



## **COMMUNITY DEVELOPMENT & TOURISM COMMITTEE**

### **AGENDA**

**Thursday, June 27, 2024 at 3:00 pm**

**W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville ON L9W 2X1**

The meeting will be live streamed on YouTube at the following link:

<http://www.youtube.com/@DufferinOne>

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Land Acknowledgement Statement

*We would like to begin by respectfully acknowledging that Dufferin County resides within the traditional territory and ancestral lands of the Tionontati (Petun), Attawandaron (Neutral), Haudenosaunee (Six Nations), and Anishinaabe peoples.*

*We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: The Ajetance Treaty.*

*These traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.*

Roll Call

Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

Members of the public in attendance are able to ask a question. If you unable to attend and would like to submit a question, please contact us at [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 ext. 2500 by 4:30 pm the day prior to the meeting.

### **REPORTS**

1. COMMUNITY DEVELOPMENT & TOURISM – June 27, 2024 – ITEM #1  
Building Division Customer Service Initiatives and Enhancements

A report from the Director of Planning and Development, dated June 27, 2024, to provide the Building Division's customer support and community engagement initiatives as a way of providing additional support to our customers, while following

provincial legislation under the Ontario Building Code (OBC).

**Recommendation:**

**THAT the report of the Director of Planning and Development, “Building Division Customer Service Initiatives and Enhancements”, dated June 27, 2024, be received.**

2. COMMUNITY DEVELOPMENT & TOURISM – June 27, 2024 – ITEM #2  
By-Law #2020-14 Fees and Charges By-Law Amendment

**REPORT AMENDED**

A report from the Director of Planning and Development, dated June 27, 2024, to amend the fees and charges By-Law #2020-14 to incorporate additional fees for dormant permits and non-compliant orders, revise existing fees, and incorporate fees not captured in the current by-law.

**Recommendation:**

**THAT the report of the Chief Building Official, “By-Law #2020-14 Fees and Charges By-Law Amendment”, dated June 27, 2024, be received;**

**AND THAT a public meeting be held in accordance with the Building Code Act, Section 7(6) regarding amendments to the fees and charges.**

3. COMMUNITY DEVELOPMENT & TOURISM – June 27, 2024 – ITEM #3  
Museum Strategic Plan Progress Report

A report from the Director of Planning and Development, dated June 27, 2024, to provide an update on the progress of the Museum of Dufferin Strategic Plan objectives.

**Recommendation:**

**THAT the report regarding the Museum Strategic Plan Progress Report, dated June 27, 2024, from the Director of Development and Tourism, be received.**

4. COMMUNITY DEVELOPMENT & TOURISM – June 27, 2024 – ITEM #4  
Explore Dufferin Tourism Website

A demonstration of the recently launched Explore Dufferin tourism website.

## **NOTICE OF MOTIONS**

### **Next Meeting**

Thursday, August 22, 2024

W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville ON



A community that grows together

Report To: Chair Horner and Members of the Community Development and  
Tourism Committee

Meeting Date: June 27, 2024

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**Subject: Building Division Customer Service Initiatives and  
Enhancements**

**From: Rajbir Sian, Director of Development and Tourism**

### **Recommendation**

**THAT the report of the Director of Planning and Development, "Building Division Customer Service Initiatives and Enhancements", dated June 27, 2024, be received.**

### **Executive Summary**

The purpose of this report is to provide the Committee with the Building Division's customer support and community engagement initiatives as a way of providing additional support to our customers, while following provincial legislation under the Ontario Building Code (OBC).

### **Background & Discussion**

The Building Division is a regulatory service department governed by the Ministry of Municipal Affairs and Housing. The duties appointed to this division are to ensure all buildings defined under the Ontario Building Code (OBC) comply with the minimum standards set out by the province, to protect the public health, safety, and general welfare as they relate to the construction and occupancy of the buildings and structures.

A common complaint building divisions receive across the industry is from homeowners designing their own projects. They claim the building permit process takes too long and there are too many regulations around what can be considered an acceptable design for an approved permit. The Building Code has become a complex provincial document and is not designed for the homeowner. The Ministry of Municipal Affairs and Housing

(MMAH) currently allows for a homeowner to design their own home projects, which often leads to longer deficiency lists and longer wait times to obtain a permit. Due to the complexity of the OBC, the province is currently reviewing this exemption for homeowners and plan to limit this provision in the code, so that all designs submitted with a permit application must be done by a qualified designer. In the meantime, we are taking additional steps to support homeowners and customers through their permit process, by providing transparency in what we need for a complete and successful permit submission. Our webpage is filled with helpful "how to" guides and checklists to make sure each application submission is sufficient and easy.

Here are some of the customer service and community education initiatives we have planned for 2024:

- High school co-op partnership with Dufferin schools
- New online video tutorials to support customers in their permit process
- New Accessory Residential Unit (ARU) checklists and guides
- New Basement Apartment checklists and guides
- Information session at the Orangeville, Shelburne and Grand Valley Home Hardware locations
- Inspection Portal for online bookings to be launched in 2024
- Survey created to collect feedback for improvements
- Provide after hours in person customer service at the office two Saturdays in 2024
- Door hangers to help customers

Understanding that customers want to get started on their projects right away, it is helpful to understand how long a building permit process can take. Below are the regulated timeframes required to review the drawings for a permit application, which are mandated by the province in the OBC, Division C, 1.3.1.3.:

Building Classification	Time Period for Review
Review time for all applications to be deemed as a complete application. This is added to the review times below.	2 business days
Residential buildings, residential accessory buildings, tent, and signs	10 business days
All Part 9 buildings and farm buildings not exceeding 600m2	15 business days
All Part 3 buildings, retirement homes and farm buildings exceeding 600m2	20 business days
Post-disaster buildings, high-rise residential buildings	30 business days

The actual review timeframes we have on record show the county building division reviewing permit drawings on average of 7.2 days, with no permit exceeding the

mandated timeframes. The municipal review timeframes showed an average of 16.2 days with ten permit applications exceeding 100 days to review.

