



Town of Minto

Strategic Plan

REVISED VERSION
July 15, 2009

The Minto Vision

We celebrate the values of country living and community life.

Neighbourliness and togetherness.

Stability, safety and affordability.

*Volunteerism for the benefit of each other, and
for the good of our town.*

Responsible economic growth.

Respect for nature and what it provides.

*These values are what make us unique, and what
make the Town of Minto the community where
families belong.*

Brand Positioning Statement

"Minto. Where your family belongs."

This positioning offers two, distinct promises:

One, for families it says that Minto is the place where your family deserves to be for a more rewarding and enjoyable lifestyle. For visitors, it says Minto is where your family deserves to be for family-centered events and activities, and for an escape from the problems and chaos of daily city life.

Two, it says that Minto offers families the opportunity for belonging – to a community, to a way of life, to shared values and dreams – peace, tranquility, affordability, stability, clean environment and old-style neighbourliness and friendliness.

"Where your family belongs" also has the ability to broaden its meaning to suit specific needs and occasions. To attract and encourage business development and sponsorship, it's "Where your business belongs." To attract business conference or off-site meetings, it's "Where your conference belongs." To attract any type of sporting event, it's "Where your tournament belongs." In everything the town does, "Where your family belongs" is a natural "button."

Business Planning Process

This business plan for the Town of Minto is based on the strategic plan developed in 2005. That plan began in the spring of 2005 with a brand positioning exercise. The brand project resulted in the new tagline: 'Minto. Where your family belongs.'

Once the brand position was approved; it was a logical step to put a strategic plan for the Town in writing, using the family position as the core idea. All strategies, on some level, support the goal that Minto will be the place where your family belongs.

The strategic plan was approved in December 2005.

Upon completion of the strategic plan, it was up to town staff to develop a detailed business plan that could be used internally as a working document. Each department was responsible for writing a business plan for their section based on the strategies in the strategic plan.

Below is a chronological list of the milestones for developing the brand strategy, strategic plan, and business plan.

Key Dates:

Brand Strategy

- April 5/6, 2005 -- Branding brainstorm sessions
- April 26, 2005 -- Planning session with brand committee
- May 17, 2005 -- Creative brief provided to brand committee
- June 21, 2005 -- Brand and communication framework approved

Strategic Plan

- July 13, 2005 – Strategic Planning Launch Meeting
- August 10, 2005 – Strategic Planning Meeting #2. To review strategies and sub-strategies.
- August 15 - September 23, 2005 -- Information gathering / research.
- August 24, 2005 -- Ideation Sessions. To gather input from key groups such as youth, seniors and service clubs.
- September 2005 -- 1:1 research interviews
- September 2005 -- 1:1 research interviews summary notes
- October 25, 2005 – Strategic planning meeting to review working paper
- November 22, 2005 – Strategic planning meeting to review final draft
- December 2005 -- Strategic Plan Draft available for public comment
- January 2006 -- Council approves strategic plan

Department Plans

- January 31, 2006 -- Departmental business plans complete

Strategic Directions and Outcomes

1. Economic Vitality

Economic vitality refers to the health of the Town's economy and includes such factors as employment opportunities, skilled workforce, competitiveness with other towns, investment and affordability for living and working in the Town of Minto.

Strategic Direction: Establish sustainable economic development strategies

Strategic Sub-directions:

1. Increase our population from 8,500 to 11,000 within five years (January 2014)
 - a. Develop a strategy to attract new families in Canada to Minto.
 - i. Investigate the feasibility of lobbying the federal government to divert immigrant flow from large urban centres to areas such as Minto, as part of this strategy.
 - ii. Look into Provincial/Federal programs that place new Canadian families in rural settings.
2. Provide sufficient serviced/serviceable land for prospective businesses and residents
3. Encourage a healthy, clean, interesting quality of life which will attract and retain engaged citizens
 - a. Provide a welcoming environment for creative and entrepreneurial people
4. Encourage business enterprises to develop and expand
 - a. Implement the business retention and expansion action plan.
 - b. Continue to support Communities in Bloom
 - c. Provide positive commercial zoning districts
 - d. Enforce Property Standards By-Laws
 - e. Become more visible in target communities (K/W/Guelph/Toronto)

5. Develop a Community Improvement Plan (CIP) for the Town of Minto utilizing the expertise of both internal and external resources.
 - a. Meet with the County of Wellington Planning Department to discuss the Community Improvement Plan and determine the role the County can have in it.
 - b. Investigate the feasibility and value of hiring external resources for the CIP.
 - c. Ensure Community Improvement Plan ties into marketing plans
6. Research and set up criteria to make decisions based upon economic impact.
 - a. Develop a checklist of economic impact criteria that will be referred to when making significant decisions for the Town.

2. Fiscal Responsibility/Financial Strategies

Fiscal responsibility/financial strategies imply that the strategies included here support the goal of being a fiscally responsible municipality.

Strategic Direction: Establish sustainable financing mechanisms and sources. They are sustainable because they can be maintained over time. They don't require extraordinary time, money or expertise to implement and upkeep.

Strategic Sub-directions:

1. Work with Federal & Provincial governments to ensure Minto receives its fair share of grants and revenue-sharing programs
 - a. Lobby governments at the departmental and political level for funding.
 - b. Encourage Council to support resolutions calling for more grants and revenue sharing to small, rural municipalities.
2. Work with neighbouring municipalities and the County to devise mutually-beneficial cost-sharing arrangements
 - a. Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible.
3. Continue a blend of capital financing methods including long-term debt, user fees, grants, internal reserves and taxation
4. Increase Reserves to the point where Minto does not need to rely on borrowing or tax increases in order to finance major capital expenditures.
5. Encourage group fund-raising activities.
 - a. Explore possible public-private partnerships.
6. Monitor debt burden and ensure the Town is able to comfortably service its debts.
7. Analyze proposed capital projects and determine if they are financially feasible.
 - a. Prioritize major capital projects and evaluate them from a cost-benefit perspective.

