	Chamber of Commerce AGM
Holiday Passport – Chamber of Commerce	Jingle & Mingle Chamber Holiday Social
Minto Chamber of Commerce Business Directory	Mayor's Breakfast
Think Minto First Fundraising Program	Think Minto First Gift Card

**1. Committees - Local**

Chamber of Commerce Liaison	Cultural Roundtable
Diversity, Equity, & Inclusion Committee	3 Downtown Revitalization Committees: - Steering, Events & Beautification
Economic Development & Planning Committee	Health Care Professional Recruitment
Launch It Board	Lions Medical Centre Board
Minto Farmers' Market Committee	Palmerston Railway Heritage Museum

**2. Committees - Regional**

Economic Developers Council of Ontario - Chair -Professional Development	Economic Developers Council of Ontario Executive
NW Joint Economic Development	Regional Chamber of Commerce Network
Saugeen Connects including Women Of Wellington Saugeen Area	Taste Real - Farmers' Market Committee
Wellington County Economic Development	

**3. Business Programs**

Corporate Calling Program	Downtown Business Attraction Campaign
Industrial Land Sales	Saugeen Connects (WOWSA)
Grants and Funding *	LaunchIt *
Marketing*	Minto Farmers Market*
Student Start Up Program – SSUP	Workforce *
<i>*Additional Detail Below</i>	

**4. Grants and Funding**

Canada Community Revitalization Fund	Healthy Communities Initiative
Ontario Community Infrastructure Fund (OCIF)	Ontario Connecting Links Program
Ontario's Rural Economic Development (RED) Program	Railway Heritage Museum

**5. LaunchIt (Various Training Sessions and Programs)**

Addressing Workforce Challenges with ICL Immigration	Back to Basics: A Road Map to Simple Safety Solutions
Elevate your Customer Service Game	Mentorship Program
Mini Branding Photo Session	New Business Review & Pitch Camp
Online Bill Payment	Pitch It! 2.0 Business Plan Competition
ShopSpy	Sip & See
Survey and Strategic Plan	The Do's & Don'ts of Job Postings
Training Experiences (x12)	TryIt Retail Program

**6. Marketing**

Business Highlights	Event Marketing
Instagram, Facebook, Linked In	Manage 17 Social Media Accounts
Think Minto Brain Battle	Volunteer Spotlights
What's Happening Minto Show	Community Guide / Newcomers Welcome Reception
Social Media Business Promotions	Move to Minto

**7. Minto Farmers' Market**

Corn Roast at the Palmerston Fair	Fall Fun
Family Day + Breakfast	Grand Opening
Library Day	Market Boxes
Market Trail	Online Trivia Nights (x3)
Strawberry Social	Taste Real for Food Day Canada

**8. Workforce**

Addressing Workforce Challenges	Healthcare Recruitment
Northern Wellington Works – Job and Volunteer Fair	

### Appendix 3: Strategy Research and Analysis Report

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## A. INTRODUCTION

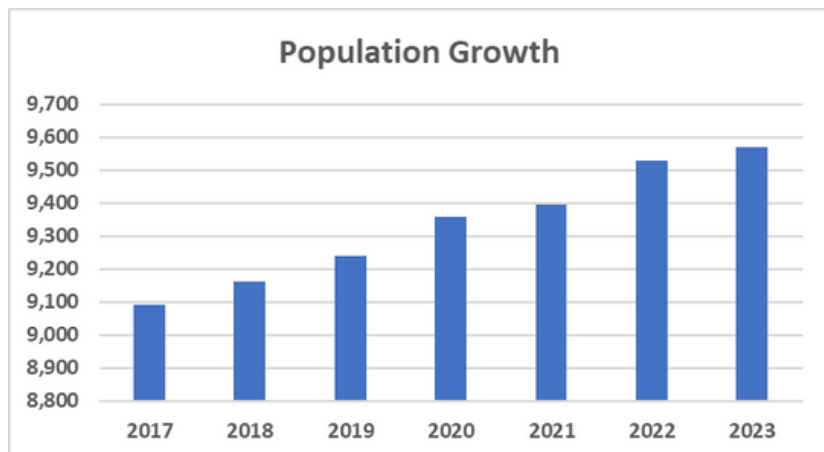
This report has been prepared by SEQUNCE, the consulting firm selected by the Town of Minto to work with Economic Development to develop a new five-year Community Economic Development Strategy and Action Plan. The source for data in these findings is Statistics Canada 2021 Census Data unless otherwise specified.

This Report provides the documentation of key findings of the research and analysis phase of the project and is organized into the following sections:

- Demographic and Labour Force Trends;
- Economic Base and Sector Analysis;
- Preliminary Investment Readiness Analysis;
- Realty Development Analysis and Insights;
- External Trends and Influences;
- Preliminary SWOT;
- Recommended Areas/Sectors of Focus for the Economic Development Strategic Plan;
- Next Steps.