Average Review Days

County Building Department Reviews	Local Municipality Reviews
7.2	16.2

A building permit cannot be issued until it has met all the criteria set out in the Building Code Act (BCA), which include meeting all the applicable law requirements in the OBC, Division A 1.4.1.3. Most building permits that have not been issued are because they are waiting on approvals from the conservation authority or approval of their planning application.

We are a regulatory division and must enforce the minimum requirements of the code. A building permit must be obtained prior to starting construction; therefore, our goal is to make getting permits easy and efficient for all customers. We launched a customer service survey in January 2024, so far, we have received 11 responses, and the consensus of the feedback has been relatively positive. We encourage all our customers to visit our webpage and complete the survey, this feedback can help improve processes to ensure every permit holder’s experience is a positive one.

**Financial, Staffing, Legal, or IT Considerations**

None at this time.

**In Support of Strategic Plan Priorities and Objectives**

**Governance** - identify opportunities to improve governance and service delivery/ improve the County’s internal and external communication

Respectfully Submitted By:

Rajbir Sian  
Director of Development and Tourism

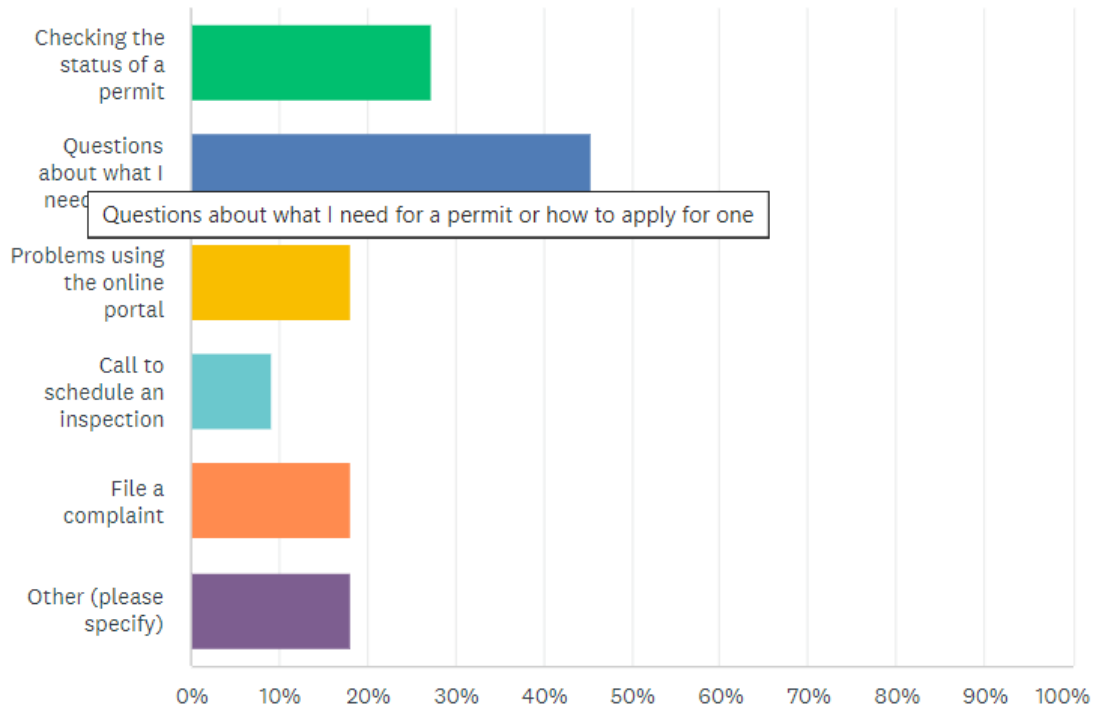
Prepared by: Becky MacNaughtan, Chief Building Official

Attachment: Customer Service Survey Results (January – June 2024)