- b. Use the procurement by-law to ensure that the municipality is receiving fair prices from suppliers.
8. Ensure facilities and programs are operated as efficiently and effectively as possible
9. Implement PSAB and Capital Asset Management to ensure sustainable accounting practices are followed.

3. Health

Health refers to the health of the citizens of the Town of Minto. This is affected by many factors including the environment, accessible healthcare and recreational opportunities.

Strategic Direction: Ensure a safe, healthy environment for our residents.

Strategic Sub-directions:

1. Town Council and Staff will continue to cultivate strong relationships with the healthcare community and to take a leadership role in moving health initiatives forward.
2. Appoint and direct the health board representative on Town Council to oversee this portion of the strategic plan and stay informed of issues such as the Local Health Integration Network (LHIN).
3. Continue to assist the local medical community with recruitment and retention of Doctors, Nurse Practitioners and other medical personnel.
4. Ensure the local Fire Department follows the latest Fire Prevention and Public Education standards.
5. Continue the implementation of the Town's Emergency Plan including public education and training exercises.

6. Council and staff will devise and implement strategies to complete a Physical Activity Plan in partnership with other healthcare stakeholders including Active 2010.
 - a. Implement the "Walkable Community" policy to govern future development.
 - b. Investigate the feasibility of linking the Harriston and Palmerston Trails.
 - c. Ensure that there is a budget line for trail linkage.
 - d. Work with the Ministry of Transportation to develop a trail to the Town of Minto Office.
 - e. Develop a walking and cycling map and signage.
7. Increase public awareness of the guidelines for pesticide use, hazardous chemicals, and noxious weeds.

4. Destination

Destination implies a place where people go or to which they are traveling. In a broader sense, it can include tourists, businesses and families.

A. Strategic Direction: Establish a successful and sustainable tourism product.

Strategic Sub-directions:

1. Increase awareness of "Minto" as a family destination.
 - a. Attend successful tourism events outside of Minto to promote the town.
 - b. Continue to sit on regional tourism committees and increase networks.
 - c. Create a "passport -- type" promotion campaign.
 - d. Investigate the opportunity to target and attract snowmobiling families.
2. Facilitate businesses and/or groups offering a range of agri-tourism offerings including those geared toward educating children and families about agriculture.
 - a. Work/partner with the Minto Fall Fairs, as these events promote agriculture awareness
 - b. Investigate the possibility of expanding the "Tastes of Minto" program.
 - c. Investigate the feasibility of developing a Farmers' Market in Greenbush.
 - d. Contact farmers to develop B&Bs, farm stays, pick-your-own, country family courses (ie. making preserves, holiday ornaments) and other appealing tourist offerings

3. Utilize Minto's heritage/culture to create a unique family destination.
 - a. Work with our local heritage groups to create heritage tours and plaques with historic stories
 - b. Consider the possibility of developing a National Toy Museum in a historic building (i.e. National Toy Train Museum in the Railway Station).
 - c. Engage the Mennonite population in idea generation involving their culture
 - d. Ensure that the Norgan Theatre diversifies its cultural offerings.
4. Increase tourist use of recreational facilities & attractions.
 - a. Hold/create sporting tournaments
 - b. Encourage local schools to hold their competitions in our facilities
 - c. Create Minto information packages to be handed out at sporting events taking place in our facilities
 - d. Encourage existing groups to use our facilities by providing incentives
 - e. Increase awareness of local trails through trail association membership, brochures and website
 - f. Create a 'Community Challenge' event -- Families from surrounding communities come to Minto to compete in various sporting challenges for bragging rights.
5. Maintain dialog with the local retail sector in tourism 'destination' development.
 - a. Develop an information package that contains statistical information to encourage commercial tourism businesses to move or start a business here.
 - b. Involve the tourism business community in the Tourism, Heritage, Arts & Culture Committee (THACC).
 - c. Collect testimonials from current successful tourism businesses in Minto.
 - d. Update retail sector on current trends in tourism, specifically commercial tourism
 - e. Meet regularly with local retailers to brainstorm and discuss ideas for themes, improvement and specials (ie. sidewalk sales)
 - f. Approach outside retailers about setting up shop in Minto and the benefits of doing so.
6. Write a tourism and marketing plan based on these strategies that includes tactics, timing and evaluation.

B. Strategic Direction: Provide an attractive destination for business to be conducted.

Strategic Sub-directions:

1. Increase the awareness of Minto as a place for family friendly businesses, a place that has a thriving business district, and a place to visit and shop.
 - a. Develop an information package that contains statistical information to encourage commercial tourism businesses to move or start a business here.

2. Secure funds for downtown enhancements after determining, through a Community Improvement Plan, which enhancements are needed.
 - a. Conduct an Community Improvement Plan
 - b. Look into grants that may fund infrastructure enhancements
 - c. Meet with provincial officials to ensure Minto, and its situation is known
3. Provide a strong family image and activities to attract more family oriented businesses.
 - a. Include resident and business testimonials supporting the family image in publications
 - b. Create and/or support amateur sporting events
 - c. Support existing family oriented events
 - d. Initiate a Family Christmas event/ promotion
 - e. Work with current businesses to help them become more family friendly (i.e. Motels offering family programming and specials)

4. Continue to improve the cosmetics of the community.
 - a. Continue to invest and participate in Communities in Bloom
 - b. Become involved with the Green Legacy Program and continue involvement with the various trail groups
 - c. Look into the possibility of providing a grant for businesses that improve the aesthetics of their buildings
 - d. Incorporate this strategy and tactics into the Community Improvement Plan for Minto

C. Strategic Direction: Provide a welcoming, attractive, and safe location for families to reside in.

Strategic Sub-directions:

1. Continued support for effective local Police, Fire and Ambulance Services.
2. Determine service and activity requirements for the Town's citizens.
 - a. Utilize the recent Recreation Study
 - b. Encourage public input on what activities and services the public requires
3. Utilize resident testimonials to promote Minto.
4. Ensure a target proportion of housing is included in the urban plan such as condos - country homes.