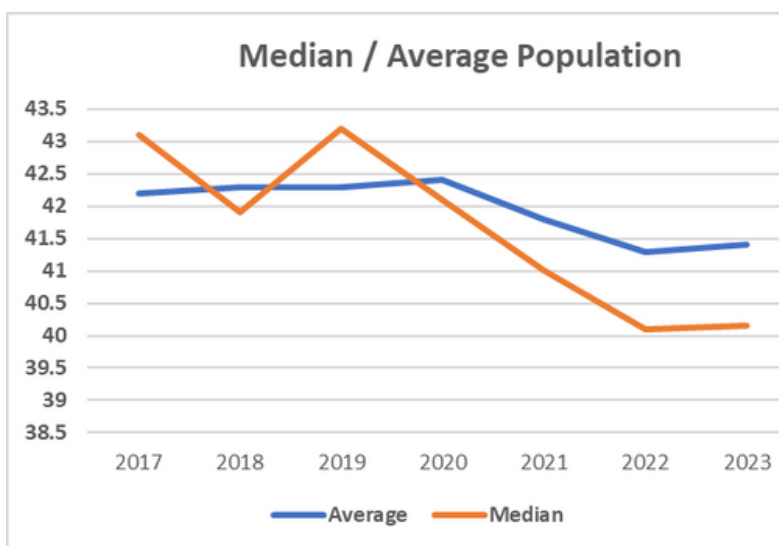
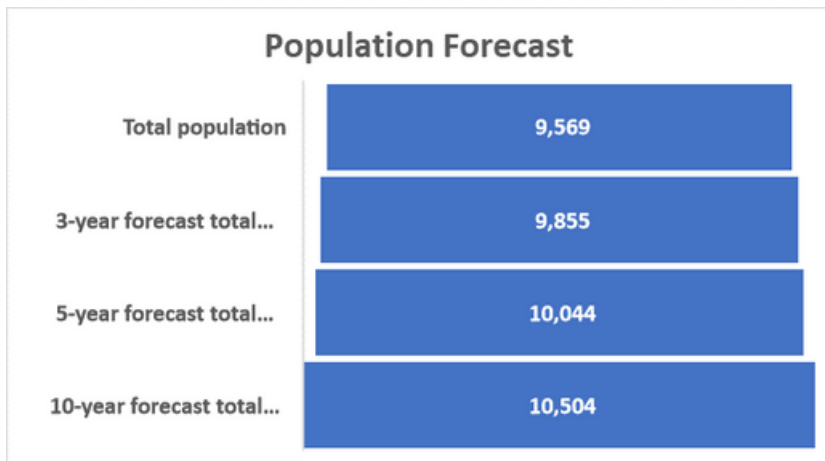
The purpose of this report is to provide background and factual information and analyses which can be used and built upon in the next phases of the Minto Economic Development Strategy Plan Project. The contents of the report should be considered to be preliminary and a starting point to help anchor further work which will involve further input, dialogue and discussions, followed by the strategy development. This stakeholder engagement balances the data findings of this report with ‘on the ground’ realities and input from those who are directly engaged day-to-day in the Minto community and local economy.

### Population/Demographic Trends



Population growth has been steady with an increase of approximately 500 residents since 2017 or 5.3%.

This compares with a Wellington County growth rate of 8.2% but is in line with the province of Ontario at 5.8% and the national average at 5.2%.

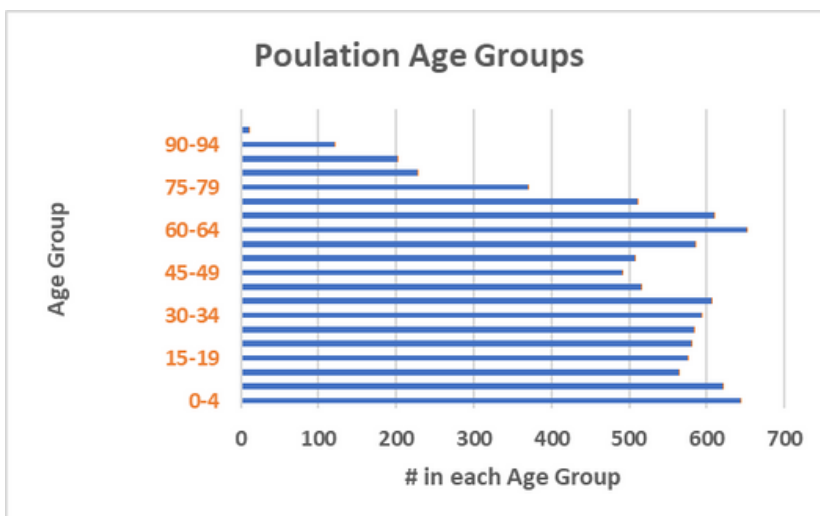


Median population age has dropped significantly to 40.2 from 43.1 in 2017. Average age has remained fairly steady from just over 42 to 41.4 in 2023.