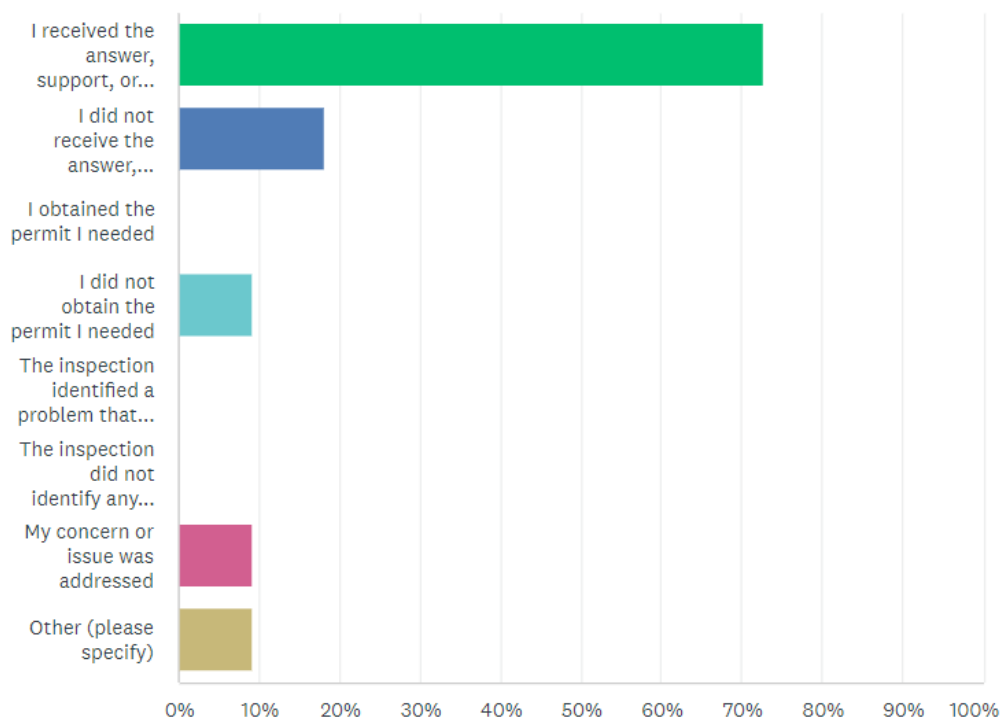
Reviewed by: Sonya Pritchard, Chief Administrative Officer

## Building Division – Customer Survey Results

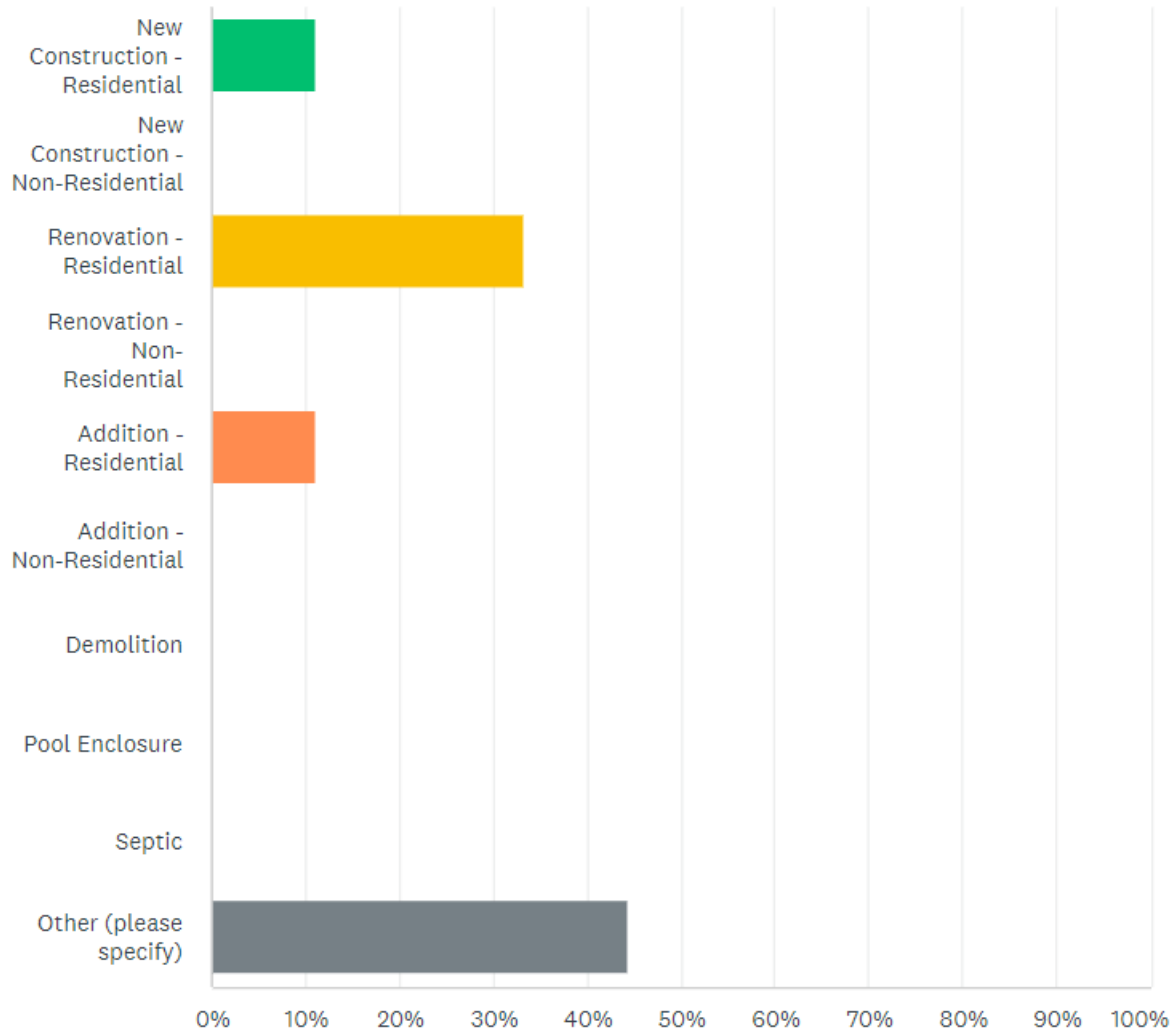
You've recently had contact with Dufferin County Building Services (or the online portal), what was the reason? (check all that apply)