5. Agricultural Identity

Minto, by nature of its location in the heartland of Ontario surrounded by farmland, has developed a strong agricultural identity. Minto is recognized as a farming area and community. The strategies below embrace and build upon Minto's history and future as a farming community.

Strategic Direction: Expand Minto's agricultural image / identity and encourage developments of agri-industry and agri-tourism.

Strategic Sub-directions:

1. Increase awareness of Minto's agricultural identity.
 - a. Promote and advertise Minto as an agricultural area
2. Strengthen and expand existing agricultural-related products and services, and develop new ones.
 - a. Create a Farmers' Market
 - b. Create an annual event around local food.
3. Assist & encourage current farming businesses and family farms in diversifying into tourism.
 - a. Form a temporary work-group consisting of tourism and agricultural leaders to investigate the opportunities for agricultural tourism in Minto. If feasible, implement strategies to increase agricultural tourism.
 - b. Offer information and seminars on the benefits of diversifying the farm product and general information on agri-tourism.
 - c. Offer joint advertising opportunities for those farming businesses that open their homes/farms to tourists
 - d. Establish an agri-tourism award
 - e. Encourage trail rides and other on-farm experiences.
4. Provide a range of agri-tourism offerings including those geared toward educating children and families about agriculture. Ensure they are fun.
5. Strengthen the relationship between agriculture and retail.
 - a. Create a Buy Local Campaign
 - b. Tie into "Green Food" – 100 mile diet

6. Attract farm related industries.
 - a. Attend farm shows, conferences and seminars
7. Engage the Mennonite Community
 - a. Continue visits by the Economic Development Committee to Mennonite businesses.
 - b. Educate the community – staff articles, websites etc.

6. Leadership

Leadership is the capacity or ability to lead. In this strategic plan, Town Council and Staff are given the primary task of implementing and following the direction of this plan. However, the importance of identified roles for community leaders is also a critical element of success.

Strategic Direction: Create a leadership platform/web/map for all constituents and programs that will engage and direct the community.

Strategic Sub-directions:

1. Lead the implementation of the strategic plan:
 - a. Draw on the volunteer community to help with implementation of the strategic plan.
 - b. Promote senior citizen and volunteer leadership.
 - c. Ask a Mennonite Farmer to sit on the Oversight Committee
2. Be a leader, among smaller municipalities, in aiding the provision of career/work solutions in Minto. For example:
 - a. Encourage coordination between local businesses and the schools to organize an open-house day for high-school students.
 - b. Work with the agricultural community to improve the knowledge of careers in agriculture among local high-school students and people in targeted geographic areas.

- c. Educate and encourage incentive opportunities available for businesses that offer apprenticeship opportunities for students, such as the Apprenticeship Tax Credit and training grants.
 - d. Expand and encourage sponsored scholarships for local high-school students to enter apprenticeship program for skilled trades.
3. Be a leader in healthcare by continuing to be involved in projects such as the medical office space/library and funding the recruitment of medical personnel.
4. Increase the visibility of Town Council and community leaders among students, business owners and the general population.
 - a. Schedule school visits for Councillors
 - b. Schedule business visits for Councillors
 - c. Council and Senior Management Team monthly profile in the local paper and on the website highlighting their "favourites".
5. Demonstrate innovation in municipal management practices acknowledging that a primary innovation is the use of a team-based management approach to managing a municipality.
 - a. Demonstrate public support for projects that encourage original communities to work together. i.e.: Norgan Theatre, Communities in Bloom.
6. Identify the leadership needs in the community beyond traditional Town Council and staff jurisdictions such as service clubs, sport and cultural associations, schools, churches.
 - a. Once needs are identified, determine if Minto can form a satellite leadership organization based on an existing leadership focused group. For example Future Leaders and Toastmasters.
 - b. Provide leadership training resources where needed
 - c. Apply for and win awards that demonstrate Minto's leadership qualities to target audiences.

7. Linkage

Linkage refers to the ability of Minto to overcome the challenge of combining four former municipalities into one. It relates to the interconnectedness between different town elements including services, organizations, businesses, education, healthcare and tourism.

Strategic Direction: To provide a structure that supports 'one community' and improves communication between related town services, organizations, businesses, education, healthcare and tourism.

Strategic Sub-directions:

1. Town Council will lead the acceptance and integration of 'one community' by providing a clear vision for the Town of Minto.
2. Determine what overlapping services exist, if any, that the Town can work toward minimizing. This includes programs and organizations supported by the Town.
 - a. Continue to review and implement recommendations from the recreation study.
3. Provide a system to help coordinate event planning within the Town of Minto across multiple organizations. This could include an event calendar on the website that can be updated by different groups.
 - a. The Business and Economic Manager will continue to build and maintain communication with the Chamber of Commerce and the Tourism Association.
 - b. Implement "Event Pro" web access.
4. Determine areas of time/cost savings in Town communications material through conducting a communications audit of existing communication material. This includes all internal and external communication vehicles such as media relations, newsletters, bulletin boards, and tourism guides.
 - a. Develop a list of items to assess for the communication audit
5. With the Chamber of Commerce, examine the feasibility of linking retailers from existing towns by creating a loyalty program for shopping in any retail establishment within the three towns. Consider partnerships (like a credit card company) and cross-promotional opportunities.

8. Retail / Downtown Strategy

Retail refers to businesses with a store front and located in downtown Minto.

Strategic Direction: Ensure there is a downtown area that will encourage tourism and new business growth.