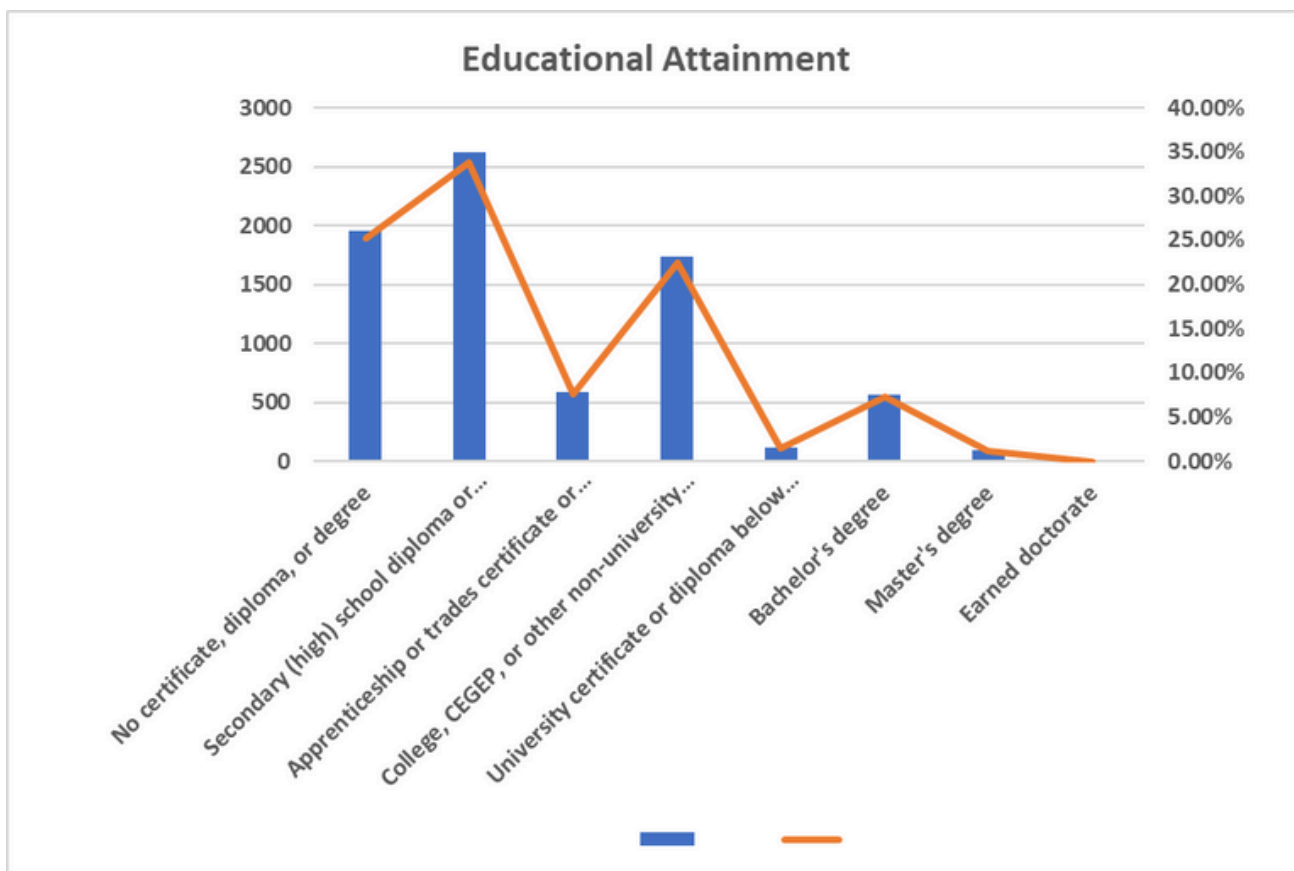
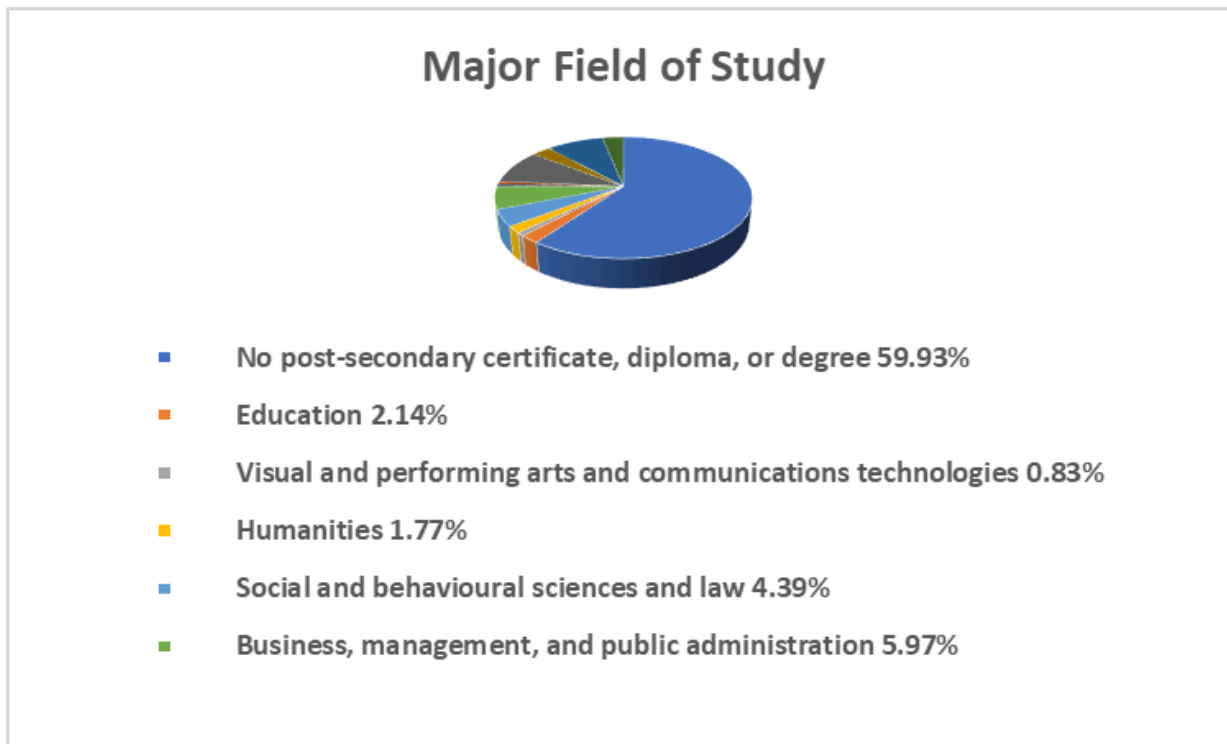
This compares with Wellington County at a median age of 40.0 and average age of 40.9. Ontario ranks higher with a median age of 41.6 and average age of 41.8 in 2021. Nationally the median age is 41.0 with an average age of 41.7.