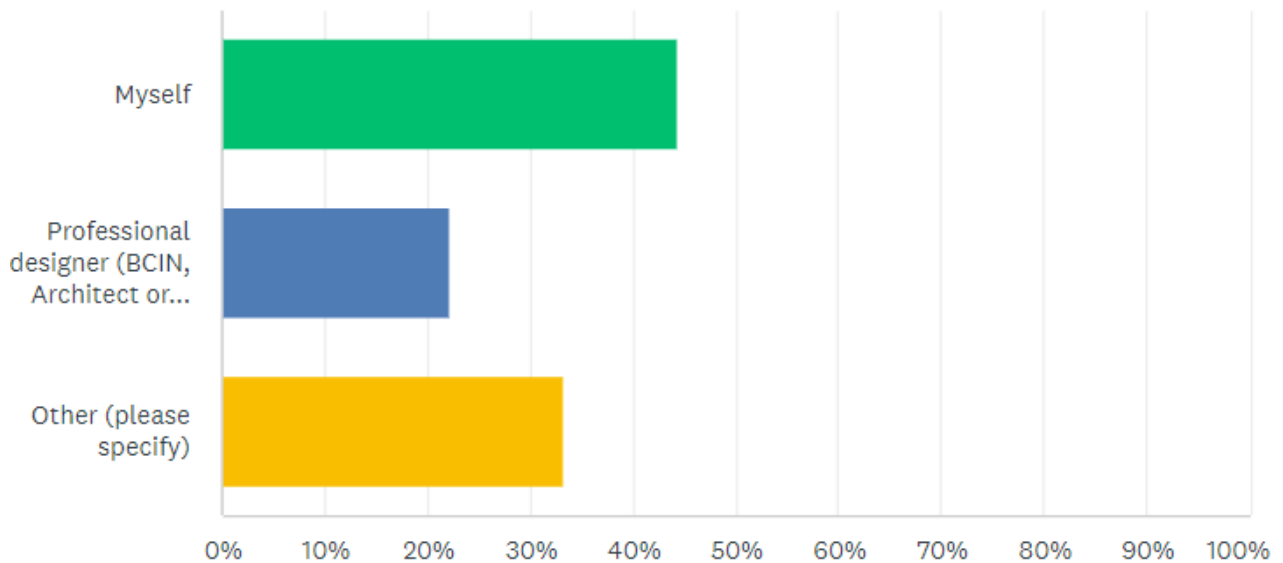
What was the outcome of your contact with Building Services? (check all that apply)



If you applied for a permit, what was the purpose of your application?

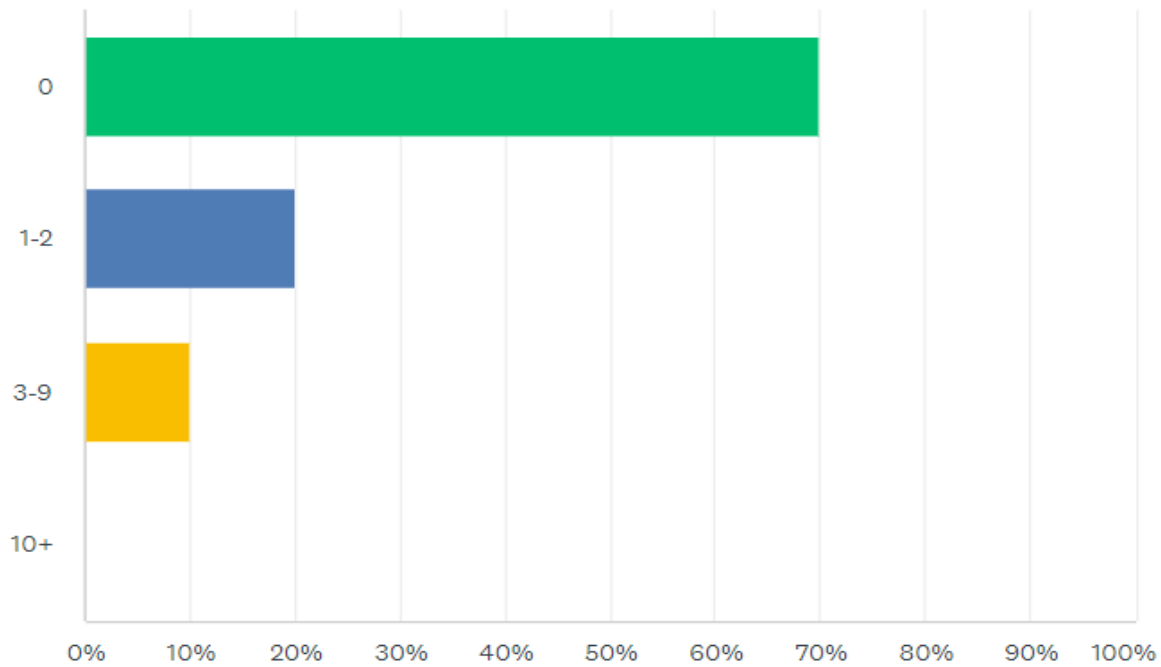


Who did, or is doing the design work for your permit? (complete if applicable)