Strategic Sub-directions:

1. Reverse the flow of resident dollars so they flow into Minto's retail businesses vs. the surrounding municipalities.

- a. Investigate feasibility of loyalty program among retailers
 - b. Develop a program to encourage residents to shop in Minto
 - c. Promote media coverage in publications that target surrounding municipalities to encourage those residents to visit Minto
 - d. Creation of a Buy Local Policy
2. Continue to invest resources into maintaining and improving the visual appeal of the downtown core.
 - a. Review suggestions from the Walkable Communities initiative
 - b. Invest in downtown streetscape improvements.
 - c. Promote maintenance of heritage buildings and include in Community Improvement Plan.
 3. As part of the Community Improvement Plan, explore possibilities for building a stronger 'one-town' feel.
 - a. Investigate creating 'niches' for downtown based on the former three towns while giving public homage to the former towns.
 - b. Create a consistent visual design between the former municipalities. (ie. similar colours, light standards, planters)
 4. Follow zoning by-laws such as using commercial/retail space only for commercial/retail purposes.
 5. Investigate and define the types of retail businesses that appeal to tourists seeking a family destination.
 - a. Create a downtown retail lure package.

6. Investigate and define the types of retail businesses that can build upon the agricultural heritage of Minto.
 - a. Look into current research and conduct research, as needed, to address the above two sub-strategies.

9. Environment

Environment refers to the efforts of the Town of Minto to conserve and protect the environment.

1. Investigate ways that the Town of Minto can conserve energy.
 - a. Investigate www.zerofootprint.org and www.greennexus.com
2. Investigate ways that the Town of Minto can be a leader in Environmental consciousness.
 - a. Include water conservation tips on water bills.
 - b. Apply to have a Minto representative on the AMO Committee developing environmental policies.
3. Promote Town of Minto Environment Activities
 - a. Include "Green Space" (Environmental) area on municipal website.
 - b. Negotiate PR from environmental organizations that the municipality partners with.
 - c. Hold a "public event"
4. Recognize environmental efforts
 - a. Create "Green Awards" to recognize Minto residents and businesses.
 - b. Develop an employee and resident engagement strategy.
 - c. Investigate the "Green Benefits Plan" – helps organizations "go green", employee engagement, and rewards for being environmentally conscious.

10. Arts & Culture

1. Participate in the Southwestern Ontario Rural Creative Economies Study.
2. Conduct a Cultural Mapping Exercise.

Timeline

A detailed timeline for strategic plan implementation has been developed and is used by each department. It is based on the structure of the Town's Administration and committees. For example, there is a section specific to the public works department and another section for the recreation department. Mirroring the structure of the Town's operations makes tracking workflow easier and allows Staff and Council to determine if timing for goals is feasible.

The detailed timeline follows this page.

Item	Responsible	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recreation Department	Dave Stonley												
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible.			*	*	*	*	*	*	*	*	*	*	*
Ensure facilities and programs are operated as efficiently and effectively as possible			*	*	*	*	*	*	*	*	*	*	*
Investigate the feasibility of linking the Harriston and Palmerston Trails.													
Ensure that the Norgan Theatre diversifies its cultural offerings.													
Hold/create sporting tournaments													
Encourage local schools to hold their competitions in our facilities													
Encourage existing groups to use our facilities by providing incentives													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Create and/or support amateur sporting events			■	■	■	■	■	■	■	■	■	■	■
Initiate a Family Christmas event/promotion	Recreation/Tourism					■	■	■	■				
Continue to invest and participate in Communities in Bloom	Recreation/Council		■	■	■	■	■	■	■	■	■	■	■
Utilize the Recreation Study			■	■	■	■	■	■	■	■	■	■	■
Encourage public input on what activities and services the public requires			■	■	■	■	■	■	■	■	■	■	■
Draw on the volunteer community to help with implementation of the strategic plan.			■	■	■	■	■	■	■	■	■	■	■
Promote senior citizen and volunteer leadership.			■	■	■	■	■	■	■	■	■	■	■
Create a 'Community Challenge' event - - Families from surrounding communities come to Minto to compete in various sporting challenges for bragging rights.							■						

Item	Responsible	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Provide leadership training resources where needed													
Implement "Event Pro" web access			*	*	*								
<i>Clerks Department</i>	Barb Wilson												
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible.			*	*	*	*	*	*	*	*	*	*	*
Continue the implementation of the Town's Emergency Plan including public education and training exercises.	Clerk/Fire												
Schedule school visits for Councillors													
Council and Senior Management Team monthly profile in the local paper and on the website highlighting their "favourites".													

Item	Responsible	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Apply to have a Minto representative on the AMO Committee developing environmental policies.			*										
Treasury Department	Gordon Duff												
Lobby governments at the departmental and political level for funding.			*	*	*	*	*	*	*	*	*	*	*
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible.			*	*	*	*	*	*	*	*	*	*	*
Continue a blend of capital financing methods including long-term debt, user fees, grants, internal reserves and taxation													
Increase Reserves to the point where Minto does not need to rely on borrowing or tax increases in order to finance major capital expenditures	Long term strategy												
Explore possible public-private partnerships													