24% of the population is in the prime working age group of 25-44. Another 23.4 % is between 45- 64. Over age 65 represents 21.4 % with the remaining 31.2% of residents under 24.

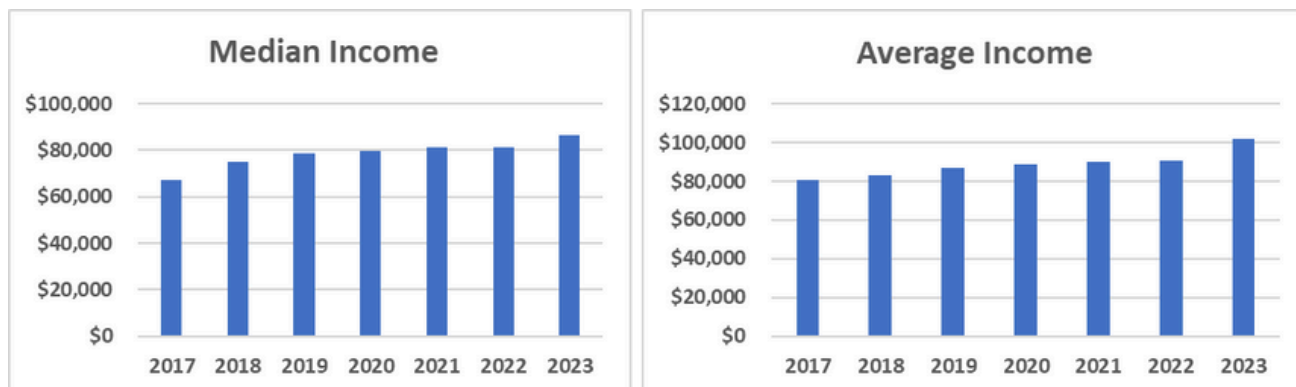
For comparison, 17.8% of Wellington County, 18.4% of Ontario and 19% of Canada’s population is over 65.



### Educational Attainment



**Income**



**B. LABOUR FORCE**

**Labour by National Occupation Code (NOC)**

*Distribution of the employed labour force aged 15 years and over by broad occupational categories*

Broad occupational category	2021 MINTO		2021 WELLINGTON	
	#	%	#	%
Legislative and senior management occupations	25	0.6	1,625	1.4
Business, finance and administration occupations	565	12.7	19,515	16.3
Natural and applied sciences and related occupations	175	4.0	10,010	8.3
Health occupations	355	8.1	8,695	7.2
Occupations in education, law and social, community and government services	310	7.0	15,380	12.8
Occupations in art, culture, recreation and sport	95	2.2	3,135	2.6
Sales and service occupations	865	19.7	23,635	19.7
Trades, transport and equipment operators and related occupations	1,140	25.9	21,340	17.8
Natural resources, agriculture and related production occupations	410	9.3	5,550	4.6
Occupations in manufacturing and utilities	460	10.5	11,130	9.3
<b>Total</b>	<b>4,400</b>	<b>100</b>	<b>120,015</b>	<b>100</b>

Source – Lightcast EMSI Data

The National Occupational Classification (NOC) code is a unique identifier assigned to a specific job in Canada's official job classification system. It essentially categorizes jobs based on the required training, education, experience, and responsibilities (TEER).

