

Economic Development Strategy 2018-2022



**Prepared By
Strexer Harrop & Associates**

Economic Vision

A Progressive and Prosperous Community

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Introduction

The Township of Selwyn is committed to fostering growth and improving the economic landscape of the area by focusing on its current assets, its uniqueness and its quality of life. By collaborating with partners and business owners, the Township will create an environment for Selwyn businesses and employers to be successful.

This Economic Development Strategy builds upon the Business Retention and Expansion (BR+E) report completed in the fall of 2017. The BR+E report identified the need to formalize a comprehensive Economic Development Strategy looking out 10 years while identifying specific goals that are achievable within a 5-year horizon.

This Economic Development Strategy identifies the top opportunities for business retention, expansion and attraction in the following areas:

Development & Trades	Professional Services	Retail	Senior Services	Tourism
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Approach and Methodology

The actions in this strategy are based on advice and feedback from Council, the local community, the Economic Development Business Committee (EDBC) and other local stakeholders/partners. The actions in the Economic Development Strategy deliver on the Township's strategic goal to support a sustainable, balanced and investment-ready community.

In addition to gathering data from the community and the 2016 Census, the Township obtained statistics from *Analyst*. *Analyst* is a web-based tool that provides data on regional economies and work forces. *Analyst* is available to economic development organizations through the Ministry of Food & Rural Affairs (OMAFRA).

Analyst was developed to help economic development professionals better understand their region, so they can make informed decisions about how to build strong regional economies and attract new business to the area. Labour force and wage information are two very important factors for businesses looking to move to the region. The Township will be able to provide key data to local businesses and respond to future inquiries.

Phase 1 – Current Reality

- Community comparison: Township of Muskoka Lakes, Prince Edward County (Picton), Woolwich Township (St. Jacobs)
- Review of existing studies & plans
- Population and labour force profile

Phase 2 – Stakeholder Engagement

- Online public survey
- Community consultations
- Stakeholder interviews

Phase 3 – Strategy Development

Current Reality

Community Comparison

Review Existing Studies & Plans

Population & Labour Force



Community Comparison

Strexer Harrop and Associates reviewed the economic development and tourism priorities for the Township of Muskoka Lakes, Prince Edward County (Picton) and Woolwich Township (St. Jacobs) to identify best practices. These rural communities were selected based on their strong brand recognition as thriving business and tourism destinations.



Communities within the Township of Muskoka Lakes incorporate the 'Muskoka' brand. Communities include: Bala, Milford Bay, Port Carling, Torrance & Windemere. Muskoka Lakes is dependent upon the service, retail and construction industries and are the primary focus for their current Economic Development Strategy.



Communities within Prince Edward County incorporate 'The County' branding. Communities include: Picton, Ameliasburgh, Bloomfield, Wellington, Hillier & Waupoos. The top projected growth industries in The County are tourism, agriculture, professional services, health care and retail. Prince Edward County has the lowest median employment and median household incomes of the compared communities.

Communities within Woolwich Township include: Elmira, St. Jacobs & Breslau. The Township does not have an Economic Development Strategy. In their Strategic Plan they identify priority sectors as manufacturing, agriculture, retail, high tech and tourism. Woolwich Township has the highest median employment and median household incomes of the compared communities.

Population, Employment & Income by Region in 2016

Region	2016 Population	2016 # Employed in the Region	2016 # Unemployed in the Region	2016 Unemployment Rate	Income	
					Median Employment Income	Median Household Income
Selwyn	17,060	7995	490	6%	\$31,198	\$79,349
Muskoka Lakes	6588	3230	250	7%	\$26,583	\$74,790
Prince Edward County	24,735	10,880	655	6%	\$25,674	\$66,140
Woolwich	25,006	13,500	440	3%	\$39,229	\$97,113

Source – Census, Statistics Canada 2016

Existing Studies & Plans

Strexer Harrop and Associates reviewed several reports from Selwyn Township and partner agencies. These reports were used to guide stakeholder consultations, the design of the online public survey and the development of the strategies.

