Township of Mapleton BR+E Project

Business Interview Findings and Action Plan

July 2014

Township of Mapleton
Township of Wellington North
Township of Centre Wellington
Township of Guelph/Eramosa
Township of Puslinch

Town of Minto
Town of Erin

Business Retention and Expansion
July 10, 2014

The County of Wellington is pleased to announce Wellington’s first ever Business Retention and Expansion project and along with our partners in the Township of Mapleton.

Businesses and the jobs they create form the basis of all strong economies. Our Council recognizes that supporting the businesses that have already invested in Wellington provides the greatest return for future growth. Through the BR+E, we were able to meet with over 270 of our employers, learning about what they do, what their plans are and what challenges they face.

We have moved swiftly since having completed our first ever Economic Development Strategy just over one year ago. The County is proud of our strong partnerships and will continue to develop effective programming oriented at growing the economic potential of all of our communities. To assist our communities in the next phase of the BR+E project, Council has approved a $175,000 BR+E Local Implementation Fund in the 2014 budget, designed to help execute local business support activities.

Wellington business owners provided us with a lot of valuable information and an impression of what Wellington is like as a place to do business. We are grateful for that. The prioritization exercise then narrowed the results into themes and showed us where to focus our efforts for the next year. The results are excellent and are in line with the County’s commitment to ensuring our employers, newcomers and investors have all of the information they need to make the right decisions.

We know Wellington is an excellent place to live and run a business and that now is time for a coordinated approach to communicating these opportunities with the world. The County is genuinely proud of our communities and the opportunities we have for creating jobs and enhancing our quality of place.

Chris White  Bruce Whale
Warden 2011-2014  Mayor
County of Wellington  Township of Mapleton
Township of Mapleton Acknowledgements

We would like to thank the Township of Mapleton Council and the Mapleton Economic Development Committee, for their support and consultation with this project. They are:

- Mayor Bruce Whale, Township of Mapleton
- Councillor Jim Curry, Township of Mapleton
- Councillor Mike Downey, Township of Mapleton
- Councillor Neil Driscoll, Township of Mapleton
- Councillor Andy Knetsch, Township of Mapleton
- Liz Samis, Mapleton Economic Development Committee Chairman
- John Mohle, Mapleton Economic Development Committee
- Sharon Grose, Mapleton Economic Development Committee
- Donna Hirtle, Mapleton Economic Development Committee
- Cori Slot, Mapleton Economic Development Committee
- Jennifer Porter, Mapleton Economic Development Committee
- Patty Sinnamon, CAO / Clerk, Township of Mapleton
- Crystal Ellis, Business Development & Marketing Coordinator, Township of Mapleton

The Township of Mapleton would also like to thank businesses for taking the time to participate in the Business Retention & Expansion interviews. This project would not have been possible without the involvement of Mapleton businesses.
Countywide Acknowledgements

The leaders!

We would like to thank the County of Wellington Economic Development Committee, for their vision and leadership in this project. They are:

- Warden Chris White, Mayor, Township of Guelph Eramosa
- Chair George Bridge, Mayor, Town of Minto
- Councillor Don McKay, Township of Puslinch
- Councillor Raymond Tout, Mayor, Township of Wellington North
- Councillor Shawn Watters, Township of Centre Wellington

Thank you to the Council members of the seven municipalities for their vision to approve this project in their community.

The accomplishers!

We would like to thank the BR+E Coordinators from each of the municipalities, as their diligence and their professionalism was key in getting the interviews completed. They are:

- Mary Venneman for the Town of Erin
- Patricia Rutter, Economic Development Officer, Township of Centre Wellington
- Dale Small, Business and Economic Manager, Township of Wellington North
- Mandy Jones, Business and Economic Development Coordinator, Town of Minto
- Crystal Ellis, Business Development & Marketing Coordinator, Township of Mapleton
- Genny Smith for the Township of Guelph Eramosa and the Township of Puslinch
- Mellissa Luymes, Wellington Federation of Agriculture

The project team!

Thank you to the Wellington Economic Development Group, for their dedication to monthly meetings, for jumping in to assist with interviews and for their ideas and support. Excluding those already listed above, they also include:

- Stephen Morris and Gerry Horst, Ontario Ministry of Agriculture and Food (OMAF), and Ministry of Rural Affairs (OMRA)
- Doug Reddick and Mary Balfour, Ontario Ministry of Economic Development, Trade and Employment (MEDTE)
- Alex Goss, Guelph Wellington Local Immigration Partnership
- Carol Simpson, Workforce Planning Board Wellington Waterloo Dufferin
- Scott Wilson, CAO, County of Wellington
- Andrea Ravensdale, Communications Manager, County of Wellington
- John Brennan, Councillor, Town of Erin
Thank you for assistance with the interviews and/or the BR+E Data Retreat also goes to:

- Rick Whittaker, General Manager, Wellington Waterloo Community Futures Development Corporation
- Michael Simon, Ontario Works, County of Wellington
- John Mohle, Mapleton Economic Development Committee
- Bill White, CAO, Town of Minto
- Janet Harrop, Wellington Federation of Agriculture
- Joanne Ross Zuj, Mayor, Andrew Goldie, CAO and Chantalle Pellizzari, Planning Coordinator, Township of Centre Wellington

We would also like to thank the Ontario Ministry of Economic Development, Trade and Employment for their financial assistance with this project, as Wellington was a successful recipient of the 2013 Communities in Transition programme.
# Table of Contents

**Township of Mapleton Acknowledgements**  
1

**Countywide Acknowledgements**  
2

**BR+E Background**  
5

- What is a BR+E project?  
5
- Why is it important?  
5

**BR+E in Wellington**  
6

- Why undertake a BR+E project in Wellington?  
6
- Who was involved in the Countywide project?  
8
- Who was involved in the Township of Mapleton project?  
8
- Wellington’s Countywide BR+E Project Scope  
9
- How did we engage Wellington’s businesses?  
10
- Who Did We Talk to?  
12

**Township of Mapleton Survey Results**  
14

- Business Climate  
14
- Future Plans  
18
- Business Development  
19
- Reliance on the Internet  
20
- Workforce Development  
21
- Community Development  
25
- Wellington County Community Questions  
27

**Countywide Key Findings**  
30

**Countywide Opportunities and Action Plan**  
32

**Township of Mapleton Key Findings**  
35

**Township of Mapleton Opportunities and Action Plan 2014-2015**  
36
**BR+E Background**

**What is a BR+E project?**

Business Retention and Expansion (BR+E) is a community-based economic development strategy with a focus on "taking care of, nurturing and supporting" businesses already existing in the community.