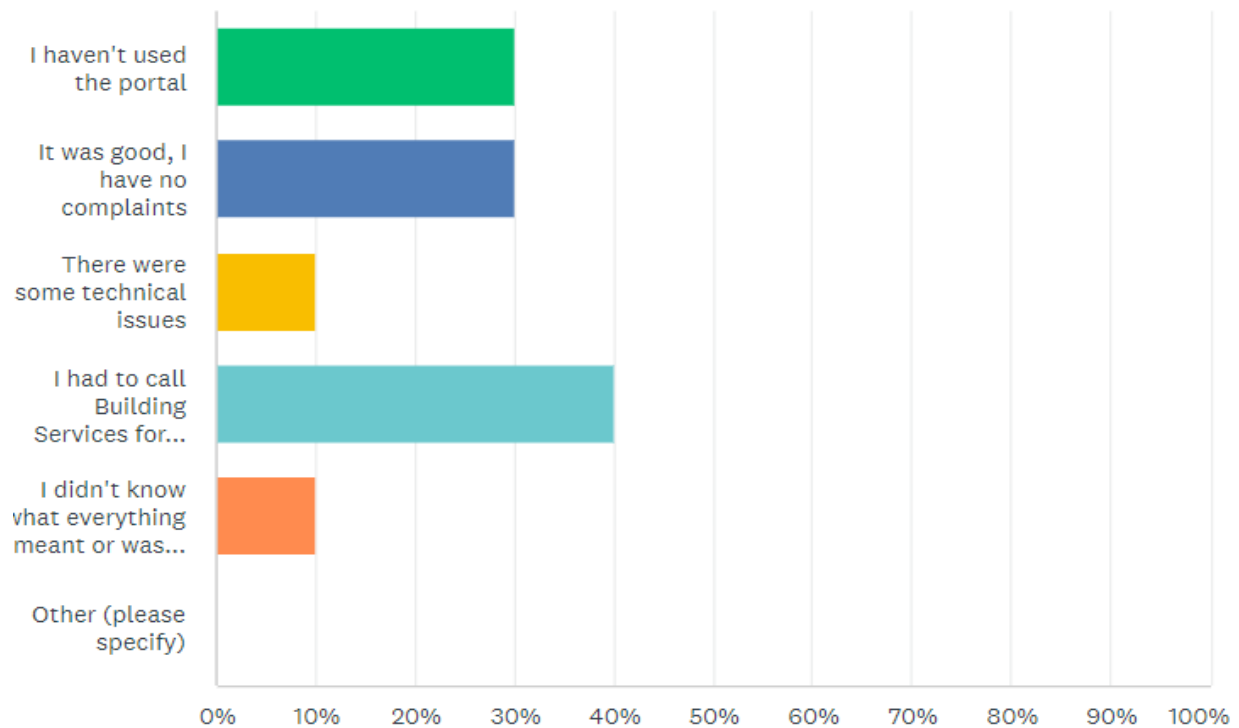




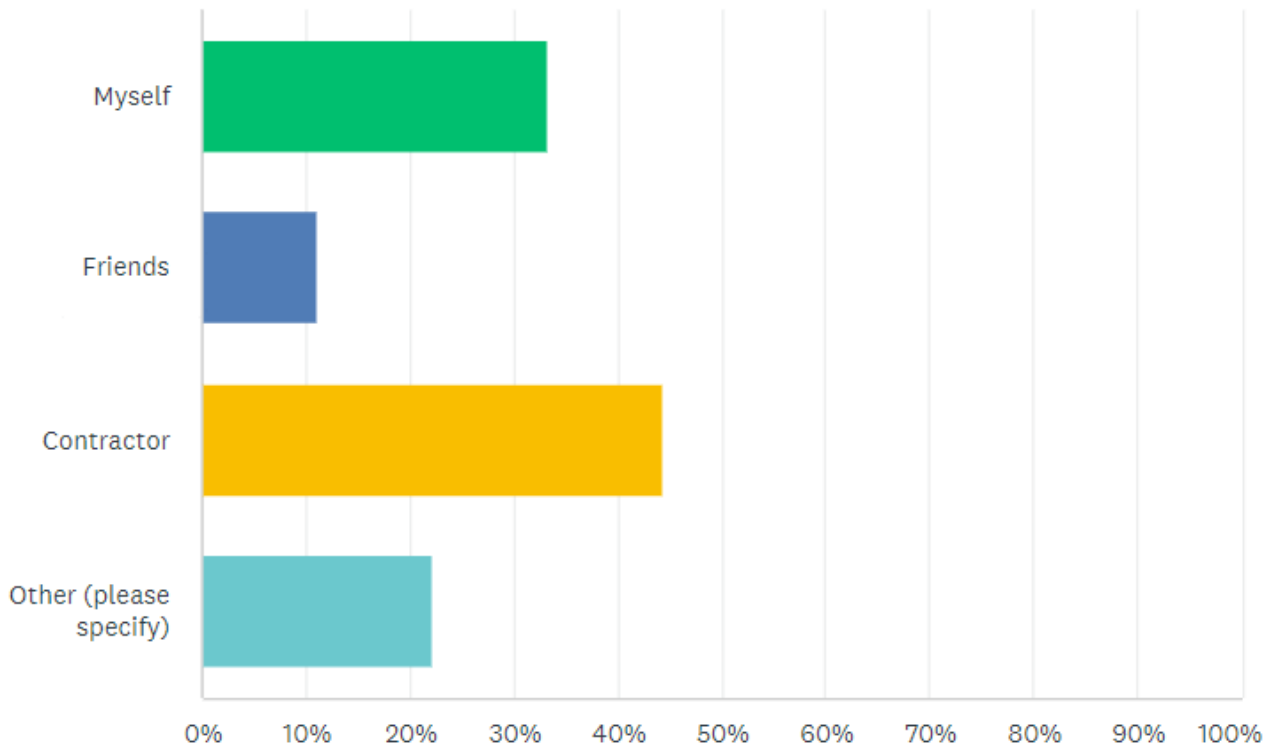
How many building or demolition permits have you applied for in the last 5 years?