Selwyn Township:

- Community Improvement Plan (2012, 2016 Buckhorn, 2018 Draft)
- Business Retention + Expansion (2017)
- Strategic Plan (2018)
- Recreation Services Plan Update (2018)
- Recreational Trails Master Plan (2014)

Partner Agencies:

- Kawartha Chamber of Commerce – Small Business Roundtable (2016)
- Peterborough & The Kawarthas Economic Development & Tourism (PKEDT) – Annual Report (2016), 2015-19 Strategic Plan, Experience Directory (2016)
- Age-friendly Peterborough Advisory Committee – Community Action Plan (2017)
- Regional Tourism Organization 8 (Kawarthas Northumberland) – Trail Towns (2017)
- Ontario Tourism Partnership Marketing Corporation – Brand Toolkit
- Workforce Development Board (Local Employment Planning Council)

Population & Labour Force

The population of Selwyn Township is 17,060. Of the three population segments, under 15, 15-64 and over 65, the only group to see an increase is the over 65 demographic, which saw a 17% increase from 2011 to 2016. The former groups saw decreases of 1% and 5%, respectively.

Selwyn Population by Year

	2001	2006	2011	2016
Total Population	16,414	17,413*	16,846*	17,060
Under 15	2815	2615	2385	2370
15-64	10,734	11,260	10,970	10,480
Over 65	2865	3125	3495	4205

*Annexation in 2008

Source – Census, Statistics Canada 2001, 2006, 2011, 2016

The total labour force in Selwyn Township is 8485, 83% are employees and 17% are self-employed.

There are 1797 businesses within the Township. The businesses within the top 10 industries represent nearly 60% of all businesses and provide 87% of the local jobs. The top occupations within these industries include: Sales, Service, Trades, Equipment Operators, Business, Finance and Administration.

Number of Jobs & Businesses by Top 10 Industries in Selwyn

Top 10 Industries in Selwyn	# Of Businesses in Selwyn Township	# Of Jobs in Selwyn Township
Retail trade	160	994
Construction	287	684
Accommodation and food services	76	653
Professional, scientific and technical services	174	634
Health care and social assistance	92	449
Manufacturing	45	392
Other services (except public administration)	113	350
Educational services	8	263
Administrative & support, waste management	63	224
Arts, entertainment and recreation	44	142
Top 10 Industries Total	1062	4785

Source: OMAFRA *Analyst* – December 2016

Selwyn Businesses by Number of Employees

Category	December 2014 Locations	December 2015 Locations	December 2016 Locations
1-4 Employees	327	314	307
5-9 Employees	116	121	136
10-19 Employees	61	74	70
20-49 Employees	34	34	32
50-99 Employees	5	7	4
100-199 Employees	3	2	3
200-499 Employees	2	1	0
500+ Employees	0	0	1
Indeterminate* (Primarily Self Employed)	1,159	1,197	1,244
Total	1,707	1,750	1,797

*Indeterminate typically includes self-employed and other businesses that do not report the number of employees to Statistics Canada through a payroll system

Source: OMAFRA *Analyst* – December 2016

Where Selwyn Residents Work

Place of Work	Total
Peterborough (City of)	3480
Selwyn	1390
Kawartha Lakes	250
Cavan Monaghan	180
Otonabee-South Monaghan	120
Douro-Dummer	110
Clarington	95
Trent Lakes	85
Toronto	80
Oshawa	70
Port Hope	35
Cobourg	30
Trent Hills	20
Asphodel-Norwood	20
Markham	20