The BR+E programme was developed by the Ontario Ministry of Agriculture and the Ministry of Rural Affairs and has been successfully utilized in 220 communities in Ontario since 1997. The programme uses an in depth, four stage process to assist communities in developing and implementing concrete action plans.

**Stage 1 Project Planning and Business Survey Development**

This stage involves establishing project financing, gathering a leadership team and project coordinator(s) formulating a work plan, selecting businesses to be interviewed and fine-tuning the survey to gather the most relevant information for the community

**Stage 2 Immediate Follow-up of Red Flag Issues**

This stage is about responding to specific business issues that may be critical to a business remaining or expanding in the community.

**Stage 3 Data Analysis and Recommendations**

In stage three, communities utilize a secure and confidential BR+E web-based application (e-pulse) to record, store and aggregate the results from their community's business survey. The survey data is then analyzed by the community and forms the basis for development of recommended action plans.

**Stage 4 Public Meeting and Implementation**

Stage four of the BR+E programme recommends hosting a public meeting to communicate the results of the project to the broader community. This meeting also acts as the "kick-off" to implementation of the recommended action plans that address the issues and opportunities. This stage also includes ongoing monitoring and tracking of action plans.

**Why is it important?**

The health of communities relies on strong businesses that can sustain and create jobs. Supporting the development and growth of local businesses is fundamental in order to grow and sustain Wellington communities, the region and Ontario’s rural economy. The BR+E programme combines both short-term and long-term objectives.
Short-Term Objectives

- Build relationships with existing businesses
- Demonstrate and provide community support for local businesses
- Address urgent business concerns and issues
- Improve communication between the community and local businesses
- Retention of businesses and jobs where there is a risk of closure

Long-Term Objectives

- Increase the competitiveness of local businesses
- Job creation and new business development
- Establish and implement strategic actions for local economic development
- Stronger viable local economy

BR+E in Wellington

Why undertake a BR+E project in Wellington?

In late 2012, The County of Wellington released a five year Economic Development Strategy. Council recognized the need to better support Wellington’s economy and to build on many of its existing strengths. The County of Wellington Economic Development Implementation Plan was then completed in early 2013 and outlined important steps and processes to increase the economic activity within the County.

During the strategic planning process, consultations discovered that businesses prefer the County to act as a facilitator and advocate; promoting the existing range of business support services, connecting businesses with appropriate organizations and advocating for the reorientation of existing programming to areas of interest for the County of Wellington (i.e.: agri-tourism, health care).

The priorities identified in the Implementation Plan focused on the need for identifying economic contributors, deriving strategies for growing the employment base, better communicating with employers as well as developing and promoting an identity through four implementation activities:

1. County of Wellington - Economic Development Website
2. Business Retention and Expansion Strategy (BR+E)
3. Wellington Workforce Development and Attraction Initiative
4. Key Sector Profiles: Manufacturing, Agriculture, Health Care and Creative Economy

The four individual sector profiles will provide information on the current strengths and attractive features within those sectors.
The BR+E project allows a deeper understanding of those four key sectors and it logically precedes the creation of sector profiles that will allow the County to identify opportunities to grow those sectors further. For example, the Economic Development Strategy showed that Wellington has a high number of small businesses in the creative economy (78% with less than 10 employees) but an insufficient number of medium sized businesses. Medium sized businesses are typically involved in greater export activity, implement new product lines quickly and are typically well positioned to expand and hire. If the County knew whether it was lack of available space (moving from a home based operation) or available labour for example, then strategies could be developed to resolve such hindrances. Understanding these factors through the BR+E and acquiring in depth information on the four sectors of Wellington’s economy will assist the County in further understanding the growth constraints of the local economy.

The intent of the BR+E is also to identify our regional business contributors and make sure they feel recognized and heard. This activity is dear to all of our economic development partners, as it would help us to understand where our markets are going, where business growth constraints exist and whether we need to focus on developing and/or attracting a specific skillset. Understanding the growth potential of top employers might also assist in considering the supply chain implications for a sector, knowing what might be under-represented or what industries can and should be proactively pursued.

With the number of business owners estimated to retire in the next five years, it is important that the County understand the economic implications and be ready for such changes in the local economy. Specifically, the BR+E would assist the County to plan for the future by knowing about ownership succession plans and partnership opportunities. The County wants to keep the jobs in Wellington, even after the current owners approach their retirement years.
Who was involved in the Countywide project?

From a project advisory perspective Wellington’s BR+E project relied heavily on the direction and support of the Wellington Municipal Economic Development Group, an active group representing the County, each of the 7 municipalities and key agencies involved in economic development activities in the County. Specifically:

- County of Wellington
- Township of Wellington North
- Town of Minto
- Township of Mapleton
- Township of Centre Wellington
- Town of Erin
- Township of Guelph Eramosa
- Township of Puslinch
- Ontario Ministry of Agriculture and Food. Ontario Ministry of Rural Affairs
- Ontario Ministry of Economic Development, Trade and Employment
- Wellington Federation of Agriculture
- Workforce Planning Board Wellington Waterloo Dufferin
- Wellington Waterloo Community Futures Development Corporation
- Guelph Wellington Business Enterprise Centre
- Guelph Wellington Local Immigration Partnership
- Grand River Conservation Authority

Who was involved in the Township of Mapleton project?

- Township of Mapleton
- Mapleton Economic Development Committee
- County of Wellington
- Wellington Federation of Agriculture
Wellington’s Countywide BR+E Project Scope

Wellington’s BR+E project was multidimensional as it included its seven municipalities as well as a particular focus on four key sectors; agriculture, health care, manufacturing and the creative economy. Two municipalities completed additional downtown interviews, recognizing the importance that their downtowns play in their local economies. As Puslinch relies heavily on the transportation sector they interviewed ten transport businesses. The Local Immigration Partnership assisted in the interview process and conducted eight interviews to understand a newcomer’s perspective.

