

# Town of Milton

Five-Year Economic  
Development Strategy

2022—2026



**Milton—A Place of Possibility:  
Where urban meets rural,  
businesses prosper,  
entrepreneurs innovate, and  
a complete community thrives.**



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# Executive Summary

Milton is a balanced community with a dynamic and modern urban centre that is positioning itself as a strong innovation hub. The fast-growing Town is ready for an economic development plan that considers the changing local and regional dynamics: a plan that prioritizes business attraction, retention, and expansion; employment; and potential industry sector targets.

## KEY INSIGHTS

### Milton has a fast-growing population.

Milton is home to 136,000 residents. The 19% increase since 2015 is three times the provincial growth rate.

### Milton is an international community.

Almost four in ten Milton residents are immigrants. The 51.2% increase since 2015 is more than six times the growth rate of immigrants in the Toronto region.

### Milton has highly skilled talent.

Milton's share of residents with a bachelor's or higher is 50% greater than the national average, an increase of 55% since 2015. Milton also has a competitive advantage in science-related, management, and business and finance occupations; it is fastest growing in health- and science-related occupations.

### Milton has a thriving entrepreneurial community.

Milton has a high share of micro businesses, where nearly seven in ten Milton businesses have fewer than five employees.

### Milton is a high-income community.

Milton's median household income (\$116,942) is 50% higher than the national average, and the town boasts a high homeownership rate: nearly nine in ten residents are homeowners.

Four target industries offer a strong foundation for Milton's Economic Development Strategy:

### Professional, Scientific, and Technical Services

Milton's business profile is targeted toward a knowledge-based economy, where Milton's Professional Services industry is supported by an increasingly established academic and professional knowledge ecosystem. Development of the Milton Innovation Village (MEV) is critical to this sector.

### Green Innovation

Given Milton's pride in and stewardship of its local natural environment, Green Innovation is a strategic and opportunistic sector. Green Innovation is anchored by Milton's computer systems design services, residential building construction and engineering services, and education programmes in Conestoga College and Wilfrid Laurier University.

### Advanced Manufacturing

Manufacturing is a significant export sector and will continue to be a top employer in machinery manufacturing, fabricated metal product manufacturing, and food manufacturing. Milton has a workforce strength in mechanical, electrical, and electronics assemblers, as well as in machine operators.

### Transportation and Logistics

Milton's Transportation and Logistics sector is key, with a focus on supporting lean manufacturing, e-commerce, and globalized trade. Opportunities also exist in artificial intelligence (AI), automation, blockchain, and crowd-sourced fleets.

Milton's Economic Development Strategy will set forth a plan for achieving sustainable enterprise and job creation, innovation growth, talent development, and quality of place enhancements. As such, it has four goals:

- 1. Grow and cultivate Milton's export clusters to foster prosperity.**
- 2. Bolster Milton's start-up ecosystem to drive future competitiveness.**
- 3. Build Milton as a premier destination for diverse talent.**
- 4. Define and promote Milton's brand for new economic development.**

The following report describes Milton's Economic Development Strategy and Action Plan and includes the Competitive Market Assessment (Appendix A) and Stakeholder Engagement (Appendix B) that serve as the foundation for the plan. The Town of Milton has also commissioned MDB Insights Inc. to perform a Target Cluster Analysis (Appendix D) that evaluates the areas of opportunity for the Town. The different research exercises have laid a strong foundation for the strategy.

# Economic Development Strategy

A key tenet of community economic development is flexibility. Plans and strategies need to evolve in response to changing economic conditions, new challenges, and new opportunities. However, the most successful strategies retain a set of core values and principles that can adapt with the times. Without a high-level strategy rooted in core values, economic development efforts become reactive and inconsistent. This report will help Milton generate a flexible, resilient economic development strategy that will guide the efforts of the Town and its partners over the next five years.

For this strategy to succeed, Milton will need to collaborate with numerous partners and organizations toward common goals. Public and private entities are partners in economic development efforts and must be at the Town's table together from day one. All of the key stakeholders in Milton must achieve consensus on the Town's vision, values, opportunities, and objectives; develop a toolkit to recognize opportunities as they arise; and immediately act on these opportunities.

Once goals and objectives are clearly defined and agreed upon, the assigned stakeholders must begin work to execute their respective roles in the broader strategies. Many of these actions will appear minor without the overall context of the plan, but together they will chart the course for a more prosperous future for Milton.

The intent of this strategy is to provide action items for several partners who are working toward the same goals. This is a flexible document that will be shaped as opportunities arise. It is important to annually revisit the document to determine where progress is being made and which areas are deficient. It will be necessary to evaluate the strategy in year three and update it in year five to keep pace with rapid changes in the economy.

The plan below begins by laying out the guiding principles upon which this analysis is based, following best practices in urban economic development. The plan then offers four broad goals, with specific evidence explaining each goal's importance and key priorities. An Implementation Plan that includes suggested action items, key partners, and metrics is provided as Appendix C.