Employed Labour Force Aged 15 Years and Over, Having a Usual Place of Work

Source: 2016 Census - 25% Sample Data

Stakeholder Engagement

Online Public Survey

Community Consultations

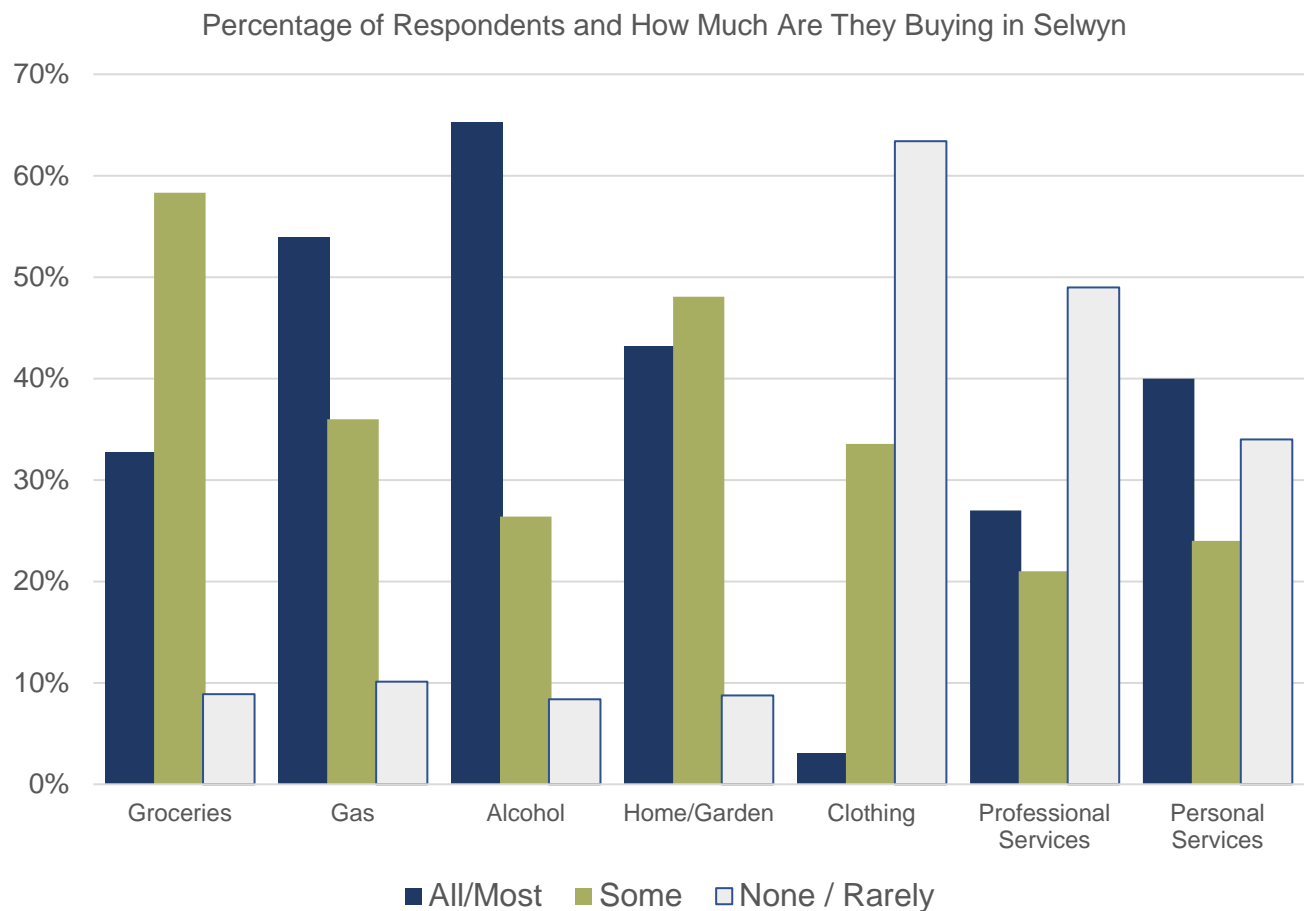
Stakeholder Interviews



Online Public Survey

An online survey was completed by 638 participants, which included 91 business owners. Over 70% of the businesses employ 1-4 people and over 86% are full time, permanent employees. Nearly 83% of the business owners responded that Selwyn is a good/excellent place to do business. Over 42% of the business owners indicated that their business was steady and over 42% indicated that their projected sales in 2018 were going to increase.

Businesses are meeting resident's needs in home and garden retail, personal services, automotive fuel and liquor retail.



Professional Services include: accounting, legal, banking, financial services

Personal Services include: medical, dental, beauty salons

Stakeholder Consultations & Interviews

Strexer Harrop facilitated two stakeholder sessions (21 participants) and 8 one-on-one interviews. The EDBC and Council also provided input into the development of the Economic Development Strategy.