Trades, transport and equipment operators are significantly higher than Wellington County with 25.9% of the labour force compared to 17.8% in Wellington County.

## Labour by North America Industrial Code (NAICS)

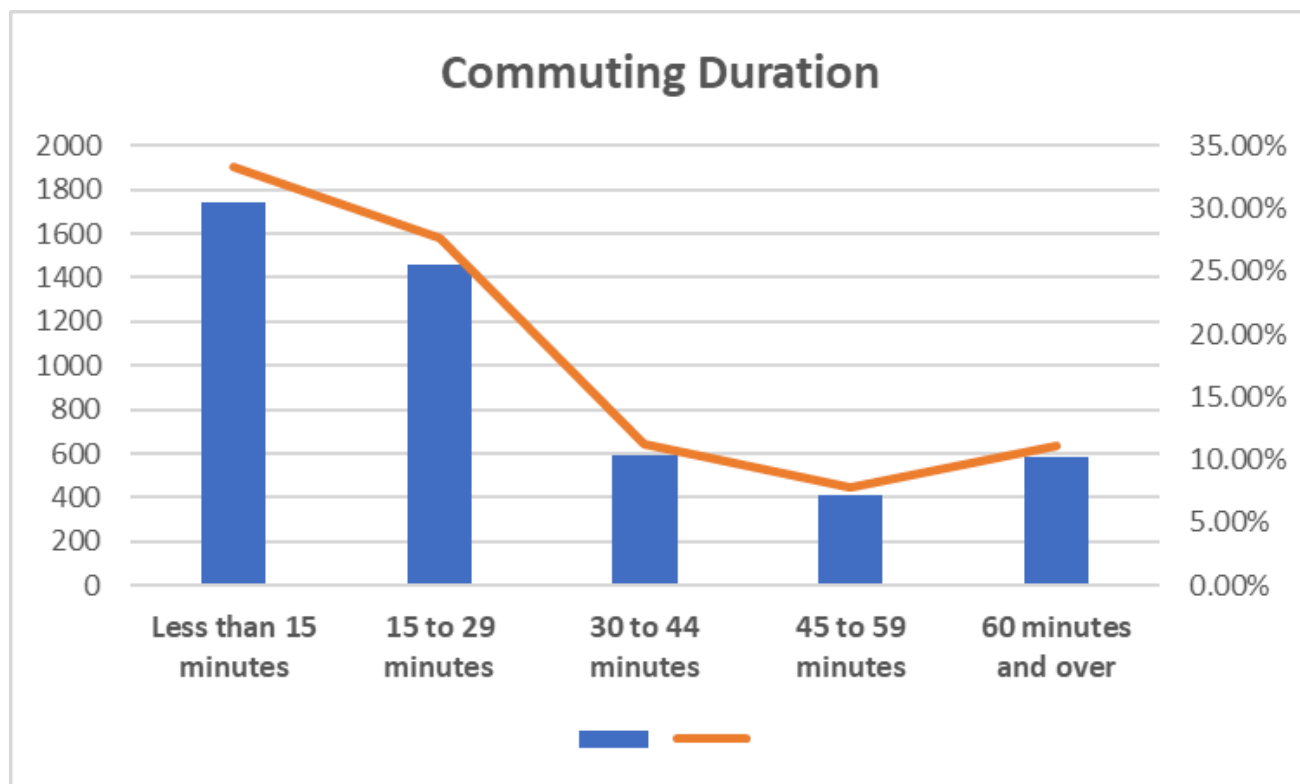
LABOUR FORCE BY INDUSTRY COMPARISON		MINTO				WELLINGTON			
NAIC	Labour Force Description	2016	2021	# Chg	% Chg	2016	2021	# Chg	% Chg
11	Agriculture, Forestry, Fishing and Hunting	380	418	38	10.0	4,086	3,362	(724)	(17.72)
21	Mining, Quarrying, and Oil and Gas Extraction	10	0	(10)		126	220	94	74.60
22	Utilities	15	12	(3)	(20.0)	57	132	75	131.58
23	Construction	388	512	124	32.0	5,295	6,350	1,055	19.92
31-33	Manufacturing	1,312	912	(400)	(30.5)	7,901	7,643	(258)	(3.27)
41	Wholesale Trade	280	352	72	25.7	2,746	3,425	679	24.73
44-45	Retail Trade	264	350	86	32.6	3,748	3,966	218	5.82
48-49	Transportation and Warehousing	97	94	(3)		2,827	2,558	(269)	(9.52)
51	Information and Cultural Industries	82	52	(30)		383	610	227	59.27
52	Finance and Insurance	37	66	29	78.4	798	1,378	580	72.68
53	Real Estate and Rental and Leasing	<10	39	39		534	608	74	13.86
54	Professional, Scientific, and Technical Services	95	96	1	1.1	2,213	3,203	990	44.74
55	Management of Companies and Enterprises	0	0	0		74	139	65	87.84
56	Administrative and Support, Waste Management and Remediation Services	290	193	(97)	(33.4)	2,044	2,249	205	10.03
61	Educational Services	208	173	(35)	(16.8)	1,806	2,554	748	41.42
62	Health Care and Social Assistance	512	580	68	13.3	3,630	4,496	866	23.86
71	Arts, Entertainment and Recreation	48	108	60	125.0	937	817	(120)	(12.81)
72	Accommodation and Food Services	242	211	(31)	(12.8)	2,479	2,177	(302)	(12.18)
81	Other Services (except public administration)	214	197	(17)	(7.9)	2,147	2,249	102	4.75
91	Public Administration	100	114	14	14.0	879	1,430	551	62.68
X0	Unclassified	63	64	1	1.6	592	670	78	13.18
<b>Total:</b>		<b>4,644</b>	<b>4,541</b>	<b>(103)</b>	<b>(2.2)</b>	<b>45,303</b>	<b>50,238</b>	<b>4,935</b>	<b>10.89</b>