Agriculture  Manufacturing

Health Care  Creative Economy

+ Downtowns  + Transportation

Township of Mapleton Business Retention and Expansion Report, July 2014
How did we engage Wellington’s businesses?

At the onset of the Business Retention and Expansion (BR+E) exercise the County of Wellington provided council delegations to each of the seven municipalities who had previously given their support. The purpose of the presentations, was to reiterate the goals and timelines and the important role that each of the municipalities would play. While the County provided overall project coordination, administrative functions, media relations and training, each of the seven municipalities in Wellington were instrumental in engaging their local businesses. Each was responsible to select a cross section of 7-10 businesses within each of the four key sectors (agriculture, health care, manufacturing and the creative economy). The business lists were derived from the County of Wellington’s list of over 2,900 businesses. All of the selected businesses were then contacted initially by mail and then with a follow-up telephone call to introduce the project and request their involvement.

Each municipality coordinated their interviews during the fall of 2013. All interviewers had previously completed a BR+E training session provided by the County of Wellington and the Ontario Ministry of Rural Affairs (OMRA) in August 2013. Prior to conducting any interviews each interviewer and members of the Wellington Municipal Economic Development Group (WMEDG) who acted as the project advisory group signed a confidentiality agreement.

Completed business surveys were entered into the Ontario BR+E database. A red flag process allowed for immediate follow-up of any urgent issues. During the project 13 of these were identified and followed up by the County and appropriate municipality. There were several questions in the survey that allowed businesses to request information or assistance such as whether they would like information on provincial or federal programmes or apprenticeship programmes that are related to their industry. Information for these businesses is being assembled and will be provided by June 2014.

In January 2014 with the completion of 235 business surveys the County pulled the aggregate data as a whole and also by key sector and municipality. The results that are identified in this report reflect the aggregate response of those 235 interviews. An additional 35 interviews were completed after that date and will be included in the individual municipality data assessments.

The entire data set and sector data was presented in a summary report prepared by the County Economic Development department and provided to the WMEDG in advance of a day long BR+E retreat. The retreat was facilitated in February, 2014 and allowed participants to further understand what businesses had shared anecdotally through the surveys. The group then was able to identify the significant challenges and opportunities that would lead to the development of an action plan. The action plan was then completed in mid-March at a follow up session with the WMEDG.

As a supplement to the countywide retreat each municipality was provided with their own data set that would allow them to understand challenges and opportunities unique to them. By completing the countywide report and action plan first it allows the municipalities to understand their collaborative involvements with the County, neighbouring municipalities and support agencies prior to identifying their own specific and unique needs.
On April 4th, 2014 a Business Retention & Expansion End of Project Celebration was hosted by the County and provided the opportunity to share the aggregate survey results, opportunities and actions with the business community. Over 100 people representing Business, Municipal Staff, Wellington County staff as well as elected officials from all levels of Government attended the celebration.

On July 22, 2014 the final Mapleton Business Retention & Expansion Report was presented to Mapleton Council. The final report was developed in consultation with the Mapleton Economic Development Committee. Opportunities and action were also compared to the Mapleton Corporate Strategic Plan and the 2013 Economic Development Strategic Plan to ensure overall goal and direction align in the broader spectrum of Municipal activity.

Implementation of the recommendations from the BR+E program will take place during 2014 and 2015 under the direction of the Municipalities Economic Development Committee’s. At the same time, as part of the 2014 budget process, the County has allocated $25,000 per municipality to assist with the implementation of BR+E recommendations. This assistance will go a long way to ensuring the success of this program.

Overall, the survey results were positive with 91% of respondents indicating the business climate in Mapleton was good or excellent and 92% indicating the quality of life was good or excellent. 48% of the businesses in Mapleton expect sales to grow or remain the same and 48% have a positive outlook for their industry.
Who Did We Talk to?

The Wellington County BR+E project was well received with 270 businesses participating. Those businesses represented a cross section of municipalities and the four key sectors. A snapshot of the participating businesses by sector for the countywide project is shown in Figure 1. The Township of Mapleton breakdown is shown in Figure 2.

[Figure 1: Total Countywide Interviews]

[Figure 2: Township of Mapleton Interviews]

The majority of participating businesses in Mapleton are locally owned and operated with 1 location (60%) followed by locally owned and operated with more than one location (20%), and branches (20%).

Of these businesses 84% of owner operators are involved in the day to day operations and 75% of owners live in the community. The businesses involved in the interviews represent a cross section of those who have been in operation in Mapleton for less than and over 10 years as shown below in Table 1.

<table>
<thead>
<tr>
<th>Years in Business</th>
<th>Total</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>1</td>
<td>4%</td>
</tr>
<tr>
<td>1 to 3 years</td>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>4 to 10 years</td>
<td>6</td>
<td>24%</td>
</tr>
<tr>
<td>11 to 25 years</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>26 to 35 years</td>
<td>3</td>
<td>12%</td>
</tr>
<tr>
<td>Over 35 years</td>
<td>8</td>
<td>32%</td>
</tr>
</tbody>
</table>
The participating businesses ranged in size in terms of annual sales as well as workforce, with the majority being small to medium sized (Figure 2 and Table 3).

**Figure 2**

**Annual Sales**

![Graph showing annual sales distribution](image)

**Table 3**

<table>
<thead>
<tr>
<th># of Employees</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 4</td>
<td>24%</td>
</tr>
<tr>
<td>5 - 9</td>
<td>24%</td>
</tr>
<tr>
<td>10 - 19</td>
<td>20%</td>
</tr>
<tr>
<td>20 - 29</td>
<td>4%</td>
</tr>
<tr>
<td>30 - 49</td>
<td>12%</td>
</tr>
<tr>
<td>50 - 99</td>
<td>12%</td>
</tr>
<tr>
<td>100 - 299</td>
<td>4%</td>
</tr>
<tr>
<td>300 +</td>
<td>0%</td>
</tr>
</tbody>
</table>

Participating businesses have a strong reliance on their local and regional markets, however, there is national and international market activity occurring (Table 4).