# Vision

**Milton—A Place of Possibility: Where urban meets rural, businesses prosper, entrepreneurs innovate, and a complete community thrives.**

# Values

Milton has the following values:

## A PLACE OF POSSIBILITY

We advance economic prosperity and opportunity for all Milton residents and enterprises.

## A SUSTAINABLE TOMORROW

We foster resiliency through responsible development and protection of Milton's rural environment and recreational amenities.

## A COMPLETE COMMUNITY

We envision Milton as a complete community where residents can live, work, learn, and engage.

## A WELCOMING HOME

We celebrate and promote Milton's diversity of people, cultures, and businesses.

## FUTURE-DRIVING INNOVATION

We invest in an innovative ecosystem that will ensure Milton's future competitiveness.





# Guiding Principles

Six guiding principles serve as a framework to structure the development and implementation of the strategy:

**1.**

## EXPORT CLUSTER-DRIVEN APPROACH

Follow an export cluster approach to drive economic growth and long-term prosperity. Decades of economics research have demonstrated that industry clustering is essential for competitiveness, innovation, and economic growth. An economic development strategy must align the assets of a cluster with its industry needs, including workforce training, infrastructure development, and government regulations.

**2.**

## A FOCUS ON INNOVATION AND ENTREPRENEURSHIP

Foster an innovative start-up ecosystem to create a community that is not only “complete” but also “smarter.” Milton must encourage and support new business starts in a variety of sectors, including tech start-ups and small businesses of all stripes. New businesses contribute to economic development by capitalizing on new economic opportunities and absorbing the workforce of declining sectors and firms.



### 3.

#### PRIVATE-SECTOR AND ANCHOR ENGAGEMENT

Engage private-sector and anchor partners to advance the Town's economic development goals. With limited staffing resources, Milton cannot accomplish its goals alone—it will need to leverage its relationships with private-sector and anchor partners to achieve economic growth.

### 5.

#### QUALITY OF PLACE

Embrace and promote Milton's quality of place, recreational and natural assets, and access to the GTA, all of which make the Town a desirable destination for talent. Continually advancing and leveraging these community treasures will both attract and retain valuable talent.

### 4.

#### BALANCED DEVELOPMENT

Advance economic development initiatives that balance prosperity, job creation, sustainability, and livability. Milton's economic development goals cannot be the Town's singular focus. They must synchronise with the Town's ethos, values, and quality of place.

### 6.

#### EFFECTIVE STORYTELLING

Milton must invest in resources to tell its story. Effective economic development hinges on a community's ability to communicate its competitive advantages and assets. The story must be designed to reach a diverse array of stakeholders and audiences: talent, investors, policy makers, partners, and community members.





## GOAL 1

# Grow And Cultivate Milton's Export Clusters To Foster Prosperity

To be able to compete in today's economy, the Town of Milton must build a more resilient economy with diverse, high-growth sectors. Economic development strategies must be able to adapt to changing circumstances, just as companies and governments must be able to rapidly change course in response to unforeseeable economic challenges.

Milton can play to its strengths by supporting its large and many small businesses in established clusters like Professional, Scientific, and Technical Services (PSTS); Green Innovation; Advanced Manufacturing; and Transportation and Logistics. These sectors provide jobs up and down the income and education spectrum, meaning their growth can contribute to social equity and upward mobility. A sector strategy seeks to help grow the business ecosystem rather than privilege a specific firm or sub-sector, ultimately making the local economy more competitive, dynamic, and successful.

## The Evidence

The Town of Milton commissioned MDB Insights Inc. to perform a Target Cluster Analysis that evaluates the areas of opportunity for the town. This analysis is the essential foundation for supporting all business attraction, expansion efforts, foreign-direct investment, and incentives, as well helping to shape a narrative that resonates with new enterprises, site-selectors, and talent. The target clusters have been matched with Milton's local labour force skill set to ensure that business attraction efforts provide local employment opportunities.

According to the findings of this assessment, Milton's cluster strategy should be centered on four sectors:

### Professional, Scientific, and Technical Services (PSTS)

- The PSTS businesses account for 19% of all businesses.
- The sector is projected to grow by 306 jobs from 2021 to 2028.



### Green Innovation

- Green Innovation businesses account for 14% of all businesses.
- The sector accounted for 10% of all Milton jobs in 2021.

### Advanced Manufacturing

- Milton's 5,424 manufacturing jobs accounted for 12% of jobs in 2021.
- Manufacturing jobs are projected to grow by 393 jobs from 2021 to 2028.