Item	Responsibility	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Monitor debt burden and ensure the Town is able to comfortably service its debts													
Prioritize major capital projects and evaluate them from a cost-benefit perspective													
Use the procurement by-law to ensure that the municipality is receiving fair prices from suppliers													
Implement PSAB and Capital Asset Management to ensure sustainable accounting practices are followed													
Include water conservation tips on water bills													
<i>Building Department</i>	Terry Kuipers												
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible			*	*	*	*	*	*	*	*	*	*	*
Enforce Property Standards By-Laws													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Follow zoning by-laws such as using commercial/retail space only for commercial/retail purposes													
<i>Economic Development Department</i>	Belinda Wick-Graham												
Investigate the feasibility of lobbying the federal government to divert immigrant flow from large urban centres to areas such as Minto, as part of this strategy													
Look into Provincial/Federal programs that place new Canadian families in rural settings													
Provide sufficient serviced/serviceable land for prospective businesses and residents			*	*	*								
Provide a welcoming environment for creative and entrepreneurial people													
Implement the business retention and expansion action plan			*	*	*	*	*	*	*				
Become more visible in target communities (K/W/Guelph/Toronto)													
Conduct a CIP													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Meet with the County of Wellington Planning Department to discuss the Community Improvement Plan and determine the role the County can have in it.													
Investigate the feasibility and value of hiring external resources for the CIP.													
Ensure Community Improvement Plan ties into marketing plans													
Develop a checklist of economic impact criteria that will be referred to when making significant decisions for the Town													
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible			*	*	*	*	*	*	*	*	*	*	*
Continue to assist the local medical community with recruitment and retention of Doctors, Nurse Practitioners and other medical personnel													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Implement the "Walkable Community" policy to govern future development													
Investigate the feasibility of developing a Farmers' Market in Greenbush	ED/Tourism		*										
Develop an information package that contains statistical information to encourage commercial tourism businesses start a business here				*									
Update retail sector on current trends in tourism, specifically commercial tourism													
Meet regularly with local retailers to brainstorm and discuss ideas for themes, improvement and specials (ie. sidewalk sales)													
Approach outside retailers about setting up shop in Minto and the benefits of doing so.			*	*	*	*	*	*	*	*	*	*	*
Look into grants that may fund infrastructure enhancements	ED/ Treasury												
Meet with provincial officials to ensure Minto, and its situation is known													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Include resident and business testimonials supporting the family image in publications													
Look into the possibility of providing a grant for businesses that improve the aesthetics of their buildings													
Ensure a target proportion of housing is included in the urban plan such as condos - country homes													
Promote and advertise Minto as an agricultural area													
Create a Buy Local Campaign				*	*	*	*						
Tie into "Green Food" – 100 mile diet													
Attend farm shows, conferences and seminars													
Continue visits by the Economic Development Committee to Mennonite businesses.			*	*	*	*	*	*	*	*	*	*	*
Educate the community about Mennonites – staff articles, websites etc.				*	*								

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Encourage coordination between local businesses and the schools to organize an open-house day for high-school students													
Work with the agricultural community to improve the knowledge of careers in agriculture among local high-school students and people in targeted geographic areas.													
Educate and encourage incentive opportunities available for businesses that offer apprenticeship opportunities for students, such as the Apprenticeship Tax Credit and training grants.													
Expand and encourage sponsored scholarships for local high-school students to enter apprenticeship program for skilled trades													
Schedule business visits for Councillors			*	*	*	*	*	*	*	*	*	*	*
The Business and Economic Manager will continue to build and maintain communication with the Chamber of Commerce and the Tourism Assoc.			*	*	*	*	*	*	*	*	*	*	*

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop a list of items to assess for the communication audit													
With the Chamber of Commerce, examine the feasibility of linking retailers from existing towns by creating a loyalty program for shopping in any retail establishment within the three towns. Consider partnerships (like a credit card company) and cross-promotional opportunities.													
Develop a program to encourage residents to shop in Minto													
Promote media coverage in publications that target surrounding municipalities to encourage those residents to visit Minto													
Creation of a Buy Local Policy				*	*								
Review suggestions from the Walkable Communities initiative													
Promote maintenance of heritage buildings and include in Community Improvement Plan.													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Investigate creating 'niches' for downtown based on the former three towns while giving public homage to the former towns													
Create a consistent visual design between the former municipalities. (ie. similar colours, light standards, planters)													
Create a downtown retail lure package													
Look into current research and conduct research, as needed, to address the above two sub-strategies.													
Include "Green Space" (Environmental) area on municipal website.			*										
Tourism	Belinda Wick-Graham												
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible			*	*	*	*	*	*	*	*	*	*	*
Attend successful tourism events outside of Minto to promote the town													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Continue to sit on regional tourism committees and increase networks													
Create a "passport -- type" promotion campaign													
Investigate the opportunity to target and attract snowmobiling families													
Work/partner with the Minto Fall Fairs, as these events promote agriculture awareness			*	*	*								
Investigate the possibility of expanding the "Tastes of Minto" program.													
Contact farmers to develop B&Bs, farm stays, pick-your-own, country family courses (ie. making preserves, holiday ornaments) and other appealing tourist offerings													
Work with our local heritage groups to create heritage tours and plaques with historic stories													
Consider the possibility of developing a National Toy Museum in a historic building.			*	*	*								

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Engage the Mennonite population in idea generation involving their culture			*	*	*								
Create Minto information packages to be handed out at sporting events taking place in our facilities													
Increase awareness of local trails through trail association membership, brochures and website													
Involve the tourism business community in the Tourism, Heritage, Arts & Culture Committee (THACC).													
Collect testimonials from current successful tourism businesses in Minto.													
Support existing family oriented events													
Initiate a Family Christmas event/promotion	Tourism/Recreation												
Work with current businesses to help them become more family friendly (i.e. Motels offering family programming and specials)													
Create annual event around local food			*	*	*								

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Form a temporary work-group consisting of tourism and agricultural leaders to investigate the opportunities for agricultural tourism in Minto. If feasible, implement strategies to increase agricultural tourism.													
Offer information and seminars on the benefits of diversifying the farm product and general information on agri-tourism.													
Offer joint advertising opportunities for those farming businesses that open their homes/farms to tourists													
Establish an agri-tourism award													
Encourage trail rides and other on-farm experiences.													
Provide a range of agri-tourism offerings including those geared toward educating children and families about agriculture. Ensure they are fun.													
Apply for and win awards that demonstrate Minto's leadership qualities to target audiences.													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Fire Department</i>	Chris Harrow												
Ensure the local Fire Dept. follows the latest Fire Prevention and Public Education standards.													
<i>Communities in Bloom</i>	Louise Bexton												
Become involved with the Green Legacy Program and continue involvement with the various trail groups													
Apply for and win awards that demonstrate Minto's leadership qualities to target audiences.													
<i>Environmental Management Committee</i>													
Investigate www.zerofootprint.org and www.greennexus.com													
Negotiate PR from environmental organizations that the municipality partners with.			*	*	*								
Hold a "public event"			*	*	*								