**Table 4**

<table>
<thead>
<tr>
<th>Primary Market</th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>8</td>
<td>32%</td>
</tr>
<tr>
<td>Regional</td>
<td>10</td>
<td>40%</td>
</tr>
<tr>
<td>National</td>
<td>4</td>
<td>16%</td>
</tr>
<tr>
<td>International</td>
<td>3</td>
<td>12%</td>
</tr>
</tbody>
</table>
Township of Mapleton Survey Results

The BR+E survey was divided into 6 key areas that guided the interviewer and participating business through a series of questions related to:

- Business Climate
- Future Plans
- Business Development
- Workforce Development
- Community Development
- Wellington County Specific Questions

As well, sector surveys were completed within the agriculture and manufacturing sector with specific questions that were created by OMAF, OMRA included in the following:

- Farm Survey
- Manufacturing Survey

Business Climate

The overall business climate in the Township of Mapleton is very positive, with 92% of participating businesses stating that the community was good or excellent as a place to do business. Over the past 3 years, the attitudes of most businesses have remained the same (80%), while 16% have become more positive and 4% have become more negative (Figure 3).

![Figure 3: Attitudinal Changes in Past 3 Years](image)

No change 80%
More positive 16%
More negative 4%
Each business was asked to score a variety of factors in doing business using the following scale:
1 = poor
2 = fair
3 = good
4 = excellent

Participants were also given the option to indicate not applicable, or no response. At the end of each section businesses were also able to add any open ended comments. These comments were included in the data retreat package to provide a full understanding of the challenges and opportunities stated by businesses.

In order to understand the overall results each response for poor was given a numerical score as shown above where poor =1. The scores were then tallied and divided by the number of responses to provide an overall percentage where 100% would be a perfect score of excellent, 75% would indicate good, 50% would be fair and 25% would be poor. Figure 4 shows the factors in doing business related to current business operations as well as factors that would be of consideration to those looking to invest in Wellington.

Quality of life was the highest scoring factor in the Township of Mapleton at 92%.
Not one respondent reported quality of life in Mapleton as poor.
Figure 4

Factors in Doing Business

- Fire services
- Garbage/recycling
- Support from local residents
- Police services
- Availability of natural gas
- Workforce
- Municipal economic development services
- Snow removal
- Health department/health unit approvals
- Street/road repair
- Regional/Provincial roads and highways
- Support from municipality
- Support from other businesses
- Local roads and streets
- Cellular phone service
- Internet service
- Availability of adequate electricity
- Planning, zoning/building permits
- Water/wastewater fees
- Availability of serviced land
- Water/wastewater capacity
- Development/building permit process
- Land costs
- Proximity to rail and airports
- Municipal property taxes
- Business Improvement Area (BIA)
- Community Futures
- Small Business Enterprise Centre
- Development charges
- Chamber of Commerce/Board of Trade
- Availability of space for rent or lease

Towns of Mapleton
Countywide

Satisfaction Rating
0% 25% 50% 75% 100%
Businesses were also asked to rate a variety of community services. Results from the rating scale as well as the candid comments revealed that libraries and farmers markets are valued as places to find important information about the community. Figure 5 shows the high levels of satisfaction of these community services.

**Figure 5**

![Bar chart showing community services satisfaction ratings](chart.png)

- Library services
- Schools
- Health and medical services
- Parks and open spaces
- Housing
- Recreation/cultural facilities
- Post-secondary education
- Child care services
- Public transit

**Community Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>Town of Mapleton</th>
<th>Countywide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library services</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Schools</td>
<td>70%</td>
<td>85%</td>
</tr>
<tr>
<td>Health and medical services</td>
<td>80%</td>
<td>85%</td>
</tr>
<tr>
<td>Parks and open spaces</td>
<td>70%</td>
<td>80%</td>
</tr>
<tr>
<td>Housing</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Recreation/cultural facilities</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Post-secondary education</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>Child care services</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td>Public transit</td>
<td>50%</td>
<td>60%</td>
</tr>
</tbody>
</table>
Future Plans

The future plans questions provided an understanding of the short term plans that businesses have in Mapleton within the next 18 months (Figure 6). There are 14 businesses that are planning to expand.

Figure 6

![Plans in the next 18 months](image)

Reasons cited for expansions include:

“Our business levels have increased. Agriculture industry has never looked brighter in past 35 years.”

“Need more floor area, as the business has grown but not sure if he can afford more property taxes.”

“Expansion to handle more customers and store more crops/commodities long term.”

“Growing and need for more space.”

“Growth in market share.”

“International sales.”

“Need larger shop to accommodate larger equipment.”

“Product is larger.”

“More production space.”

“Services that are being outsourced currently could be done in-house.”

“ Increase in business.”

“Strategic growth to increase market.”

“To accommodate growth in the industry and stay competitive. If you don't grow, you go backwards.”

“Upgrade buildings, would like to expand buildings at the same time upgrades are done.”

The planned expansions will also lead to increased demand in the workforce of 71 jobs and 45,000 sq. ft. in space.
Business Development

Business development questions asked participants to provide insights into the outlook of their industries, their own business projections, use of technology and interest in business to business or business to government collaborations.

Overall, businesses indicated expected industry growth (48%) and stability (28%). Projected sales were even more optimistic for business with 48% indicating increased sales in the next year. (Figure 7).

![Figure 7](image-url)

- **Growing**
- **Declining**
- **Stable**
- **Not sure**

**Industry Outlook**

**Sales Projections**
Reliance on the Internet

Businesses in Mapleton are reliant on internet technology and infrastructure with over half indicating that they utilize the internet for administration, research and product and service promotion (Figure 8).

There are barriers for businesses related to internet with speed (44%) being stated as the top issue (Table 5).

Table 5

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge and training</td>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>Speed</td>
<td>11</td>
<td>44%</td>
</tr>
<tr>
<td>Hardware/software support</td>
<td>1</td>
<td>4%</td>
</tr>
<tr>
<td>Cost</td>
<td>3</td>
<td>12%</td>
</tr>
<tr>
<td>Access</td>
<td>1</td>
<td>4%</td>
</tr>
</tbody>
</table>
Overall, participating businesses expressed a desire to collaborate and network with 26% interested in networking and information sharing (Table 6).