### Transportation and Logistics

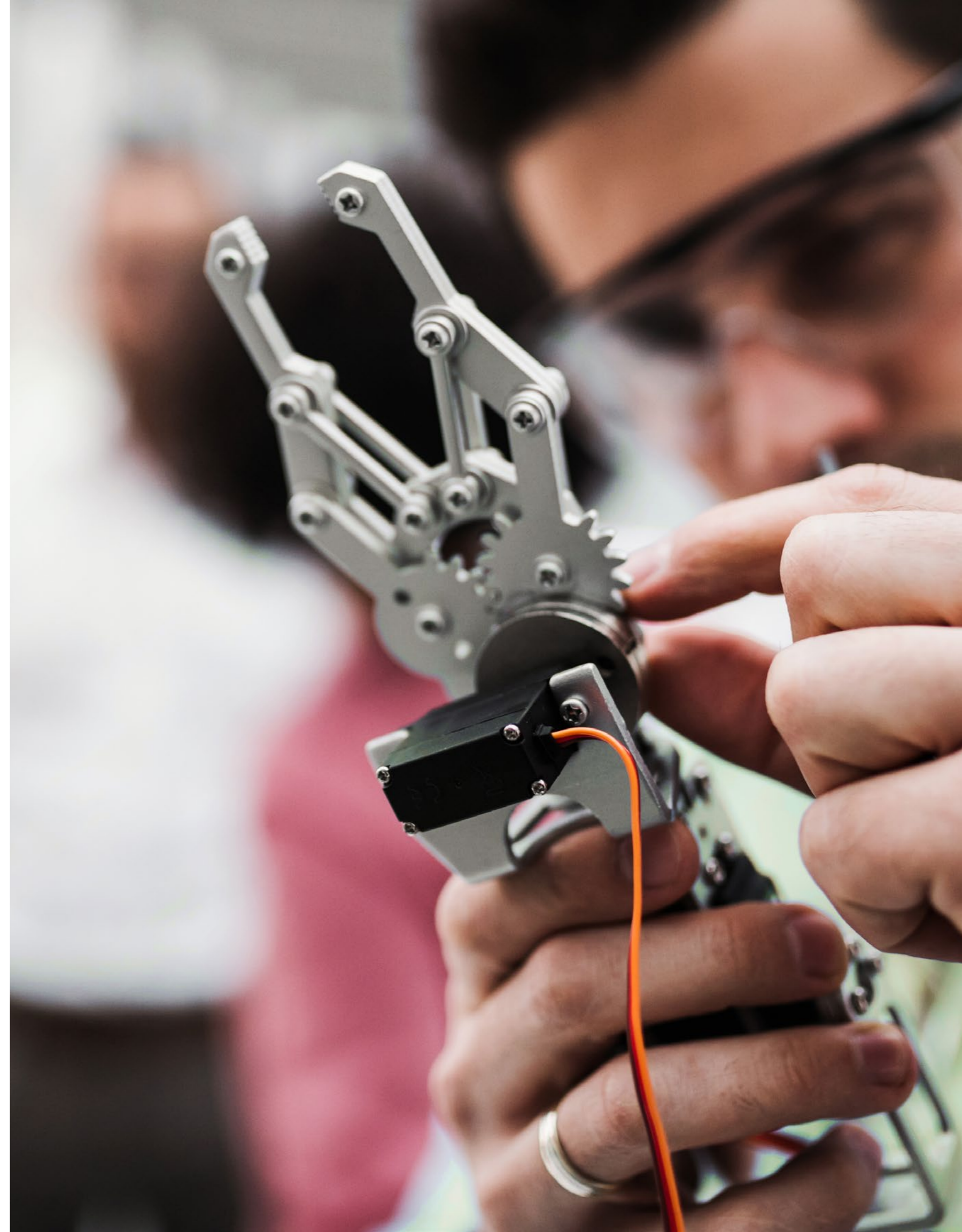
- The Transportation and Logistics businesses account for 11% of all businesses.
- Milton had 3,972 Transportation and Logistics jobs in 2021 (8% of jobs).

*For detailed definitions of the clusters, please see Appendix D.*

## Evaluation Metrics

The following metrics should be tracked to assess impact:

- New Businesses—tracking Milton's attraction and expansion of new businesses
- New Businesses by Cluster—tracking Milton's attraction of new businesses within its competitive industries
- Jobs Created—tracking total employment
- Jobs Created by Cluster—tracking cluster development and expansion
- Square Footage of Industrial, Commercial, and Institutional (ICI) Development—monitoring development in Milton
- Non-Residential Assessment Rate—ensuring a balance between commercial and residential development





## PRIORITY 1.1

### Design and implement a cluster-focused business retention and expansion initiative.

Through the development of a systematic, tailored business retention and expansion program, Milton can support existing businesses while simultaneously appealing to new businesses with a value proposition that demonstrates the Town's economic competitiveness. Roundtable discussions will enable new and existing businesses to come together to co-create strategies and initiatives that promote cluster growth, maintain consistent engagement, and track progress.

#### ACTIONS

- Host cluster working groups in partnership with Milton Chamber of Commerce to identify opportunities and challenges, adding clusters as resources or staffing permits.
- Implement a comprehensive business visitation plan for Milton's target clusters, identifying expansion opportunities and workforce and supply chain needs.
- Report key findings systematically and annually to drive policy needs.
- Identify and create appropriate support programs for each cluster.

## PRIORITY 1.2

### Execute a site-selector engagement and lead generation strategy for Milton's core industries.

Lead generation and site selection are critical aspects of town-partner relations and a high priority for economic development. Milton's business attraction plan must include a focused site-selection strategy. Site selectors—particularly those conducting searches for global headquarters and knowledge-based industries—play an outsized role in short-listing and, ultimately, finalizing location. Emphasising local investment opportunities and continually building relationships with this target audience is key.