Source – Lightcast EMSI Data

NAICS stands for North American Industry Classification System. It's a system used by Canada, Mexico, and the United States to categorize businesses by their economic activity. Essentially, it's a way of classifying businesses into industries based on what they do.

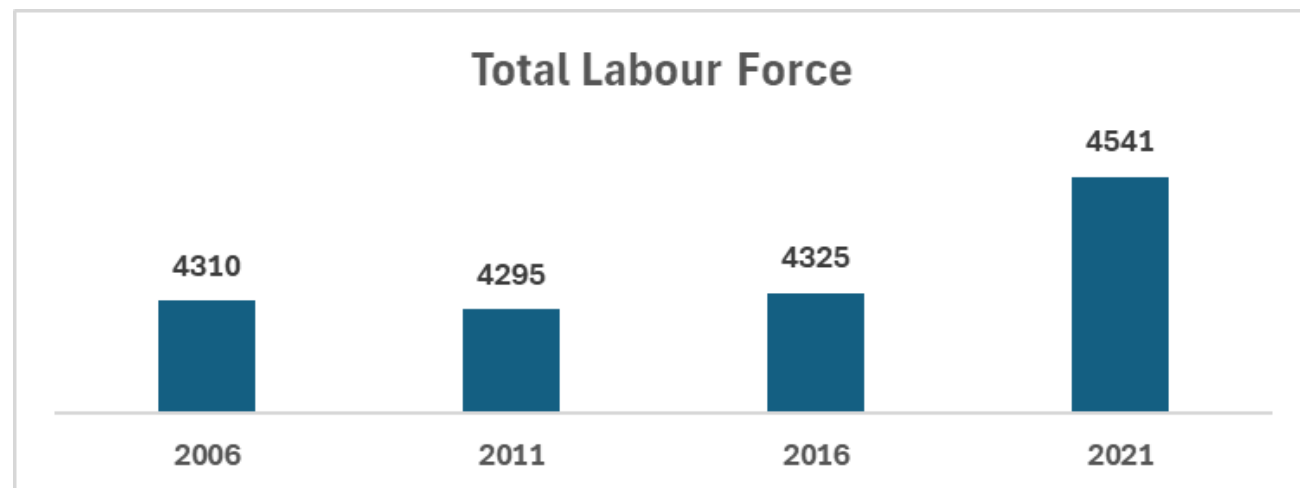
The largest sector of employment is Manufacturing (31-33), however with a 30% loss of jobs. We employment numbers have increased with TG Minto hiring and Hammond Manufacturing establishing a plant. The Healthcare and Social Assistance (62) sector is the second largest sector and will continue to grow due to an aging population and influx of immigrants and other residents. Arts, Entertainment and Recreation, while smaller in actual number of employees, has increased a significant 125%.

### Commuting



Over 55% of workers commute 29 minutes or less to work with 10% travelling over 60 minutes.