<table>
<thead>
<tr>
<th>Interest</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networking/information sharing</td>
<td>11</td>
<td>26%</td>
</tr>
<tr>
<td>Joint marketing</td>
<td>6</td>
<td>14%</td>
</tr>
<tr>
<td>Joint training</td>
<td>9</td>
<td>21%</td>
</tr>
<tr>
<td>Joint product purchasing</td>
<td>5</td>
<td>12%</td>
</tr>
</tbody>
</table>

**Workforce Development**

Businesses indicated stability and growth in their workforce over the past 3 years with 32% remaining the same and 48% indicating growth (Figure 9).
Currently, 44% of the businesses have difficulty hiring as shown in Figure 10.

![Figure 10](image)

**Businesses Indicating Difficulties in Hiring**

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>44%</td>
<td>56%</td>
</tr>
</tbody>
</table>

Participants felt that these challenges were primarily due to community factors (those unique to Mapleton) rather than industry factors (those affecting all businesses in those sectors in Ontario). For example, lack of locally available training is a community factor.

Businesses were asked to provide insights into the stability of Mapleton’s workforce, the availability of qualified workers and their ability to attract and retain employees (Figure 11).

![Figure 11](image)

<table>
<thead>
<tr>
<th>Availability of qualified workers</th>
<th>Stability of the workforce</th>
<th>Ability to attract and retain new employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>Poor</td>
<td>Fair</td>
</tr>
<tr>
<td>Availability of qualified workers</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Stability of the workforce</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Ability to attract and retain new employees</td>
<td>5%</td>
<td>32%</td>
</tr>
</tbody>
</table>
The specific jobs that were identified to be in short supply are show in Table 7. These were in the manufacturing and agriculture sector.

Table 7

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elevator Operators</td>
<td>Machinery Operators</td>
</tr>
<tr>
<td>Agriculture Sales</td>
<td>Refrigeration Mechanics</td>
</tr>
<tr>
<td>Installers</td>
<td>Skilled Furniture Builders</td>
</tr>
<tr>
<td>Service Technicians</td>
<td>Sales Associates</td>
</tr>
<tr>
<td>Field Technicians</td>
<td>Truck Drivers</td>
</tr>
<tr>
<td>Office Personnel</td>
<td>Management</td>
</tr>
<tr>
<td>Farm Labourers</td>
<td>General Labourers</td>
</tr>
</tbody>
</table>

Currently, businesses are using a variety of methods to hire although most are relying on traditional methods (Table 8) which may not be a match for the new generation of workers.

Table 8

<table>
<thead>
<tr>
<th>Responses</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through your personal network</td>
<td>80%</td>
</tr>
<tr>
<td>Employment centres and websites (job boards)</td>
<td>12%</td>
</tr>
<tr>
<td>Hiring sign on your premises</td>
<td>12%</td>
</tr>
<tr>
<td>Local media advertising</td>
<td>40%</td>
</tr>
<tr>
<td>Your own website</td>
<td>24%</td>
</tr>
<tr>
<td>Professional recruitment firm</td>
<td>16%</td>
</tr>
<tr>
<td>Referrals from friends or current employees</td>
<td>44%</td>
</tr>
<tr>
<td>Social Media applications such as LinkedIn or Facebook</td>
<td>8%</td>
</tr>
<tr>
<td>Unsolicited resumes</td>
<td>44%</td>
</tr>
</tbody>
</table>
External training is used by 56% of businesses. Several businesses identified barriers to owner/operators and their employees in receiving the necessary training. Cost and relevant training available locally were the top issues (Table 9).

<table>
<thead>
<tr>
<th>Responses</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>24%</td>
</tr>
<tr>
<td>Awareness of existing training programmes</td>
<td>14%</td>
</tr>
<tr>
<td>Awareness of training support programmes</td>
<td>10%</td>
</tr>
<tr>
<td>Relevant training is not offered at local institutions</td>
<td>24%</td>
</tr>
<tr>
<td>Availability of training locally</td>
<td>24%</td>
</tr>
<tr>
<td>Unable to release employees</td>
<td>5%</td>
</tr>
</tbody>
</table>

When asked if there were training programmes that would benefit their business, 50% indicated yes. A wide range of needs were identified including those related to management (leadership, time management, business plans, and business development), internet technology (social media, web design, programs), sales and marketing (social media, web development, customer service, and general sales training), safety (WHIMIS, first aid, farm safety) as well as very specific skills training (automation - PLC training, electrical components).
Community Development

Businesses provided valuable input when asked to identify the community’s top three advantages and disadvantages as a place to do business. The following is a roll-up of those responses however a detailed description of all responses is contained in appendix 1.

Township of Mapleton’s top advantages as a place to do business
Location: Mapleton is centrally located, and is a good proximity to urban centres.
Community: Great place to raise a family, positive community support and small town atmosphere.
Workforce: Willing, stable workforce with a strong work ethic.
Land: Real estate prices are good and there is availability of industrial land. Mapleton is a prime agriculture area.
Infrastructure: Available industrial land
Government: Good cooperation with township and good customer services at municipality.

Township of Mapleton’s top disadvantages as a place to do business
Location: Location is far from cities and suppliers, the distance to major corridors and trucking costs are a disadvantage. There is also a lack of draw to the downtowns.
Community: There is a lower population and therefore not a huge local customer base
Workforce: Workforce is small in numbers, there can be a lack of choice of hiring candidates and an untrained labour force.
Land: Too few leased spaces available.
Infrastructure: Access to natural gas, 3 phase hydro and a high cost to access these services. Internet access can be a disadvantage.
Government: Municipal red tape, high municipal costs and a lack of understanding about local business operations.
Business expressed that assistance would be helpful to them in a variety of ways with e-marketing workshops (15%) and networking (14%) being the areas where most felt that could benefit. (Figure 12).

Figure 12: Assistance and Opportunities of Interest to Businesses
Wellington County Community Questions

The WMEDG worked together to create additional questions that would provide further information deemed valuable to shape the direction of economic development activities for the County and the municipalities over the next five years.

When asked if there were products or services that they were unable to source locally, 24% of Mapleton’s businesses indicated that there was a gap. Specifics include fertilizer and chemicals, clothing, office supplies, gifts, more land-line phone choices, printing needs are outsourced.

Public transit proved to be an interesting topic of conversation at the countywide level where 32% of businesses stating that the lack of public transit posed a problem for their workforce. In Mapleton, only one participating businesses indicated this concern.

When asked about interest in attending tradeshows under a Wellington County umbrella 32% of businesses indicated yes (Figure 13).