#### ACTIONS

- Incorporate site-selector engagement with all targeted market visits and campaigns.
- Partner with Halton Region, Ontario Investment Office, and other site-selector and RFP initiatives.
- Build a target site-selection list and develop a bi-annual community outreach.

### PRIORITY 1.3

## Support the development of Milton's new growth areas and facilitate investment opportunities aligned with target sectors.

Real estate/site development is a major factor in economic development. Milton's efforts in this area are augmented by the expertise and advising it offers to investors, developers, and companies. It is important that Milton build on these values and continue to pursue development that supports its economic growth and clusters. In addition, it is critical for Milton to consider how it can build competitive advantage by leveraging its vision for a complete community to attract investment; this includes a diverse and higher density mix of housing options, amenities, and employment areas.

#### ACTIONS

- Collaborate with the Town of Milton Development Services to identify and map potential redevelopment opportunities.
- Serve as trusted advisors to businesses and investors on real estate/commercial development and redevelopment transactions.
- Partner with commercial real estate brokers (including engaging with organizations like ULI, SIOR, NAIOP) and others to highlight and market new commercial development opportunities.
- Continually evaluate commercial office needs and opportunities for mixed-use development, including new growth areas: Milton Education Village, Derry Green, Agerton Employment Area, Trafalgar Corridor, and the Major Transit Station Area (Mobility Hub).

### PRIORITY 1.4

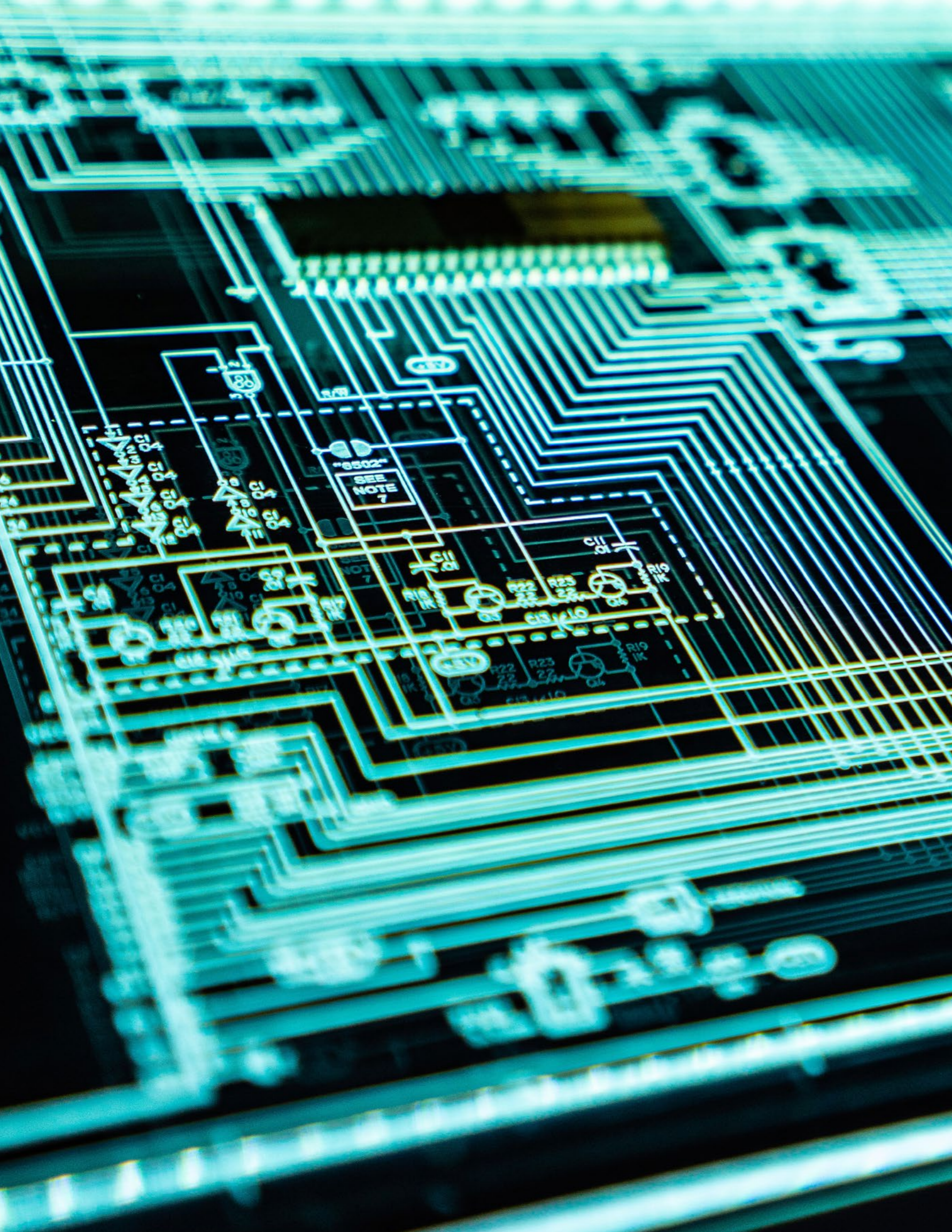
## Advise on land use and infrastructure policies to support cluster development.