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Create "Green Awards" to recognize Minto residents and businesses.													
Develop an employee and resident engagement strategy.			*	*	*								
Investigate the "Green Benefits Plan" – helps organizations "go green", employee engagement, and rewards for being environmentally conscious.													
Council	Council												
Continue to support Communities in Bloom	Council/Recreation												
Provide positive commercial zoning districts													
Lobby governments at the departmental and political level for funding.	Council/Treasury		*	*	*	*	*	*	*	*	*	*	*
Continue to ask neighbouring municipalities to enter joint ventures in the purchase of equipment, sharing capital expenses on common projects and sharing personnel where possible.	Council/All depts.		*	*	*	*	*	*	*	*	*	*	*
Council and Staff will cultivate strong relationships with the healthcare community and to take a leadership role in moving health initiatives forward.			*	*	*	*	*	*	*	*	*	*	*

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Appoint and direct the health board representative on Town Council to oversee this portion of the strategic plan and stay informed of issues such as the Local Health Integration Network (LHIN).													
Continue to assist the local medical community with recruitment and retention of Doctors, Nurse Practitioners and other medical personnel.	Council/ED												
Continued support for effective local Police, Fire and Ambulance Services.													
Be a leader in healthcare by continuing to be involved in projects such as the medical office space/library and funding the recruitment of medical personnel.													
Demonstrate support for projects that encourage original communities to work together.													
Town Council will lead the acceptance and integration of 'one community' by providing a clear vision for Minto.													

Item	Responsibility	2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Invest in downtown streetscape improvements.													
Follow zoning by-laws such as using commercial/retail space only for commercial/retail purposes.	Council/Building												

Evaluation ~~ thought starters

General Evaluation

Evaluating the strategic plan's success is easier if there are clear milestones and easy to understand evaluation criteria. A person can compare the Minto of 2010 to the Minto of 2005 and, referring to baseline measures, determine how far Minto has progressed.

Also, are we comparing Minto to other municipalities? If so, evaluation criteria should be written that will help us measure Minto's progress and success relative to other towns. Potential businesses and residents compare us to "other towns" when making their moving decision.

Helpful tips:

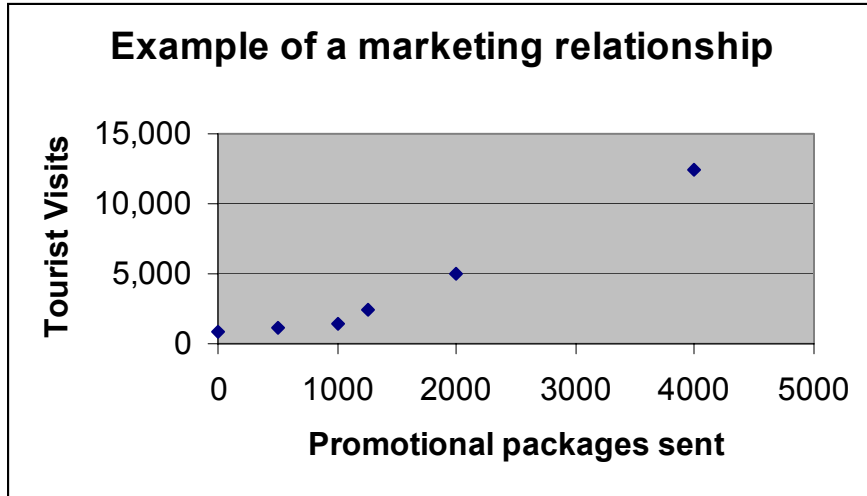
1. Metrics can come from sources such as Statistics Canada.
2. Minto numbers can be compared to federal numbers.
3. When evaluation criteria are included they need to be measurable.

General measurement examples:

- Education level
- Annual household income
- Unemployment rate
- New housing starts
- Buildings / developments in progress

Measurement examples for a project:

- How successful was the project/program?
- Was the project completed on time and budget?
- Was this project better than similar projects in competing towns?
- Did the project achieve its objectives?
- Did the project structure work for that particular project?
- What can be done better next time?



Economic Vitality

- Number of people living/working in Minto
 - How many new families/residents are in Minto this year?
 - How much serviced/serviceable land is available in Minto in Dec./05? And how much is available in subsequent years? Is this increasing? Decreasing? Or remaining stable?
 - Was the business retention and expansion survey completed? On time? Were the results helpful?
 - How many tradeshow committees, in target communities, does Minto sit on now?
1. Population sub-direction
 - Look at number of houses/households/housing starts each year
 - Use Statistics Canada and REDDI website data to develop baseline metrics?
 - County official plan review
 2. Provide sufficient serviced land sub-direction
 - Measure sewer plant flows and water flows
 - Are we up-to-date with what BM Ross Engineers is doing for the sewage capacity study in Harriston?
 - Update the land use maps by _____, 2007?
 - Have we reviewed the results of all studies to date to ensure we keep capacity in line with development? If not, what studies do we still have to review? And when will this be complete?