Stakeholders Represented:

- Beachwood Resort
- Birch Bend Cottage Resort
- Bridgenorth Business Association
- Buckhorn Berry Farm
- CIBC
- DNS Realty
- Kawartha Chamber of Commerce & Tourism
- Kawartha Home Builders Association
- Lakefield Agricultural Society
- Lakefield College School
- Lakefield Herald
- Lakefield Literary Festival
- McLeods EcoWater
- Constituency office of MP Maryam Monsef
- Otonabee Conservation Authority
- Parks Canada (Trent Severn Waterway)
- Peterborough & The Kawarthas Economic Development & Tourism
- Paluski Boats
- Pizza Villa
- R&J Machine
- Re/Max
- Savage Arms
- Savino Human Resource Services
- Selwyn Fire Department
- Style Boutique
- Trent Daycare
- Women's Business Network
- Workforce Development Board

Strengths

Township Assets:

arenas, Lakefield Marina, beaches, trails

Great Events:

PolarFest, Shamrock Festival, Literary Festival, PumpkinFest, Scarecrow Competition

Work-Life Balance:

attractive lifestyle, small towns

Businesses:

excellent customer service

Employees:

no retention issues - once they move here they stay

Opportunities

Retirement Living Services:

Seniors are staying in their homes longer & need more services

Professionals

The Township is ideal for working from home or converting commercially designated houses into professional offices

Development & Trades

Current trades are often fully booked with long wait times

Mix for senior, family and affordable housing

Residential growth in housing

Retail

Residents are looking for affordability and choice when purchasing food

Residents want more clothing and shoes

Economic Development Strategy & Action Items



Key Sectors

Our economy is made up of many sectors. The Township's role is to create an environment to make our businesses and employers successful. This Economic Development Strategy focuses on 5 key sectors based on data analysis and stakeholder feedback.

The Township is committed to supporting all sectors and will work with Peterborough & the Kawarthas Economic Development to fulfill gaps not addressed in this strategy.



Development & Trades

Professional Services

Retail

Senior Services

Tourism

Development & Trades

In order to meet the future demands of the local economy, development is a priority for Selwyn. The Township has a secondary plan in place for approximately 370 acres in the municipality to support opportunities for urban serviced residential and limited commercial development in the Lakefield South Secondary Planning Area. Lakefield South lands can be found outside the downtown core of the village of Lakefield. A number of reports are currently available to developers and a Secondary Plan/Official Plan Amendment has been prepared for these lands. This allows the 'fast-tracking' of development applications to facilitate plans for subdivision and zoning approvals.

Skilled trades are in high demand within Selwyn. With housing developments increasing, we need to ensure local tradespeople are being utilized, while existing homes and businesses are being serviced without extensive wait times.

Development & Trades *-the numbers*

- ***552 Businesses***
- ***1196 Jobs***

Source:

OMAFRA *Analyst* – December 2016



Professional Services

Professional skills are portable and high paying. At present nearly half (49%) of the respondents surveyed rarely or never use the services offered by local professional (accounting, legal, banking).

There is opportunity to promote the quality of life in Selwyn to professionals looking to semi retire or relocate. Work from home offices and flex work schedules are a growing trend. For professionals looking for office space, the conversion of commercially zoned houses into offices in downtown cores is a constructive use of space.

The Township has an opportunity to promote the area by providing success stories and sharing information on being an effective professional in a rural setting. There is also opportunity to highlight advantages of the Community Improvement Plan grant program and to build relationships with professional organizations.

Professional Services -the numbers

- *284 Businesses*
- *634 Jobs*

Source:

OMAFRA Analyst – December 2016



Retail

There are opportunities to grow the retail sector in Selwyn Township. Residents want to shop locally, if given options.

Local needs are currently being met by home, garden, fuel and liquor retailers. When asked what products or services they would like to purchase locally, 73% stated they wanted more shoes, clothing and grocery options (competitive pricing and larger selection).

In order to grow business opportunities for shoes and clothing, the Township can promote the area to independent retailers, franchisees and entrepreneurs.

In order to increase awareness of local food options, the Township will help connect food related businesses to existing cooperative marketing programs offered by associations in addition to implementing a local food marketing campaign to residents. The Township can also promote farm gate sales opportunities and assist with promoting its Farmers' Markets located in Lakefield and Bridgenorth.



Retail *-the numbers*

- *133 Businesses*
- *994 Jobs*

Source:

OMAFRA *Analyst* – December 2016

Senior Services

Currently, the population of Selwyn aged 65+ represents 24% of the total population and by 2026, that segment could represent 30%. By 2036, according to the Peterborough Council on Aging, 35% of the population will be over the age of 55.

As the population ages and with more people staying in their homes longer, services directed at retirement living and seniors are growing trends with immense opportunities.