Milton has unique community assets, available industrial land, and a built environment that is ripe for business expansion and growth. The Town should ensure that appropriate infrastructure and land use policies are in place to support cluster development and business expansion in strategic locations. Analysing how existing policies align with business needs will reveal any gaps and enable Milton to streamline development opportunities.

#### ACTIONS

- Partner with Town of Milton Development Services and MEDAC to maintain and evaluate development assets: land, infrastructure, and incentives.
- Advise key stakeholders on development policies to support economic growth and align with cluster needs.

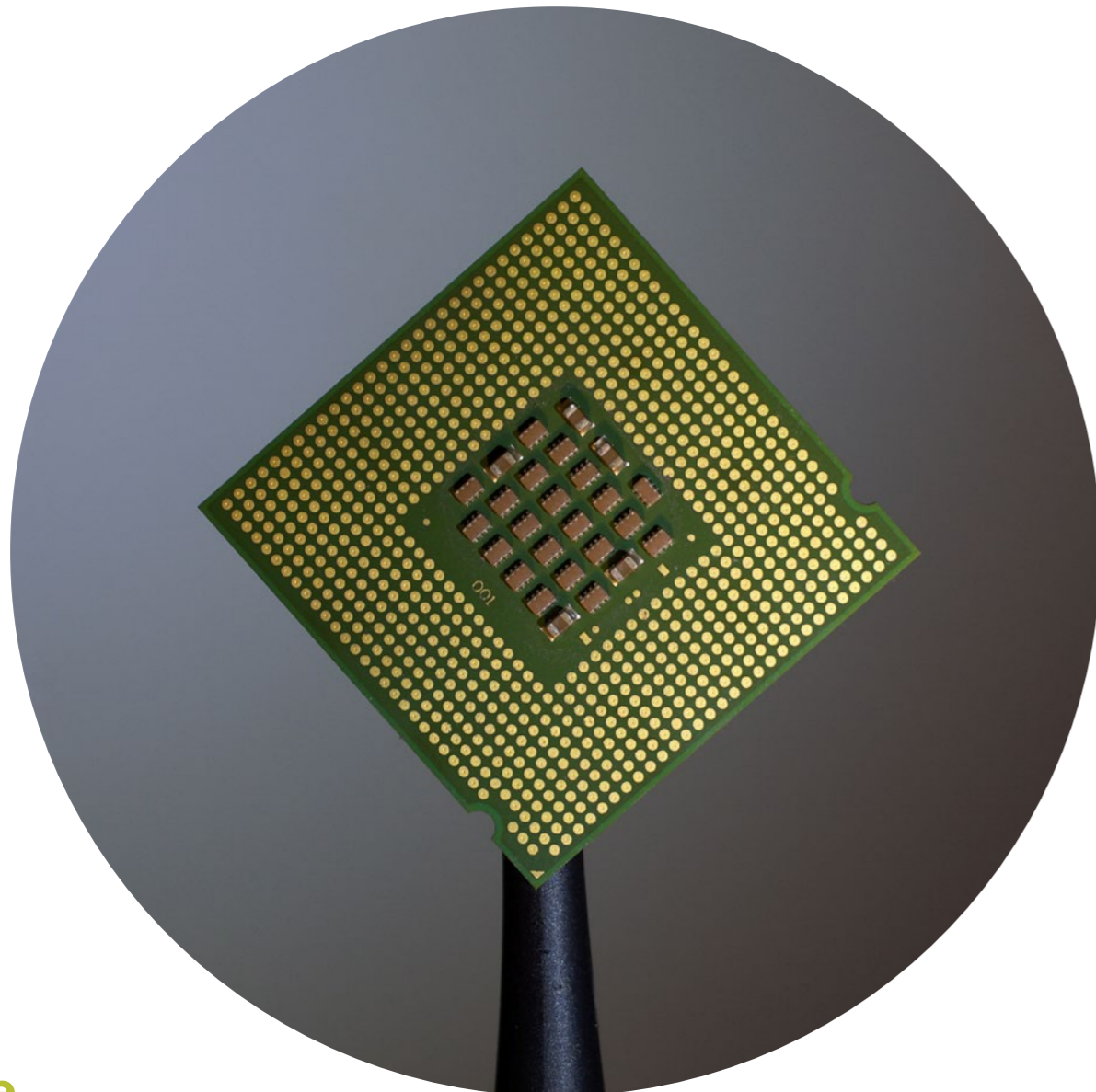




## GOAL 2

# Bolster Milton's Start-Up Ecosystem To Drive Future Competitiveness

New businesses capitalize on emerging economic opportunities and absorb the workforce of declining sectors and firms. Milton needs to encourage new business starts in a variety of sectors while continuing to support its existing clusters. Embracing tech startups and small businesses of all stripes will enable the Town to achieve its economic development goals of talent attraction and retention. To this end, Milton must leverage the resources of its anchor university partners to catalyze their research, particularly as it relates to Green Innovation and climate. Creating an innovation district for Milton's Education Village can help centralize Milton's efforts to incubate new firms and create a self-supporting entrepreneurial ecosystem.