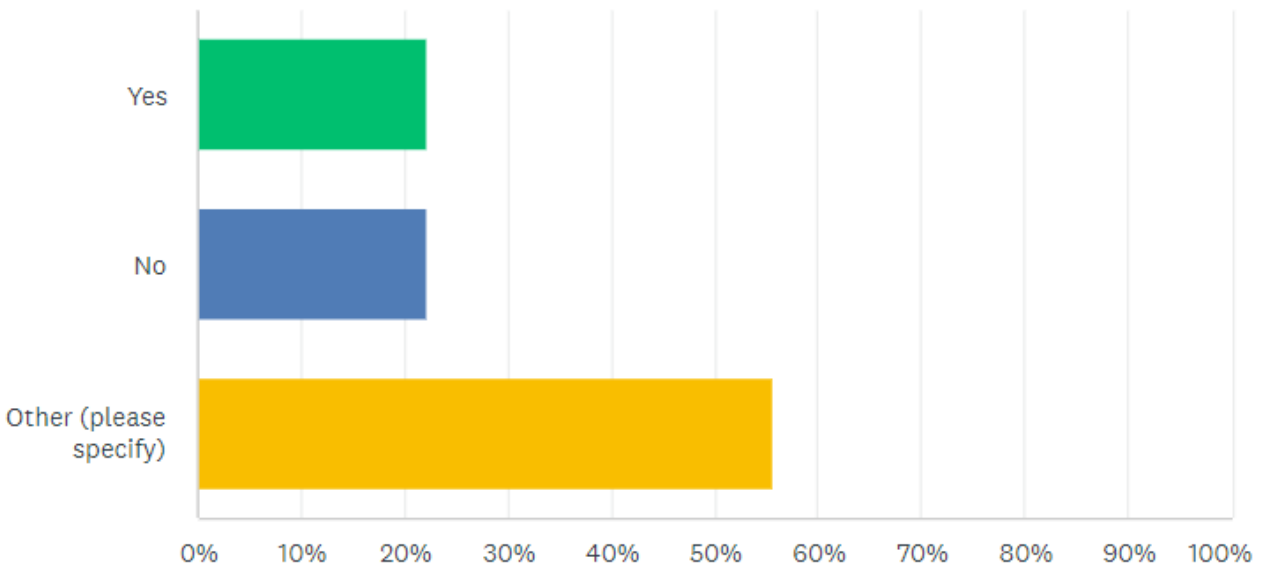
When applying for a permit through the online portal, what was your experience? (check all that apply)



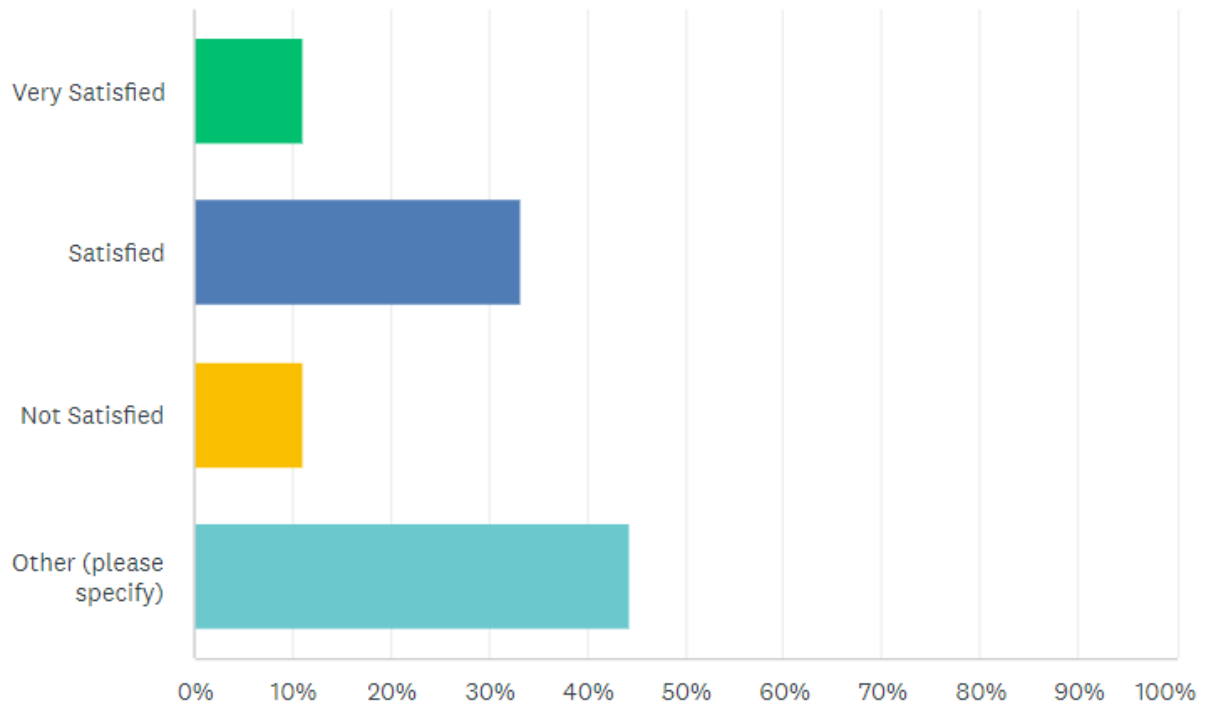
Who did, or is doing the construction or demolition work? (check all that apply)