![Figure 13: Interest in Tradeshows](image)

When businesses were asked about their use of local food we found that 74% of businesses are already sourcing locally. This figure was consistent with the comments heard by interviewers throughout the survey where the importance and value of our local food was mentioned.
With a growing demand to fill our gaps in workforce the County in cooperation with the Local Immigration Partnership recognized the need to investigate the businesses’ perspective on how we can be more welcoming to those new to our communities (who have moved here from other parts of Ontario or Canada) as well as those who are newly immigrated. Businesses throughout Wellington County had the following suggestions (Table 10).

Table 10: Ways to be More Welcoming to Newcomers

<table>
<thead>
<tr>
<th>Those new to the community</th>
<th>New Immigrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting a family doctor is important</td>
<td>Translators and translated materials</td>
</tr>
<tr>
<td>Package with government information (how to renew a license, health card, passport)</td>
<td>Contact and package from municipality</td>
</tr>
<tr>
<td>Language education that is affordable</td>
<td>Send a small welcome package explaining the services/stores in the area</td>
</tr>
<tr>
<td>Continued support for the Centre Wellington Resource Centre.</td>
<td>Keep websites up-to-date with information.</td>
</tr>
<tr>
<td>Ambassador programme</td>
<td>Federal Programmes should be offered locally and advertised.</td>
</tr>
<tr>
<td>Community celebrations around other cultures, community awareness</td>
<td>More youth activities</td>
</tr>
<tr>
<td>Welcome Wagon</td>
<td>GRCA rules need to be explained to those new to the community who reside near the rivers</td>
</tr>
<tr>
<td>Single point of contact</td>
<td>Introduction to community services - include what the County provides</td>
</tr>
<tr>
<td>Community outreach for newcomers</td>
<td>Be friendly and try to help</td>
</tr>
</tbody>
</table>
Businesses were asked to identify the most important things for the community to focus on in the next 5 years. Businesses in Mapleton felt that promoting the community (34%) and communication with businesses (29%) were top priorities (Figure 14). Respondents that stated “other” offered suggestions shown in Table 11.

![Figure 14: Suggested Areas of Focus](image)

Table 11

<table>
<thead>
<tr>
<th>“Other” Suggested Priorities for Mapleton</th>
</tr>
</thead>
<tbody>
<tr>
<td>建镇</td>
</tr>
</tbody>
</table>
Countywide Key Findings

On February 20, 2014 a BR+E Retreat was held with a working group including members of the WMEDG, the Wellington County Economic Development Committee of Council and the Wellington Federation of Agriculture for the purpose of reviewing the countywide survey results. Participants were assigned to tables that would focus on one of the four key sectors of the industry throughout the session. This was intended to ensure that as the data was reviewed and discussed, the unique challenges and opportunities by key sector would be understood and reported on. The groups reviewed the quantitative data as well as the qualitative data (open ended comments) that had been collected in the survey process. The open ended responses were useful in providing context for the survey responses as well as suggestions on how businesses see the County and municipalities assisting them in the future.

Discussion that day revealed that there are several shared issues that affect all sectors as well as those that are sector specific.

Shared Responses

- Hydro outages and cost problems
- Hi-speed internet availability
- Show youth the job path of future careers
- Commercial banks are limiting start-ups and expansions
- Need commercial/industrial space
- Businesses are unaware of products/services of other Wellington businesses
- Need to market Wellington County
- Need for cross business promotion
- Need affordable housing
- Business training needs (succession planning to online sales)
- Need for commercial/industrial space inventory
- Train small business to become big business

Agriculture

- Lack of 3 phase hydro
- Need help navigating regulatory challenges for value add expansions and on-farm processing
- Misperceptions about career opportunities
- Current networking does not work for farmers
- Local food is huge market opportunity in Wellington
- Need help navigating regulatory hoops
- Lack of natural gas
- Adapting to unforeseen changes
Manufacturing

- Lack of 3 phase hydro
- Not enough commercial/industrial space for small and medium businesses
- Provide assistance/training for international growth
- Need uniformity of municipal permits/zoning
- Transportation of workers is challenging
- Provide starter home options
- Misperceptions about career opportunities
- Lack of natural gas

Health Care

- Challenges recruiting beyond just physicians
- Demands are growing but funding is not
- Be creative with opportunities of new Fergus hospital and Mount Forest expansion
- Need to prepare workforce for changing health care needs
- Market the wellness opportunities in Wellington

Creative Economy

- So many unique products/services in Wellington, but no opportunity to network
- Need more attractive/vibrant downtowns (commercial/residential mix)
- Lack of start-up commercial space
- Need for start-up financing options
- Encourage maintenance of downtown properties
- Attract newcomers for new business

Wellington’s BR+E Retreat – February 20, 2014
Countywide Opportunities and Action Plan

As a follow-up to the BR+E Retreat the WMEDG met in mid-march to review the key findings and develop a series of opportunities and Action Plan. The following identifies those opportunities and strategic actions, and states the lead agency and timing for completion.