## The Evidence

- Milton is home to over 3,500 businesses. Nearly 70% are micro businesses (fewer than five employees), which points to Milton's thriving entrepreneurial community.
- About one in four businesses in Milton is in the Professional, Scientific, and Technical Services sector, a share that is 90% higher than the national average. The share among micro businesses is even greater at one in three.
- Many of Milton's micro businesses are specialized in computer systems design and related services.
- Milton has a high employment rate (74%) for graduates from physical and life sciences and technologies instructional programs.

## Evaluation Metrics

The following metrics should be tracked to assess impact:

- **Entrepreneurs and Small Businesses Assisted**—counting the number of small businesses that participated in the small business programs offered by Milton and its partners





## PRIORITY 2.1

### Establish “Innovation Collective,” an initiative to support scalable and technology-focused startups.

Building and scaling an entrepreneurial ecosystem requires a comprehensive approach. Milton and its partners can build networks that connect startups to investors and customers and make it easier for new enterprises to find the resources they need to grow. Creating an “Innovation Collective” will provide Milton with a collaborative effort that supports scalable enterprises within the Town’s target sectors.

#### ACTIONS

- Identify and convene an advisory working group to support the exploration of “Innovation Collective.”
- Explore new best practices for cluster-focused startup initiatives across Canada and the U.S.
- Build relationships with venture capital organizations within the GTA and throughout Ontario and Canada.
- Support startup/innovation community events such as pitch competitions and networking sessions.
- Advise Milton’s Town Council on development policies to support economic growth and align with cluster needs.

## PRIORITY 2.2

### Develop and execute an innovation district strategy for the Milton Education Village (MEV), positioning it as an entrepreneurial hub.

Milton and its anchor partners have made significant strides in the planning and early development of the Milton Education Village (MEV). This dynamic urban village will connect entrepreneurs, bringing together leading academic institutions, outdoor recreational opportunities, views of the Niagara Escarpment, state-of-the-art research and design facilities, and environmentally conscious urban design. Likewise, it will be essential for the Town and its partners to understand the need and desires of students and faculty in Milton as the strategic planning process advances. Public-private collaboration is now needed to fully integrate the development of an innovation

district strategy for MEV into the Town’s broader economic development and programming efforts.

#### ACTIONS

- Utilize and expand the existing MEV working group to help guide innovation district planning.
- Catalog innovation district best practices across North America, focusing on programming and placemaking efforts.
- Explore retaining a firm to develop an innovation district plan for the MEV.



## PRIORITY 2.3

### Collaborate to offer training and capacity-building assistance for Milton's small businesses.

Growth isn't always easy for small businesses. Capacity-building initiatives can help Milton's small businesses overcome challenges as they grow into medium- and large-sized businesses while also helping to ensure that they remain in Milton. Likewise, enterprises that can scale also have a stronger opportunity to gain access to more customers and government procurement dollars and contracts. The Halton Region Small Business Centre and others are collaborators in this work. Their efforts need to be aligned with the Town's target clusters and the broader economic development strategy while continuing to focus on up-to-the-minute business needs in a rapidly changing environment.

#### ACTIONS

- Continue to offer small business programming specific to COVID-19 recovery.
- Support and promote the small business resources and trainings offered by the Halton Region Small Business Centre.
- Provide ongoing updates regarding provincial and local resources to Milton's small businesses.
- Explore the resources needed to expand the physical presence of the Halton Region Small Business Centre in Milton.

## PRIORITY 2.4

### Partner with Milton's anchor institutions to develop the Town's Green Innovation cluster.

Milton has more than 1,703 Green Innovation businesses, accounting for 14% of all enterprises in the Town. The fast-growing sector is forecasted to add an additional 400 jobs by 2028. By partnering with its anchor institutions in Wilfrid Laurier University and Conestoga College—both of which have significant expertise in green enterprises and sustainable technologies—Milton can significantly increase the number of sustainable jobs created and profitable enterprises scaled and developed within the sector.

#### ACTIONS

- Collaborate with anchor partners and federal and provincial government entities to guide Milton's Green Innovation cluster development.
- Build a relationship with university commercialization and tech-transfer officials to identify scalable Green Innovation enterprises and connect them with resources.
- Champion, in concert with business partners, the successes of Green Innovation enterprises in Milton.





### GOAL 3

# Build Milton As A Premier Destination For Diverse Talent

Talent is the single most important consideration that drives company location decisions. Having a deep base of highly skilled workers creates virtuous cycles of new business formation and new business attraction, bringing in more talented workers in the process. Now, in an era of remote work, white collar professionals are enjoying a significant degree of choice in their personal locational choices. To attract and retain these workers, Milton must articulate the value of its community amenities and quality of place. In addition, the Town must collaborate with its colleges and universities, economic development partners, and private sector to create a unified, full-continuum talent development strategy that will train and upskill the kinds of workers Milton's local economy needs: knowledge workers, skilled professionals in advanced manufacturing and logistics, and others.