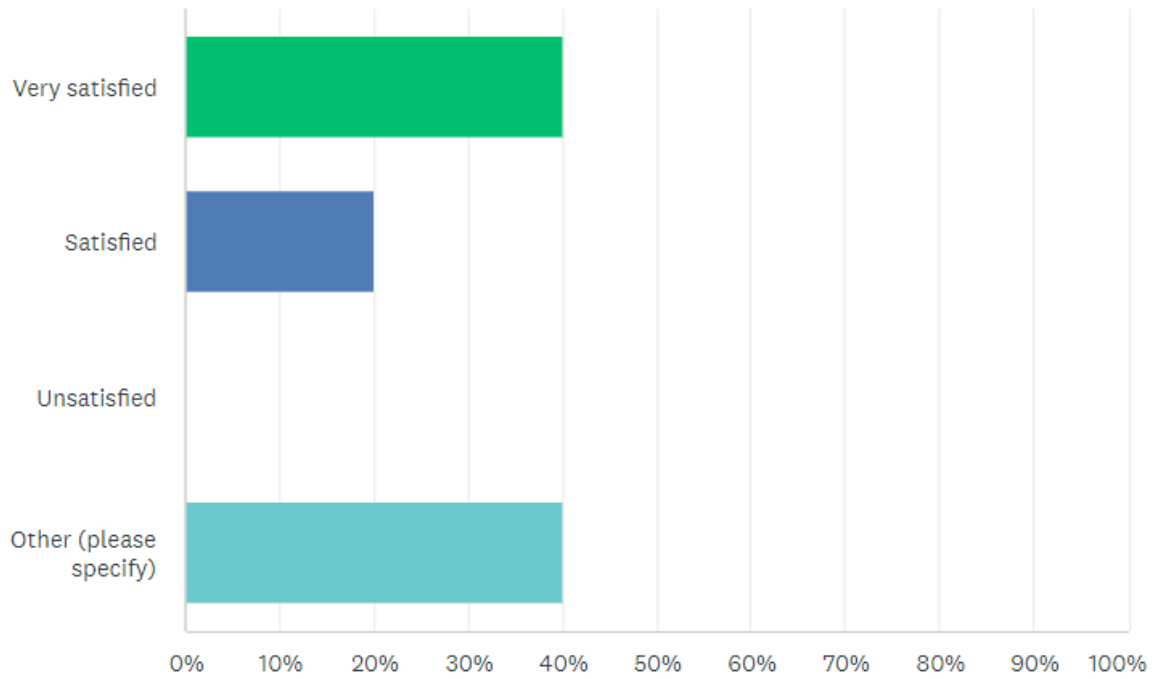
From the time you applied for the permit, were you satisfied on the length of time it took to obtain a permit?



How satisfied were you with the permit and inspections process?



Please rate your overall experience.



## Comments on overall experience

Q10. Please rate your overall experience.

"Satisfied"

"Very satisfied"

"Very satisfied with the service received from Dufferin County – they provided assistance, and their approval was prompt".

"Very satisfied"

"Satisfied"

"Very satisfied"

"The problem is still there what did you do?"

"Very satisfied"

"I wanted to send a message that Patrick N. has been amazing to work with. He has been so helpful through this process. We have never applied for a permit before and he made it so much easier."

"The website guides were very helpful and when I had a question about my application the lady on the phone was so nice and helpful."



A community that grows together

## **AMENDED REPORT**

Report To: Chair Horner and Members of the Community Development and Tourism Committee

Meeting Date: June 27, 2024

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**Subject: By-Law #2020-14 Fees and Charges By-Law Amendment**

**From: Rajbir Sian, Director of Development and Tourism**

### **Recommendation**

**THAT the report of the Chief Building Official, "By-Law #2020-14 Fees and Charges By-Law Amendment", dated June 27, 2024, be received;**

**AND THAT a public meeting be held in accordance with the Building Code Act, Section 7(6) regarding amendments to the fees and charges.**

### **Executive Summary**

The purpose of this report is to amend the fees and charges By-Law #2020-14 to incorporate additional fees for dormant permits and non-compliant orders, revise existing fees, and incorporate fees not captured in the current by-law.

### **Background & Discussion**

To further our efforts in closing dormant permits and proactively prevent permits from becoming dormant, additional fees are proposed to incentivize compliance from permit holders. The proposal of additional fees applied to all permits that remain inactive for one year, and to further apply another set of fees for each month until the permit is reactivated or revoked, is meant to encourage our customers to keep their projects moving along. The outstanding fees owing will be captured on the permit and must be paid prior to occupancy or closing of the file.

This methodology will also apply to Orders that have surpassed the set compliance date, to achieve compliance prior to laying charges under the Building Code Act (BCA). An additional fee will be charged to the owner if compliance has not been achieved by the compliance date provided in the Order and will be collected during the permit process similar to how we are currently collecting fees for building without a permit.

Proposed Amendments:

- Permits that have been sitting dormant for twenty-four months will be charged an automatic fee of \$1,000 and an additional \$200 for each month it remains open. The applicant can request an extension for their permit and it may be granted at the discretion of the Chief Building Official, or the permit will be revoked.
- A fee is currently charged when an Unsafe Order is issued, but not for other orders. This will be changed to charge a fee for all orders issued.
- A fee of \$500 will be applied each month for Orders that surpass their compliance deadline.