### Overview of Job Levels and Growth



### C. REALTY DEVELOPMENT ANALYSIS AND INSIGHTS

#### Building Permits

Town of Minto - Building Permits								
Type	2023		2022		2021		2020	
	#	\$	#	\$	#	\$	#	\$
Single Family Dwelling / Semi	20	9,237,515	33	18,216,000	41	19,040,000	24	9,633,000
Multi-Family Dwelling	6	1,478,830	24	14,324,944	12	5,400,000	7	5,820,000
Res. Reno / Addition	24	2,730,500	30	2,229,000	33	2,283,600	20	1,933,500
Accessory Structure	37	1,044,500	57	2,253,729	39	1,491,146	59	1,356,462
Additional Dwelling Units	1	40,000	13	1,467,000	6	1,005,000	1	100,000
Commercial	9	6,102,000	7	4,977,689	9	1,437,475	5	539,000
Industrial	6	6,470,000	6	20,625,000	7	4,755,000	4	874,000
Institutional	4	1,005,000	3	475,000	2	280,000	1	300,000
Agricultural	26	6,568,500	25	11,989,000	33	3,717,599	34	5,307,860
Sewage Systems	21	377,500	29	492,000	16	269,500	12	211,000
Demolitions	4	4,200	6	32,000	11	58,000	5	42,000
Change of Use	3	48,500	1	115	2	600	3	60,000
Misc. (Solar, Rent, Retaining Wall)	15	276,500	13	369,350	10	207,000	8	85,000
<b>Total</b>	<b>176</b>	<b>35,383,545</b>	<b>247</b>	<b>77,450,827</b>	<b>221</b>	<b>39,944,920</b>	<b>183</b>	<b>26,261,822</b>

Source – Town of Minto

Thirty (30) permits have been issued so far in 2024, an increase of about 7 from 2023 corresponding timeframe. Several inquiries have been received, with some major projects looking to start in 2024. Agricultural and ICI construction remains strong with residential construction starts dependent on an easing of interest rates.

Source – Town of Minto

#### Employment Lands

Employment lands are generally located in business parks of which the Town of Minto has three. Below is a description of each park.

Town of Minto - Real Estate			
<b>Industrial Land</b>	<b>Servicing</b>	<b>Size acres</b>	<b>Owner</b>
Harriston	No	10; 15	Town
Palmerston	Yes	1; 3.9	Town
Tiviotdale	No	1-2 acre parcels	Private
<b>Industrial Development</b>	<b>Sq. Ft.</b>	<b># Units</b>	<b>Total</b>
Palmerston Business Junction	149,612		149,612
- warehouses	15,925	4	63,700
- industrial / workshop	2,555	10	25,550
- professional / commercial	2,190	12	26,280
- healthcare space	2,411	7	16,877
- common area and servicing	17,205		17,205
<b>Downtown</b>	<b>Total Units</b>	<b>Vacancy</b>	<b>%</b>
Clifford	17	2	11.76
Harriston	66	6	9.09
- vacant but unavailable		4	6.06
Palmerston	42	9	21.43
<b>Residential</b>			
Maitland Meadows	45 initial lots		Private Owner
Detached Bungalows & Bungaloffs, Townhomes & Semi-Detached Homes, two and single stories			

Source – Town of Minto

### D. EXTERNAL TRENDS AND INFLUENCES



Inflation



Labour demands



Global conflicts



Climate change



Supply chain restructure



Population shifts



New technologies

These economic trends are all interconnected and constantly evolving; making it difficult to predict their exact impact on the global and local economy. However, understanding these trends is crucial for businesses, policymakers, and individuals to make informed decisions and prepare for potential challenges and opportunities.

#### Geopolitical:

- **Russia-Ukraine War:** This ongoing conflict continues to disrupt global supply chains, particularly for energy and agricultural products, leading to higher prices and potential shortages. It also raises concerns about broader geopolitical instability.
- **Trade tensions:** Rising tensions between the US and China, as well as other major economies, could lead to trade wars and protectionism, hindering global economic growth.



The Town of Minto has witnessed first hand geopolitical influences that continue to have economic impact. Immigration of Syrian and Ukrainian refugees have impacted community services, both formal and ESL education along with a need to understand cultural diversity. It has been helpful that the community experienced an earlier inflow of Filipino and to a lesser extent Mexican immigrants allowing to have support services in place.

Geopolitical trends have an impact on local supply chains and costs of doing business. The effects of Covid 19 have also predicated a change in sourcing. Progressive companies have adopted mitigation plans including expanding and reshoring their supplier base for sustainability and certainty.

### **Economic:**

- **Inflation:** High inflation is a major concern in many countries, driven by factors like supply chain disruptions, energy prices, and loose monetary policy. Central banks are raising interest rates to combat inflation, but this could also lead to slower economic growth and recession risks.
- **Debt:** Global debt levels remain high, particularly in developed economies, making them vulnerable to rising interest rates and economic shocks.
- **Emerging markets:** While slowing down compared to the past, emerging economies are still expected to be key drivers of global growth, but they face challenges like rising inflation and currency depreciation.

These economic trends, while affecting all, are governed at a much higher level than local economies.

At the local level, rising inflation has mandated productivity gains through adoption of technologies and processes for greater efficiency. Companies have been able to establish supply chains that are now not just efficient but also resilient. Local programs for food security and sustainability have been implemented.

### **Technological:**

- **Automation and AI:** The increasing adoption of automation and artificial intelligence is likely to transform workforces and economies, potentially leading to job displacement and inequality.
- **Digitalization:** The continued growth of the digital economy is changing business models and industries, creating new opportunities but also raising concerns about data privacy and cybersecurity.

Local companies are not immune to technology trends and have implemented them where possible. This requires a broader skill set in the labour force and requires collaboration in training and skills development.