## The Evidence

- With 36% of residents holding a bachelor's degree or higher, Milton has one of Ontario's most educated talent pools to draw from.
- Milton leads all communities in the attraction of educated residents—its share of residents with a bachelor's degree or higher grew by 55% in the last five years.
- One in three Milton residents boasts skills in management, finance, or business.
- Milton is fastest growing in health- and science-related occupations; its share of residents with these skills grew by 58% and 54%, respectively, since 2015.

## Evaluation Metrics

The following metrics should be tracked to assess impact:

- Level of Educational Attainment—measuring Milton's skilled workforce, including degrees and certificates
- Increase in Share of Residents 25-34 Years of Age—tracking the growth in attracting young, prime workforce talent to Milton





### PRIORITY 3.1

## Engage Milton's colleges and universities to align educational and upskilling offerings with business and workforce needs.

Skills and training programs must align with target clusters. Milton's target sectors—especially those in Green Innovation and Advanced Manufacturing—are quite technical. Close collaboration between public- and private-sector partners is essential to ensure that workers are being trained to fulfill the precise needs of local companies. Wilfrid Laurier University, Conestoga College, Peel Halton Workforce Development Board, and others are key partners in this effort.

#### ACTIONS

- Leverage existing workforce collaborations among Milton's universities and colleges and private-sector employers.
- Explore, in partnership with colleges, new training offerings tied to target clusters: certificates, badging, and executive education.

### PRIORITY 3.2

## Develop a hybrid work and talent strategy to draw and retain tech-savvy and skilled talent to Milton.

It's expected that more than 25% of the workforce will work remotely, with another 25% having the option to do so. Milton boasts several place advantages. First, it is located in the heart of one of the world's leading technology clusters in the Toronto-Waterloo Innovation Corridor. Second, it has the transportation advantage of being located along the 401 and close to the airport and having access to an extensive transit network. And with its reputation as an amenity-rich community, Milton can leverage location and quality of place to attract hybrid and remote workers and retain skilled talent. Doing so will require Milton and its partners to develop a talent strategy that promotes its community assets while also creating a way for talent to connect with one another. Building mechanisms to

increase social capitalism is an essential element of economic development, especially in an era in which communities are competing for talent.

#### ACTIONS

- Continue to assess and understand the needs of Milton's creative class and hybrid workforce.
- Support the Milton Chamber of Commerce in enhancing networking opportunities for Milton's creative class.
- Ensure the needs of Milton's hybrid workers are considered in the development new growth areas, including the of Milton Education Village, Trafalgar Corridor, Agerton, and Mobility Hub.

### PRIORITY 3.3

## Invest in placemaking initiatives to enhance Milton as an inviting home for local talent.

Placemaking is the deliberate shaping of an environment to facilitate social interaction and improve a community's quality of life. According to the Project for Public Spaces, "placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm to maximize shared value." An aligned, systematic placement plan—generated by a collaboration among the Milton Chamber of Commerce, the Downtown Business Improvement Area (DBIA), and the Town's Culture Division—will enable the Town of Milton to transform

underutilized spaces into platforms for authentic engagement and community building.

#### ACTIONS

- Catalogue underutilized spaces throughout Milton, understanding ownership, potential uses, and limitations.
- Develop a systematic placemaking program that includes selection criteria, funding plans, and marketing approaches.
- Pilot the placemaking program, evaluate impact, and demonstrate impact and scale.

### PRIORITY 3.4

## Promote destination experiences—both urban and rural—for current and prospective Milton residents.

Milton needs a strategy for curating and promoting urban and rural "destination experiences." Doing so will position the Town to attract and retain talent, drive economic development, and encourage local investments in new restaurants, brewpubs, recreational activities, festivals and events, and more. Town economic development officials will need to work directly with stakeholders in the cultural and recreational sectors to identify the best experiences and local characters to highlight with this strategy.

#### ACTIONS

- Support the creation of an inventory of Milton's destination assets: cultural and recreational amenities, music, art, food, breweries, and more.
- Collaborate with Hamilton, Halton, Brant Regional Tourism Association, Milton Chamber of Commerce, DBIA, Town of Milton Culture Division, and other partners to package and promote Milton as a destination.
- Develop curated destination experiences for Milton residents; test ideas on social media.