3. Encourage healthy lifestyle
 - What are the present crime rates? Have they lower or higher than previous years?
 - Measure air quality and measure improvements over baseline year over year. For example, how many smog days were there in 2005?
 - How many cultural events did we have in Minto in 2005? How many people attended? Compare numbers year-over-year.
4. Encourage business enterprise
 - Have business retention and expansion tasks been completed?
 - How many businesses are in Minto? Is the number getting higher?
 - How many businesses started/opened in Minto this year? How many closed? How do these numbers compare to previous years? Look at Chamber of Commerce information to help measure this.
 - How does Minto's employment rate compare with the national average? Measure once per year.
 - What is the composition of Minto's work force? Is it reflective of where we want to be?
5. Urban Strategy
6. Mega-project
 - Evaluate water/sewer/storm water capacities and needs of new projects
7. Research criteria
 - Has this task been assigned to someone or to a department?
 - Have we developed an outline of how to accomplish this sub-strategy?
 - Have we developed the list of criteria?

Fiscal Responsibility

- Financial ratios
 - How much did Minto receive in 2005, from the Federal & Provincial governments, for grants and revenue-sharing programs?
 - What are the 2005 reserve levels?
1. Work with governments
 - Do we have an organized list of all possible grants we can apply for?
 - Can we, at any time, look at this list and know where we are in the grant application process for a specific grant?
 - How many grants did we apply for this year?
 - Did we apply for more grants this year than last year?
 2. Neighbouring municipalities
 - How many common tenders or proposals did we 'do' this year? How does that number compare with the previous year?
 - Have we reviewed sewer plant joint operating plans?
 - Have we researched buying groups and cooperatives

3. Blend of financing methods
 - What is our reserve level this year? Is that better than the previous year? How does it compare with neighbouring municipalities?
 - What are Minto's tax rates? Are they increasing, decreasing or staying the same year over year?
4. Increase reserves
 - How does our capital expenditure forecast compare to our available reserves?
 - Is our forecast closer to our reserve levels than in previous years? Is the gap getting smaller or bigger?
5. Encourage fund-raising
6. Monitor debt burden
 - Is Minto's Annual Debt Repayment Limit updated?
7. Analyze proposed capital projects and determine if they are financially feasible
 - Do we have a system in place to determine the financial feasibility of a proposed capital project?
 - Is this system easy to explain to a non-financial expert?
 - How much unused borrowing capacity do we have? Is this higher than last year?
8. Operate efficiently
 - Is hydro and natural gas use increasing, decreasing or staying the same year over year for municipal buildings?
 - Did the Town of Minto accomplish more this year than last year?
 - Do we have quality measures in place to ensure that efficiency or speed is not replacing quality?
 - What are facility rental levels this year? How does this compare to previous years?

Health

- Is the North Wellington Health Care Board Council rep attending most meetings?
- What are the 2005/2006 baseline measures for the Fire Department in terms of following Fire Prevention and Public Education standards? Are there baseline measures?
 - How many public education events were held?
 - How many people were reached through public education events?

3.3 Medical recruitment

- Have we met our 2006 - 2010 financial commitment to the medical facility in Clifford?
- How many doctor recruitment events is our Health Town Council rep attending each year and/or helping to organize?
- Does the Minto promotional package or information kit work for attracting medical staff?
- Did we ask the medical recruitment committee for input on promotional materials?
- Did all Town Council reps attend the Palmerston Hospital Fundraising Gala?
- Did Councillors issue a challenge to out-donate each other for the annual Radio-a-thon?

3.4 Fire Prevention

- Is the fire staff training happening as scheduled?
- Are the fire prevention standards written?
- Are the fire prevention standards in place?

3.6 Physical Activity Plan

- Did we receive the \$80,000 grant to develop the Physical Activity Plan for Wellington County? (should know by end of 2005)
- Have we written the Wellington County physical activity plan?
- How many healthcare stakeholders were consulted in the development of the plan? How many provided input?
- Did we apply for a grant to develop a local physical activity plan for Minto? (after receiving \$80,000 for the Wellington County plan)

3.7 Public awareness of pesticide use etc.

- Have we assessed/measured what we're doing for awareness now/2005? Compare year over year.
- Are recycle/environment days in the new Community Guide calendar?
- Did the Community Guide development team consider including any additional information about pesticide use etc in the guide (ie. articles, text boxes)? If so, what was included if anything?
- Did we contact the newspapers and radios to request free Public Service Announcements? If so, how many did we secure? Compare year over year.

Destination

Tourism

- How many tourists visited Minto this year?
- How much money did tourists inject into Minto's economy this year?
- Tourism association can be a resource for tourism metrics
- Was an annual event created to draw tourists to Minto?
 - How many tourists attended this year? Compare to future years.
 - How many residents and organizations were involved in organizing it?
 - Did the event run as planned?
- How many tourists use recreational facilities and attractions? Compare to future years.

4A1.

- Did the number of hits on our website increase?
- Were more of our brochures picked up at our visitor centres?
- Was there an increase in inquiries about Minto?
- Did attendance at our events and attractions increase?
- Did local businesses have an increase in sales?
- Was an annual event created?

4A2.

- Did we provide our local groups and businesses with information on agri-tourism?
- Did the number of agri-tourism offerings increase?

- How many agri-businesses did we contact to discuss developing tourist offerings? Does this number need to increase? Have we reached all agri-businesses?

4A3.

- Did we participate in more projects with our local heritage/arts/culture groups?
- Did we conduct a cultural inventory of what Minto has to offer?
- Did we talk to members of the Mennonite community to help develop tourism ideas that involve them?

4A4.

- Did rentals at our recreation facilities increase? If so, how much of this was tourist traffic?
- Did attendance increase at our events and attractions? If so, how much of this was tourist traffic?

4A5.

- Did we conduct bi-annual/annual visits to our retail sector?
- Did we increase the number of communication pieces and attempts to inform the retail sector?

4A6.

- Did we create a marketing plan and is it updated?

Business

- Was a Community Guide created?
 - How many copies were distributed to target businesses/owners?
 - Was it produced within budget?
 - Did it support Minto's brand identity 'Where your family belongs'?
- Was an information package produced with statistical information about Minto?
 - What did the recipients of the package think of it? Did it encourage them to consider Minto as a place to locate their business?
- How many business testimonials were collected supporting the family image? How many were used in promotional materials?
- Is the new Minto logo being used where possible? And used consistently and according to brand guidelines?