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Action By the end of 2014</th>
<th>By Who (lead)</th>
<th>Action After 2014</th>
<th>By Who (lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote Wellington</strong></td>
<td>1. Investment sector profiles</td>
<td>County ED in conjunction with all municipalities</td>
<td>1. Familiarization tours (by sector or general investment)</td>
<td>County ED</td>
</tr>
<tr>
<td></td>
<td>2. ED website with videos</td>
<td></td>
<td>2. Get on the radar of the Investment Branch of MEDTE</td>
<td>County ED</td>
</tr>
<tr>
<td></td>
<td>3. DFAIT Latin America trade convention</td>
<td></td>
<td>3. Develop potential for agri-super region</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Festivals and Events Guide</td>
<td></td>
<td>4. Discuss potential for newcomers strategy*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. DFAIT Latin America trade convention</td>
<td></td>
<td>5. RTO4 tourism development (enrich existing assets i.e.: Grand River, festivals, trails, IPM)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Festivals and Events Guide</td>
<td></td>
<td>6. Research on how to promote Wellington – lifestyle - we are a health and wellness community (Safe Community, Active Transportation, Quality of Life, spas, Taste Real)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Create a video to highlight</td>
<td></td>
<td>7. Create a video to highlight</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Signage strategy</td>
<td></td>
<td>8. Signage strategy</td>
<td></td>
</tr>
<tr>
<td><strong>Support businesses</strong></td>
<td>1. Link companies with apprentices*</td>
<td>Conestoga College</td>
<td>1. Create a “Wellington Mentors” business resource</td>
<td>County ED, WWCDFC, GWBEC</td>
</tr>
<tr>
<td></td>
<td>2. ED website business resources list</td>
<td>County ED</td>
<td>2. E-newsletters for businesses (highlight a new business, show business resources, funding for apprentice hiring, land available, industry networking etc.)</td>
<td>County ED</td>
</tr>
<tr>
<td></td>
<td>3. Greater media promotion of WWCDFC</td>
<td>WWCDFC</td>
<td>3. Discuss how to communicate financing beyond the traditional bank</td>
<td>Golden Triangle AngelNet, WWCDFC</td>
</tr>
<tr>
<td></td>
<td>4. Minto Small Business Incubator (replicate elsewhere?)</td>
<td>Town of Minto</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Encourage our downtowns to leave an indelible impression</strong></td>
<td>1. Discuss opportunities for encouraging residential/commercial mix downtown</td>
<td>All municipalities with OMAF to provide education/best practices</td>
<td>1. “First Impressions” for each downtown in Wellington</td>
<td>Wellington North, Minto, Centre Wellington, Puslinch</td>
</tr>
<tr>
<td></td>
<td>3. Research on successful Community Improvement Plans (IntraWest assessment of our downtowns)</td>
<td></td>
<td>3. Research on successful Community Improvement Plans</td>
<td></td>
</tr>
<tr>
<td><strong>Advocate for level playing field in utilities infrastructure (natural gas, electricity, internet)</strong></td>
<td>1. Communicate BR+E results with various Ministries</td>
<td>County ED via Council</td>
<td>1. As per County Council recommendation</td>
<td></td>
</tr>
</tbody>
</table>

Township of Mapleton Business Retention and Expansion Report, July 2014
<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Action By the end of 2014</th>
<th>By Who (lead)</th>
<th>Action After 2014</th>
<th>By Who (lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training gaps for small/medium sized businesses</strong></td>
<td>1. Offer 3 workshops (i.e.: management skills, cost control, health and safety, marketing) in various locations across Wellington 2. Map who is providing what training when, to cross promote using one calendar, host on ED website</td>
<td>County ED, WWCFDC, GWBEC and in conjunction with all municipalities</td>
<td>1. Traveling business coach hired for one year (export to accounting advice) 2. Out of the box training “When you run into a cash flow problem, what do you do?”</td>
<td>Innovation Guelph, County ED, WWCFDC, all municipalities</td>
</tr>
<tr>
<td><strong>Support business networking opportunities</strong></td>
<td>1. WOWSA 2. Wellington North Showcase 3. Waterloo Regional Innovation Summit 4. Mapleton Business Networking Event 5. Mayor’s Breakfasts 6. Northern Wellington Young Professional’s Network</td>
<td>Town of Minto Township of Wellington North Township of Mapleton County ED where required Andrew Gowan (Mandy)</td>
<td>1. Host 2015 Wellington business symposium (futurist speaker, use sector profile to show what’s in your own backyard, offer training, networking, tradeshow, awards?)</td>
<td>County ED in conjunction with all municipalities</td>
</tr>
<tr>
<td><strong>Business directory for promotion and supply chain development</strong></td>
<td>1. Create an online business directory for Wellington</td>
<td>County ED</td>
<td>1. Maintenance of online business directory</td>
<td>County ED</td>
</tr>
<tr>
<td><strong>Affordable housing</strong></td>
<td>1. Discussion on how do we encourage people to buy a home in Wellington (affordable options?)</td>
<td>WWCFDC, County ED in conjunction with all municipalities</td>
<td>1. Discussion on how to encourage developers to build multi-unit dwellings (linked to DCs? Financing?) Discussion to involve Wellington builders.</td>
<td>County ED in conjunction with all municipalities</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Action By the end of 2014</td>
<td>By Who (lead)</td>
<td>Action After 2014</td>
<td>By Who (lead)</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------</td>
<td>--------------</td>
<td>-------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Vacant land/building inventory</td>
<td>1. Create relationship with Guelph Wellington Real Estate Board</td>
<td>County ED in conjunction with all municipalities</td>
<td>1. Research redevelopment of downtowns as affordable attractive options</td>
<td>County ED in conjunction with all municipalities</td>
</tr>
<tr>
<td>Explore employment commuting patterns*</td>
<td>1. Assessment of cost-shared rural transportation models</td>
<td>Rural Ontario Institute, County ED, Dillon Consulting, all municipalities</td>
<td>1. Municipalities to encourage local inventories to be promoted via real estate board</td>
<td>County ED in conjunction with all municipalities</td>
</tr>
<tr>
<td>Provide consistency in municipal business development services</td>
<td>1. MEDTE to introduce themselves to municipality and offer support to business enquiries</td>
<td>MEDTE, County ED in conjunction with all municipalities</td>
<td>1. Is this a workforce skills gap (commuters that could possibly work locally) or is this a transit problem (workers can’t get to their workplace)</td>
<td>County ED in conjunction with all municipalities</td>
</tr>
<tr>
<td>Develop local food sector in Wellington</td>
<td>1. Taste Real Local Food programme</td>
<td>County ED in conjunction with all municipalities</td>
<td>1. Sharing of municipal development process, sharing best practices with local building, planning and ED officials, to provide upfront expectations for process and timelines</td>
<td>County ED in conjunction with all municipalities</td>
</tr>
</tbody>
</table>
Township of Mapleton Key Findings

Upon review of the overall County findings and the Mapleton survey data, discussion was held to review the project findings and the overall strategic goals of the Township of Mapleton.

Key goals of the 2013 Corporate Strategic Plan included:

- Long term planning for sustainable infrastructure – provide infrastructure, revitalization opportunities and community investment.
- Promote a Healthy and vibrant community.
- Sustain local economy – agriculture activities and business opportunities.
- Supportive and accountable for all municipal operations and governance
- Identify and maintain who we are

Key Goals of the 2013 Economic Development Strategy include:

- To retain existing businesses and help business grow.
- Ensure that the Township has the IT capabilities for businesses to operate now and in the future.
- Develop a marketing and communication plan.
- To promote artistic and cultural diversity within the Township.
- Develop a youth strategy to retain youth in Mapleton.
- Develop an agriculture and local food strategy.