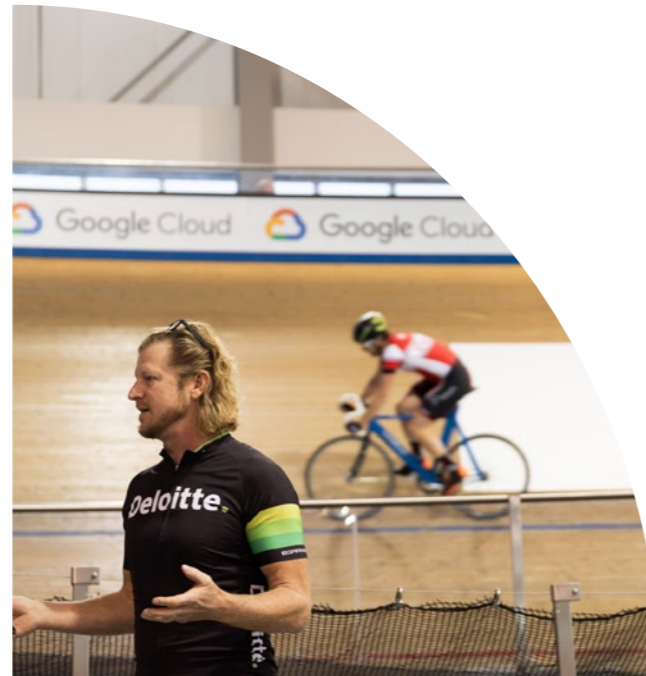
#### GOAL 4

# Define And Promote Milton's Brand For New Economic Development

A significant element of economic development is community promotion: telling a story that creates an attractive brand identity for business, capital investment, and prospective residents. It's up to Milton to convince new talent, entrepreneurs of all kinds of businesses, site selectors, and investors to choose its fine community over any other in the Greater Toronto Area or Ontario. Prioritizing efforts to elevate its reputation will enable Milton to attract those seeking a better place to live, to work, or to build a company. The Town's long-term economic development success depends on it.

## The Evidence

- Quality of place is an important economic driver that attracts investment, talent, and visitors. In fact, research has shown that quality of place indicators are more strongly correlated with the economic prosperity of an area than traditional economic factors such as tax rates and affordability of place.
- Branding helps communities, towns, cities, and destinations distill and articulate their unique strategic positioning and differentiating characteristics. Resonance's research has demonstrated the importance of marketing and communicating to attract firms, talent, and visitors to communities. A strong brand will help Milton compete in the global marketplace.
- A well-articulated place-branding strategy strengthens a community's sense of place because it aligns the language and messages created for and by businesses, community, and visitors.
- In its natural environment and outdoor activities, Milton has an important strength to promote.
- Milton's engagement on social media is limited, trailing peers for the number of Facebook check-ins and Instagram hashtags.



## Evaluation Metrics

The following metrics should be tracked to assess impact:

- Unique Visitors to Milton's Economic Development Website—measuring interest in Milton as a town to live, work, and visit
- E-Newsletter Open Rate—tracking the effectiveness of e-newsletters in informing and engaging audiences





#### PRIORITY 4.1

### Develop a sub-brand to support Milton's economic development efforts.

The difference is in the details. Milton needs to fully define its value proposition for investment, talent attraction, and resident engagement as it relates to economic development. Creating a sub-brand that builds on Milton's "A Place of Possibility" messaging will position the Town to play up its unique strengths and differentiate itself from its peers. Once created, the sub-brand should be deployed across all platforms with targeted messaging that helps each audience make the easy decision to Choose Milton.

#### ACTIONS

- Create a Choose Milton brand and messaging platform.
- Refresh Milton's economic development digital presence, in concert with its new identity and messaging.

#### PRIORITY 4.2

### Market Milton's target clusters, including those with FDI potential, to gain investment.

Marketing and communication are critical to both business attraction and expansion. Now that industry clusters have been clearly defined, the Town of Milton must proceed to market and promote the clusters' strengths and advantages. A focus on cluster development should drive all of Milton's promotional materials, websites, policies, and advocacy with messaging that's tailored to industry audiences and stakeholders.

#### ACTIONS

- Hire a full-time marketing professional to support Milton's economic development efforts.
- Prepare industry investment marketing portfolios (brochures and videos) for each sector.
- Build a standalone attraction website that promotes real estate assets, data, and tools of interest to site selectors.



### PRIORITY 4.3

## Implement a marketing plan to engage stakeholders, including business leaders, policymakers, and partners.

Economic development is diverse in its stakeholders. Milton's economic development team needs a holistic communication strategy that engages a wide array of stakeholders: policymakers, business owners, talent, and community members among them. The strategy must include effective tactics for communicating Milton's economic development successes. Doing so will help bring stakeholders together to understand the impact of economic growth and why it matters to so many in the community.

#### ACTIONS

- Develop and execute a communication plan for updating Milton stakeholders on impact, metrics, and activities.
- Host, in collaboration with partners, an annual economic development convening.
- Design, publish, and promote an annual report.

### PRIORITY 4.4

## Celebrate Milton's business and entrepreneurial success stories.

At the core of a thriving community is the celebration of its businesses. With the telling of its story, Milton and its economic development partners can illustrate the wide array of diverse enterprises, small businesses, and entrepreneurs that have found success in this desirable community. By showcasing Milton businesses of all sectors, types, and sizes, the Town rolls out the welcome mat to a new array of enterprises and entrepreneurs.

#### ACTIONS

- Create a systematic means for communicating entrepreneurial and start-up successes: website, blogs, social media, and direct emails.





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