Services that provide in-home care, medical equipment, accessibility, transportation, home maintenance and recreation are all opportunities that will see an increase moving forward. The Township can provide information and promote the area to ensure these opportunities are met.

Senior Population -the numbers

- *4205 residents are over the age of 65*
- *33% of online survey respondents were retired*

Source: *Census, Statistics Canada
2016 & Online Survey 2017*



Tourism

The tourism industry is one of the largest economic sectors in Selwyn Township. Throughout the stakeholder consultations, it was noted that the Township has great restaurants, beaches, trails and accommodations. There is an opportunity for the Township to increase brand recognition by providing destination marketing organizations and partner agencies with compelling imagery and content to showcase these community attractions.

According to a survey completed in 2016 for Ontario Tourism, 26% of respondents stated they were going to take more weekend trips that year than they did in 2015. It is recommended that the Township work with the marketing organizations and partner agencies to develop day trip and weekend itineraries and implement marketing campaigns to increase visitation in the fall and winter seasons.

Tourism *-the numbers*

- *115 Businesses*
- *795 Jobs*

Source:

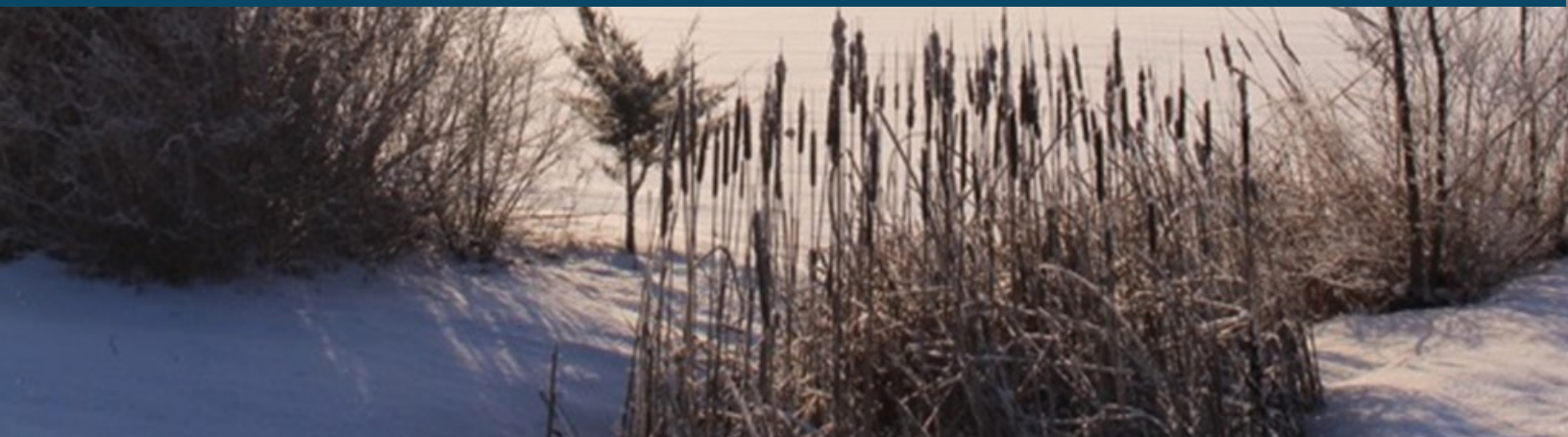
OMAFRA *Analyst* – December 2016





Appendix A

Action Items



Action	Stakeholders	Year
1. Build relationships with local trade associations, professional associations and schools: <ul style="list-style-type: none"> Participate in job fairs Support mentorship/apprentice programs Provide workforce/wage/business data on a regular basis 	EDBC, Clerks Department, Building & Planning Department, Fleming College, Trent University, and associations	Ongoing
2. Share local tourism statistics with Council, EDBC and local businesses on a regular basis to showcase the importance of tourism	Clerks Department, Parks Canada (Trent Severn Waterway), PKEDT, RTO8	Ongoing
3. When making appointments to the EDBC, consider an applicant's experience related to the key sectors identified in this Strategy	Council, EDBC	Ongoing
4. Work with developers/builders to encourage a mix of housing types	Building & Planning Department, Clerks Department	Ongoing
5. In support of the Township's Strategic Plan, explore a partnership opportunity for a small-scale rural transportation pilot	Clerks Department, City of Peterborough, Curve Lake First Nations, Community Care	2018
6. Finalize the Lakefield parking review to accommodate retail growth and ensure there is adequate parking for employees and customers	Building & Planning Department	2018
7. Improve application/permitting processes by making all required forms editable	Clerks Department	2018
8. Work with organizations to promote Selwyn as a bike friendly community	Clerks Department, Parks and Recreation Advisory Committee, Trails Committee, PKEDT, RTO8, Ontario by Bike Network	2019
9. Build a database of businesses using Customer Relationship Management (CRM) software to improve communications, track inquiries and build relationships with local businesses	Clerks Department	2019
10. In support of the Township's Strategic Plan, conduct a feasibility study that looks at the potential of improving the services at Lakefield Marina, which could include more docks, electricity and water dockage, additional food services and enhance tourism information	Clerks Department, Parks and Recreation Department, Parks Canada (Trent Severn Waterway)	2019