These goals of the Municipality were reinforced by the Business Retention ad Expansion project. Mapleton businesses expressed that they were extremely satisfied with the quality of life and services provided in Mapleton. In addition to the overall Wellington County findings priorities such as infrastructure, networking, learning opportunities and communication were highlighted.

The use of internet was described as very important for local businesses for promotion, buying and selling of products and services, research and administrative needs. 40% of businesses did not feel there were any barriers with access to internet but 33% found that internet speed was a concern.

46% of the businesses survey indicated they have difficulty hiring. Recruitment was primarily done through personal networks, local media, referrals from friends or current employee, and unsolicited resumes. However, retention of employees was not a concern with 88% not having difficulty retaining employees.

Businesses expressed interest in networking opportunities, training and learning opportunities in areas such as e-marketing, social media, advertising, workforce planning, health and safety, business planning and exporting. Mapleton has an opportunity to assist local business by providing support, providing information and building connections to help them succeed.

Challenges for business included infrastructure issues such as hydro outages and a lack of natural gas. Mapleton will work with Wellington County to advocate for a level playing field in infrastructure and services.
Mapleton is in positive position but the steps must be taken to promote the community and develop a stronger understanding of the assets that exist, both culturally and from a business perspective. This will help to solidify the attractiveness of the community as well as support the existing businesses towards future success.

**Township of Mapleton Opportunities and Action Plan 2014-2015**

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Action</th>
<th>Description</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote Mapleton</strong></td>
<td>1. Mapleton Branding</td>
<td>Municipal branding project started in 2014. Brand roll-out currently taking place.</td>
<td>Defining the Mapleton identity and providing a recognizable Mapleton brand for the Township to promote business and tourism and community.</td>
</tr>
<tr>
<td></td>
<td>2. Develop a Community Guide</td>
<td>A community guide to promote municipal activity, promote facilities, community groups and provide information to both established and new residents.</td>
<td>Promotion of Mapleton, communication with residence and build positive connections with community groups.</td>
</tr>
<tr>
<td></td>
<td>3. Municipal Cultural Plan</td>
<td>To identify our cultural assets</td>
<td>Promoting, attraction, promote available resources</td>
</tr>
<tr>
<td></td>
<td>4. Continued participation in Wellington Festivals and Events Guide &amp; Taste Real Program</td>
<td>Continued involvement in County lead programs that promote our local events and businesses</td>
<td>Working in a larger group will help broaden our reach</td>
</tr>
<tr>
<td><strong>Promote Businesses</strong></td>
<td>1. Online Business Directory</td>
<td>Strengthen the online presence for Mapleton businesses.</td>
<td>The township has the online capacity to promote local businesses on the township website.</td>
</tr>
<tr>
<td></td>
<td>2. Business Profiles</td>
<td>Tell the unique stories of our local businesses.</td>
<td>Build interest and bring attention to local business.</td>
</tr>
<tr>
<td></td>
<td>3. Mapleton Business Showcase</td>
<td>Promotion of local business and provide networking opportunities.</td>
<td>Greater awareness of local business</td>
</tr>
<tr>
<td><strong>Support Businesses</strong></td>
<td>1. Business Workshops</td>
<td>BR+E results show interest in training opportunities. Possible topics include succession planning, business planning, business promotion, marketing, social media</td>
<td>Build connections and joint learning opportunities for business.</td>
</tr>
<tr>
<td></td>
<td>2. Networking opportunities</td>
<td>Hold networking events such as Mayor’s breakfast, after 5 events, business tours. Encourage resources for sustainability.</td>
<td>Connect businesses, agencies and government, provide opportunities exchange ideas and have discussion.</td>
</tr>
<tr>
<td></td>
<td>3. Continued business check-in</td>
<td>Business visits to check-in, provide opportunity for discussion and exchange.</td>
<td>Create connections with businesses, learn about how they do business in Mapleton.</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Action</td>
<td>Description</td>
<td>Outcome</td>
</tr>
<tr>
<td>-------------</td>
<td>--------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>4.</td>
<td>Local business job board</td>
<td>Provide an online Mapleton job opportunities page either locally or in partnership with Wellington County</td>
<td>Help businesses attract new employees and promote Mapleton as a great place to live.</td>
</tr>
<tr>
<td>5.</td>
<td>Working in Rural Wellington/ Manufacturing Day</td>
<td>Local event to showcase local job &amp; business opportunities In partnership with the Workforce Planning Board, Minto and Wellington North</td>
<td>Youth retention, employee attraction.</td>
</tr>
<tr>
<td>6.</td>
<td>Local Food Incubator</td>
<td>Provide a supportive structure for local food and agri-businesses</td>
<td>Strength Mapleton as a leading agricultural region</td>
</tr>
<tr>
<td>Communication</td>
<td>1. Engage in a social media presence</td>
<td>Township facebook page, twitter account, YouTube account to provide information.</td>
<td>Will assist with providing information to residents, visitors and businesses in a timely and efficient manner.</td>
</tr>
<tr>
<td></td>
<td>2. Develop video series of Mapleton Success Stories</td>
<td>Video series to tell Mapleton stories and promote the area for business, tourism and attraction.</td>
<td>Build the Mapleton reputation.</td>
</tr>
<tr>
<td>Strengthen Business</td>
<td>1. Community Improvement Plan</td>
<td>Assist with providing the tools to help our downtown business make a good impression.</td>
<td>Encourage our downtowns to leave an lasting impression</td>
</tr>
<tr>
<td></td>
<td>2. Investment Ready Industrial Land</td>
<td>Ontario certified site program, investment attraction program</td>
<td>Encourage investment</td>
</tr>
<tr>
<td></td>
<td>3. Community Profile</td>
<td>A comprehensive guide to the structure of the municipality.</td>
<td>Encourage investment, assists with site selection</td>
</tr>
<tr>
<td></td>
<td>4. Internet Functionality</td>
<td>Promote the continued development of high quality internet</td>
<td>Builds a good base for business and entrepreneurs to do operate efficiently in Mapleton</td>
</tr>
</tbody>
</table>