4B1.

- Are there fewer empty store-fronts in the downtowns?
- Has the number of residential spaces in the downtown decreased and the number of retail spaces increased? Do we want the number of residential spaces downtown to decrease? If so, why?
- How many businesses made an effort to improve the appearance of their business?
- Have the businesses had more hits on their website?
- Have retailers experienced increased sales.

4B2.

- Were we successful in obtaining any grants?
- Did we secure any corporate support?
- Did we conduct any fundraising campaigns?

- How much new funding did we secure for infrastructure enhancements?

4B3.

- Did we create a family oriented event?
- Did we theme our towns around the “family”?
- Did we create signage that supports the family theme?
- Did we conduct a survey of outsiders to gain their opinions on the Town of Minto.
- How many testimonials did we gather from residents and business owners?
- Did we create a Family Christmas event/promotion? If an event, how many people attended? How many people entered the draw to win? Did we receive coverage in local newspapers?

4B4.

- Did we create a downtown revitalization project? (new banners, lights)
- Did we offer any façade improvement grants?
- Did we continue to support Communities in Bloom?
- Did our point total in Communities in Bloom increase?

Families

- Was the concept of a Welcome Wagon program researched and presented to the Chamber of Commerce? Was there discussion around the idea? Was the feedback/comments noted/filed?
- Were resident testimonials collected and used in promotional material?

4C1.

- Did we encourage the Fire and Ambulance services to create a report similar to the report that the Police Department creates?

4C2.

- Did we conduct a needs assessment for Town of Minto services?
- Did we follow the recommendations laid out in the Recreation Study?

4C3.

- Was a “Welcome Wagon” program established?
- How many businesses joined the program?
- How many Welcome Wagon packages were given out this year?

4C4.

- Did we use resident testimonials on the website and in our publications?
- How many testimonials did we gather?

Agricultural Identity

- What is the awareness level, now, of Minto's agricultural identity, among key audiences?
- How many agricultural-related products and services exist now? Compare in future years.

- How many farms are involved in agri-tourism?
- Develop measures to define the existing relationship between agriculture and retail. For example, how many retailers are selling products in-store from local farms? Compare this in future years.

Leadership

- Are oversight committee meetings being held regularly?
- Did the oversight committee review department's plans to make sure the strategic plan strategies and tactics were being addressed?
- Is a Councillor or staff member involved in the medical office space/library project?
- How many public events have Councillors attended this year?
- What did the Town do this year to help with medical recruitment? Compare this to subsequent years.

Linkage

- Was a system designed to help coordinate events?
 - How many events conflicted this year? Compare to future years.
 - How many people are using the system?
 - How many organizations are inputting information into the system?
 - Is it accurate? Is the information useful? What is the percentage of accuracy for days/times of events?
- Was the concept of a retailer loyalty program discussed with the Chamber of Commerce?
- What is the level of amalgamation for the fire departments this year? Is it further along in future years?

Retail / Downtown Strategy

- How many new businesses opened in Minto this year? Compare year over year.
- How many businesses closed this year? Compare year over year.
- Chamber of Commerce can be a resource for business metrics.
- How many zoning by-law infractions this year?
- Does the urban development plan include specific tactics for building a stronger 'one town' feel?
 - Are these tactics being implemented?

8.1

- Did we provide a grant for façade improvements?
- Did we continue to participate in Communities in Bloom?

8.2

- Did we provide a grant for façade improvements?
- Did we continue to participate in Communities in Bloom?
- Did we conduct a survey of businesses to see who improved the aesthetics of their buildings?

- Did we spend more money on downtown beautification?

8.3

- Did we organize an events committee to hold Minto events?
- Did we use "Town of Minto" banners, signs etc.?

8.4

- Did we follow zoning by-laws?
- How many buildings converted from residential to retail and vice versa?

8.5

- Did we research other areas that are family oriented to determine what retail facilities appeal to tourists seeking a family destination?
- Did we examine research that has already been done to determine the above?

8.6

- Did we research other areas to determine what retail businesses can build upon our agricultural identity?
- Did we examine research that has already been done to determine the above.

Environment

9.1

- Did we investigate www.zerofootprint.org or www.greennexus.com?

9.2

- Did we include water tips on the water bills?
- Did we apply to have a representative on the AMO board?

9.3

- Did we add an Environmental section to the website?
- Did we negotiate PR from suppliers?
- Did we hold a "public event"

9.4

- Did we create "Green" Awards
- Did we develop a employee and resident engagement strategy?
- Did we investigate the green benefits plan?

Strategic Planning Committee

David Anderson, Councillor, Town of Minto
Mayor David Burns, Town of Minto
Barbara Burrows, Councillor, Town of Minto
Mary-Lou Colwell, Minto Chamber of Commerce
Dale Connell, President, Minto Chamber of Commerce
Rick Davis, Creative Partner, Gilbert + Davis Communications
Judy Dirksen, Councillor, Town of Minto
Gordon R. Duff, Treasurer/Administrator, Town of Minto
Norm Fisk, PSS/Administrator, Town of Minto
Michael Gilbert, Managing Partner, Gilbert + Davis Communications
Mark R. MacKenzie, Deputy Mayor, Town of Minto
Wayne Martin, Councillor, Town of Minto
Randy Ruetz, Minto Chamber of Commerce
Lana Stoner, T G Minto
Dave Stonley, Recreation Coordinator, Town of Minto
David Turton, Councillor, Town of Minto
Sandra Wennerstrom, Account Director, Gilbert + Davis Communications
Belinda Wick, Business & Economic Manager, Town of Minto
Paul Wightman, Wightman Communications
Barbara Wilson, Town Clerk/Administrator, Town of Minto

Strategic Plan Oversight Committee

TBD in 2006.