11. Promote B&B policies and provide information on how to establish and develop a B&B establishment	Clerks Department	2020

Action	Stakeholders	Year
12. Update current Township Secondary Dwelling Unit regulations to reflect the new Provincial legislation for Second Units	Building & Planning Department	2020
13. Work with Peterborough & The Kawarthas Economic Development & Tourism on regional agricultural initiatives that support local food production and sale	Clerks Department, PKEDT, Lakefield Agricultural Society, Farmers Markets	2020
14. Align decision making with the 'Age-Friendly Peterborough Community Action Plan' when considering senior support services	Clerks Department, Building & Planning Department, Peterborough Council on Aging	2021
15. In collaboration with community economic development agencies develop a business case study to offer a small business incubation program within the Township and provide opportunities for professional service firms to offer mentoring	Clerks Department, Business Advisory Centre (PKEDT), Community Futures Peterborough, Peterborough and Kawartha Chambers of Commerce, Junior Achievement	2021
16. Increase high-speed access by working with the Eastern Ontario Regional Network (EORN) to identify pockets, not serviced by high speed Internet (25Mbps) and seek funding opportunities	Clerks Department, EORN	2021
17. Advocate for access to natural gas by working with distributors to identify areas for expansion	Building & Planning Department, Union Gas, Enbridge	2022
18. Study trends related to 'short-term' rentals and develop policies to regulate them	Building & Planning Department	2022



Appendix B

Data Tables



Selwyn Population by Year

	2001	2006	2011	2016
Total Population	16,414	17,413*	16,846*	17,060
Under 15	2815	2615	2385	2370
15-64	10,734	11,260	10,970	10,480
Over 65	2865	3125	3495	4205

*Annexation in 2008

Source – Census, Statistics Canada 2001, 2006, 2011, 2016

Median Age by Year

Median Age	2001	2006	2011	2016
Selwyn	43.1	46.2	49.0	51.4
Ontario	37.2	39.0	40.4	41.3

Source – Census, Statistics Canada 2001, 2006, 2011, 2016

Selwyn 2016 Employment Data by Industry

NAICS	Industry	2016 Jobs	% Of Total
44-45	Retail trade	994	17.99%
23	Construction	684	12.37%
72	Accommodation and food services	653	11.81%
54	Professional, scientific and technical services	634	11.47%
62	Health care and social assistance	449	8.13%
31-33	Manufacturing	392	7.09%
81	Other services (except public administration)	350	6.33%
61	Educational services	263	4.76%
56	Administrative and support, waste management & remediation	224	4.05%
71	Arts, entertainment and recreation	142	2.58%
11	Agriculture, forestry, fishing and hunting	118	2.13%
91	Public administration	112	2.03%
41	Wholesale trade	111	2.01%
48-49	Transportation and warehousing	111	2.01%
52	Finance and insurance	110	1.98%
X0	Unclassified	78	1.41%
53	Real estate and rental and leasing	60	1.08%
21	Mining, quarrying, and oil and gas extraction	33	0.60%
22	Utilities	<10	
51	Information and cultural industries	<10	
55	Management of companies and enterprises	0	0.00%

Source: OMAFRA Analyst - December 2016

Selwyn Labour Force - 2016

Total labour force	8485
Class of worker - not applicable	135
Employee	7080
Self-employed	1275