**Environmental:**

- **Climate change:** The increasing impacts of climate change, such as extreme weather events and rising sea levels, are expected to have significant economic costs, requiring investments in adaptation and mitigation.
- **Sustainability:** There is a growing focus on sustainable practices in business and investment, driven by both environmental concerns and consumer preferences.

Companies have moved to adopt climate mitigation strategies and adoption of environmental policies. Through community economic development, we can build and promote awareness of programs and best practices implemented to assist in environmental trends.

**E. PRELIMINARY INVESTMENT READINESS ANALYSIS**

Investment Readiness is a self-assessment used to determine a community's capacity to be "investment ready." This refers to a community's ability to explore, attract, respond and successfully secure business investment best suited to their location.

Our preliminary review of Minto's new website and discussions with staff, indicate a reasonable readiness for investment. Site selection criteria weighs heavy to shovel ready land, access to talent, transportation and supply chain opportunities, sustainability and practices including risk management, cost of doing business and incentives, data infrastructure and connectivity, and community engagement, social impact and wellness. We have attached an Investment Readiness Checklist for self-assessment.

The Town website under the Business heading clearly lists resources available to companies looking to establish or expand to a location in Minto and local incentives. In our final report we will review the Investment Readiness Checklist with CED and make recommendations for missing information and technology tools to increase efficiency.

**F. STAKEHOLDER ENGAGEMENT**

Individual meetings were held with eight (8) local companies varying in size and economic sector. Meetings were held with all three (3) Downtown Committees, Palmerston and Harriston Agriculture Society's and Minto Chamber of Commerce.

Further 10 meetings were held with regional organizations including Waterloo, Wellington, Dufferin Training Adjustment Board, Wellington Healthcare Alliance, Minto-Mapleton Family Health Team, Ontario Ministry of Agriculture, Food and Rural Affairs, Saugeen Business Development Centre, Business Centre Guelph Wellington,

Wellington Federation of Agriculture, Guelph-Wellington Local Immigration Partnership, Upper Grand District School Board and Wellington County Economic Development.

A final meeting was held with the Economic Development Planning Committee.

All participants were provided a template questionnaire prior to our interviews and meetings to guide our discussions. Participants were encouraged to provide feedback on economic development and other factors affecting the local economy in Minto with perceptions of Strengths, Weaknesses, Opportunities and Threats to the Town of Minto. The interviews were held in confidence and advised feedback would be aggregated for our report.

A total of twenty two (22) interviews and meetings were conducted.

### Preliminary SWOT

Town of Minto SWOT - Economic Development Strategy and Action Plan			
Strengths	Weakness	Opportunity	Threat
Amenities - sports, recreation, cultural	Business, retail mix, viability. Quality	Community engagement	ESL
Business support	Childcare	Focus and prioritize	Healthcare - funding, staff
Collaborative, progressive, volunteers	Downtown vacancies, absentee Landlords	Funding leverage	Housing affordability
Entertainment opportunities	Housing availability and style	Growth in High School #'s, Promote careers	Inflation
Events	Lack of shovel ready lands	Joint promotions and events	Infrastructure
Farms / local food	Limited commercial space	Leverage stop visits to longer stays	Reliable Hydro
Funding approvals	No rail line for business	Newcomers - optimize	Small town thinking
Heritage & architecture	Three Siblings - branding	Promote amenities (internal, external)	Succession
LaunchIt	Transportation / transit	Promotion - external	Walkin Clinic
Lifestyle amenities	Volunteers - size of base	Succession planning	Wastewater
Location	Workforce availability	Workforce skill sets	
Minto Makers Market			
Newcomers - diversity			
Promotion - internal			
Red tape reduction			
Safe community			

### Key Takeaways

The Town of Minto is a collaborative community providing support to business, entrepreneurs and start ups. Residents have a good choice of amenities from sports and recreation to cultural, heritage, and entertainment in a safe environment.

There is opportunity to address business mix and quality, providing needed land and space for growth and expansion. Areas to address include social issues including ESL, housing availability, shovel ready lands, healthcare and leverage funding and external promotion and branding.

Our goal will be to identify those areas Community Economic Development can impact directly and point to areas of facilitation. This will be the basis for an extensive Action Plan.

## G. RECOMMENDED AREAS/SECTORS OF FOCUS FOR THE ECONOMIC DEVELOPMENT STRATEGIC PLAN

### Community Development

- Internal promotion
- Event focus and support
- Workforce
- Immigration
- Healthcare

### Economic Development

- CED structure and resources
- Business retention and expansion
- Sector identification, support and targeting.
- Entrepreneurship, startups and innovation
- Infrastructure including utilities, employment lands, housing.
- Downtown development and beautification

The above areas will be refined and identified as those with CED as lead, partner or facilitator.

## E. NEXT STEPS

The report will be reviewed with CED to develop a framework for the development of the Economic and Community Development Strategy. We will further develop a realistic 5 year Action Plan taking into consideration timelines, responsibilities, partners, measurement and expected results.