Source: Census – 2016

Selwyn Occupations - 2016

All occupations	
0 Management occupations	995
1 Business; finance and administration occupations	1080
2 Natural and applied sciences and related occupations	520
3 Health occupations	710
4 Occupations in education; law and social; community and government services	1055
5 Occupations in art; culture; recreation and sport	120
6 Sales and service occupations	1790
7 Trades; transport and equipment operators and related occupations	1555
8 Natural resources; agriculture and related production occupations	175
9 Occupations in manufacturing and utilities	350

Source: Census, Statistics Canada 2016

Number of Selwyn Businesses by 3 Digit NAICS (Industry) - 2016

NAICS Code	Description	Total	% of Total
113	Forestry and logging	4	0.22%
115	Support activities for agriculture and forestry	4	0.22%
111-112	Farms	109	6.07%
211	Oil and gas extraction	1	0.06%
212	Mining and quarrying (except oil and gas)	2	0.11%
213	Support activities for mining, and oil and gas extraction	3	0.17%
221	Utilities	8	0.45%
236	Construction of buildings	101	5.62%
237	Heavy and civil engineering construction	14	0.78%
238	Specialty trade contractors	172	9.57%
411	Farm product merchant wholesalers	2	0.11%
413	Food, beverage and tobacco merchant wholesalers	1	0.06%
414	Personal and household goods merchant wholesalers	2	0.11%
415	Motor vehicle and motor vehicle parts and accessories merchant wholesalers	3	0.17%
416	Building material and supplies merchant wholesalers	2	0.11%
417	Machinery, equipment and supplies merchant wholesalers	9	0.50%
418	Miscellaneous merchant wholesalers	12	0.67%
419	Business-to-business electronic markets, and agents and brokers	1	0.06%
511	Publishing industries (except internet)	5	0.28%
512	Motion picture and sound recording industries	2	0.11%
515	Broadcasting (except internet)	1	0.06%
517	Telecommunications	2	0.11%
519	Other information services	3	0.17%
522	Credit intermediation and related activities	6	0.33%
523	Securities, commodity contracts, and other financial investment and related activities	75	4.17%
524	Insurance carriers and related activities	18	1.00%
526	Funds and other financial vehicles	2	0.11%
531	Real estate	251	13.97%
532	Rental and leasing services	6	0.33%
541	Professional, scientific and technical services	174	9.68%
551	Management of companies and enterprises	9	0.50%
561	Administrative and support services	56	3.12%
562	Waste management and remediation services	7	0.39%
611	Educational services	8	0.45%
621	Ambulatory health care services	76	4.23%
623	Nursing and residential care facilities	3	0.17%
624	Social assistance	13	0.72%
711	Performing arts, spectator sports and related industries	25	1.39%
712	Heritage institutions	1	0.06%
713	Amusement, gambling and recreation industries	18	1.00%
721	Accommodation services	40	2.23%
722	Food services and drinking places	36	2.00%
811	Repair and maintenance	54	3.01%
812	Personal and laundry services	29	1.61%
813	Religious, grant-making, civic, and professional and similar organizations	29	1.61%

NAICS Code	Description	Total	% of Total
814	Private households	1	0.06%
311	Food manufacturing	5	0.28%
313	Textile mills	1	0.06%
321	Wood product manufacturing	4	0.22%
322	Paper manufacturing	1	0.06%
323	Printing and related support activities	2	0.11%
325	Chemical manufacturing	1	0.06%
326	Plastics and rubber products manufacturing	1	0.06%
327	Non-metallic mineral product manufacturing	3	0.17%
332	Fabricated metal product manufacturing	6	0.33%
333	Machinery manufacturing	1	0.06%
334	Computer and electronic product manufacturing	2	0.11%
335	Electrical equipment, appliance and component manufacturing	3	0.17%
336	Transportation equipment manufacturing	3	0.17%
337	Furniture and related product manufacturing	4	0.22%
339	Miscellaneous manufacturing	8	0.45%
441	Motor vehicle and parts dealers	14	0.78%
442	Furniture and home furnishings stores	4	0.22%
443	Electronics and appliance stores	8	0.45%
444	Building material and garden equipment and supplies dealers	13	0.72%
445	Food and beverage stores	29	1.61%
446	Health and personal care stores	8	0.45%
447	Gasoline stations	16	0.89%
448	Clothing and clothing accessories stores	7	0.39%
451	Sporting goods, hobby, book and music stores	4	0.22%
452	General merchandise stores	9	0.50%
453	Miscellaneous store retailers	28	1.56%
454	Non-store retailers	20	1.11%
481	Air transportation	1	0.06%
484	Truck transportation	29	1.61%
485	Transit and ground passenger transportation	4	0.22%
488	Support activities for transportation	9	0.50%
492	Couriers and messengers	6	0.33%
493	Warehousing and storage	1	0.06%
X00	Unclassified	142	7.90%

Source: OMAFRA *Analyst*– December 2016

Number of Jobs in Selwyn by 4 Digit NAICS (Industry) - 2016

NAICS	Description	2014 Jobs	2016 Jobs	2014 - 2016 % Change	Avg. Wages Per Job
7225	Full-service and limited-service restaurants	478	508	6%	\$13,442
2382	Building equipment contractors	396	431	9%	\$59,198
5413	Architectural, engineering and related services	215	271	26%	\$52,822
4441	Building material and supplies dealers	237	225	(5%)	\$33,800
6111	Elementary and secondary schools	181	222	23%	\$61,418
3329	Other fabricated metal product manufacturing	134	169	26%	\$59,485
4451	Grocery stores	177	160	(10%)	\$13,104
5617	Services to buildings and dwellings	161	153	(5%)	\$22,880
4471	Gasoline stations	168	149	(11%)	\$20,263
6211	Offices of physicians	159	135	(15%)	\$47,797
7139	Other amusement and recreation industries	79	122	54%	\$25,794
6231	Nursing care facilities	113	121	7%	\$27,214
9130	Local, municipal and regional public administration	116	109	(6%)	\$51,657
X000	Unclassified	58	78	34%	\$50,530
8121	Personal care services	62	77	24%	\$20,800
4412	Other motor vehicle dealers	79	68	(14%)	\$33,322
5221	Depository credit intermediation	70	63	(10%)	\$38,803
4461	Health and personal care stores	57	59	4%	\$32,118
5419	Other professional, scientific and technical services	56	56	0%	\$34,938
4533	Used merchandise stores	45	55	22%	\$24,742
4163	Lumber, millwork, hardware and other building supplies merchant wholesalers	50	54	8%	\$118,780
4511	Sporting goods, hobby and musical instrument stores	40	49	23%	\$24,679
6212	Offices of dentists	50	49	(2%)	\$49,659
1110	Farms	56	47	(16%)	\$17,243
2361	Residential building construction	32	44	38%	\$27,896
8111	Automotive repair and maintenance	41	44	7%	\$40,186
5416	Management, scientific and technical consulting services	36	43	19%	\$43,791
7211	Traveller accommodation	35	42	20%	\$20,513
4529	Other general merchandise stores	29	42	45%	\$20,443
4481	Clothing stores	53	41	(23%)	\$14,860
4173	Computer and communications equipment and supplies merchant wholesalers	33	38	15%	\$62,301
4413	Automotive parts, accessories and tire stores	45	38	(16%)	\$47,865
4854	School and employee bus transportation	32	37	16%	\$22,871
5415	Computer systems design and related services	26	36	38%	\$48,472
6116	Other schools and instruction	35	33	(6%)	\$20,769
2123	Non-metallic mineral mining and quarrying	26	28	8%	\$59,342
5417	Scientific research and development services	29	25	(14%)	\$26,536
8131	Religious organizations	21	21	0%	\$25,412
6244	Child day-care services	17	20	18%	\$28,093
3141	Textile furnishings mills	13	17	31%	\$32,588
6213	Offices of other health practitioners	17	15	(12%)	\$36,853
2371	Utility system construction	16	15	(6%)	\$85,932
2389	Other specialty trade contractors	16	14	(13%)	\$33,620
7212	Recreational vehicle (RV) parks and recreational camps	10	14	40%	\$21,584
5611	Office administrative services	18	14	(22%)	\$51,182
5312	Offices of real estate agents and brokers	13	13	0%	\$42,179

Source: OMAFRA Analyst– December 2016



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The RED program supports the government's plan to create jobs, grow the economy, and help people in their everyday lives by helping rural communities remove barriers to economic development; identify their economic strengths and develop strategies to attract business and investment which will help to retain and create jobs; and to be in a more competitive economic position so that they can diversify and grow their local economies.

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