Additional amendments proposed are to further clarify the application of fees that can vary in interpretation, the removal of replicated fees, and the addition of two new categories: demountable stages and structures and foundation only permits.

Proposed Amendments:

- Remove hourly rate for a Notice of Change. The Notice of Change fee will cover the time spent reviewing the application. The hourly rate can be disputed by customers on time spent on a review.
- Add a note \*fee for decommissioning a septic system not applicable when it is a replacement system\*. The fee for the new septic system will cover this.
- Remove water and sewer connection fee from miscellaneous, there is already a fee for site servicing.
- Add a foundation only fee for phased permits proposed at \$2.41/sq. m. Having a separate fee for the foundation only is consistent with other building divisions. The amount proposed is within range of comparable municipal building departments.

Municipalities that have the Foundation Only fee	per sq. m
Centre Wellington	2.15
Saugeen Shores	2.35
Cambridge	2.30
Guelph	2.15
Guelph Eramosa	2.47
Niagara	3.03

Municipalities that have the Foundation Only fee	per sq. m
Average	<b>\$2.41</b>

- Add demountable stage and structures to “miscellaneous”. The Ministry has added demountable stages and supporting structures into the Ontario Building Code (OBC). The fees for temporary stages and supporting structures should fall in line with temporary tents.
- Tent permit fee should be clarified that it is per application up to five tents on one application. The fee is currently up for interpretation on whether the fee applies to each tent or each application for a tent.

### **Financial, Staffing, Legal, or IT Considerations**

None at this time.

### **In Support of Strategic Plan Priorities and Objectives**

**Governance** - identify opportunities to improve governance and service delivery

Respectfully Submitted By:

Rajbir Sian  
Director of Development and Tourism

Prepared by: Becky MacNaughtan, Chief Building Official

Attachment: By-law 2020-14 Fees and Charges By-law – with proposed amendments

Reviewed by: Sonya Pritchard, Chief Administrative Officer

## FEES PAYABLE FOR SPECIFIC CLASSES OF PERMITS

### Building Permits

Class of Permit	Unit of Measure/Rate	2024 Fee	2025 Fee	2026 Fee	2027 Fee	2028 Fee	Minimum Fee
Partial Building Permit	Flat Rate	\$523	\$547	\$572	\$598	\$625	-
Conditional Building Permit	Flat Rate	\$1,046	\$1,093	\$1,143	\$1,195	\$1,250	-

### Demolition Permit

Class of Permit	Unit of Measure/Rate	2024 Fee	2025 Fee	2026 Fee	2027 Fee	2028 Fee	Minimum Fee
Residential Outbuilding	Flat Rate	\$200	\$200	\$200	\$200	\$200	-
Residential Dwelling Unit	Flat Rate	\$213	\$284	\$378	\$503	\$670	-
Non-Residential	Flat Rate	\$521	\$566	\$615	\$668	\$725	-
Decommission Septic <i>*N/A when it's included in the permit to replace a septic*</i>	Flat Rate	\$184	\$211	\$243	\$279	\$320	-

### Change of Use

Class of Permit	Unit of Measure/Rate	2024 Fee	2025 Fee	2026 Fee	2027 Fee	2028 Fee	Minimum Fee
Change of Use Permit (No Construction)	Flat Rate	\$177	\$196	\$217	\$240	\$265	-
Change of Use Permit (Construction)	\$/m2	Major Occupancy Classification	Major Occupancy Classification	Major Occupancy Classification	Major Occupancy Classification	Major Occupancy Classification	-



### Site Servicing

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Residential	Flat Rate	\$200	\$221	\$245	\$271	\$300	-
Non-Residential	Flat Rate	\$272	\$309	\$350	\$397	\$450	-
Site Plan Control Review	Flat Rate	\$544	\$617	\$700	\$794	\$900	-

### Assembly Occupancies (Group A) School, Church, Community Hall, Restaurant

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Finished Building	\$/m2, Min	\$14.91	\$15.97	\$17.11	\$18.34	\$19.65	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2, Min	\$4.07	\$4.82	\$5.71	\$6.76	\$8.00	\$600
Public Pool, Spa	-	\$603	\$757	\$951	\$1,194	\$1,500	-
School Portable	-	\$301	\$379	\$475	\$597	\$750	-

### Institutional Occupancies (Groups B1, B2, B3) Hospital, Nursing Home, Police Station

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Finished Building	\$/m2	\$16.85	\$17.51	\$18.19	\$18.91	\$19.65	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2	\$4.07	\$4.82	\$5.71	\$6.76	\$8.00	\$600

### Residential Occupancies (Group C) House, Apartment, Motel

Class of Permit	Unit of Measure/Rate	2024 Fee	2025 Fee	2026 Fee	2027 Fee	2028 Fee	Minimum Fee
Multiple Unit Residential – Three (3) separate units or greater	\$/m2	\$15.49	\$16.36	\$17.29	\$18.27	\$19.30	\$600
Detached, Semi-Detached and Townhouse Dwellings – Two (2) separate units or 1pcc	\$/m2	\$14.05	\$15.21	\$16.47	\$17.83	\$19.30	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2	\$4.42	\$5.67	\$7.28	\$9.35	\$12.00	\$200
Finishing Basement	-	\$4.42	\$5.67	\$7.28	\$9.35	\$12.00	\$200
Additional Residential Unit	-	\$14.05	\$15.21	\$16.47	\$17.83	\$19.30	\$600

### Business and Personal Service Occupancies (Group D) Office, Bank, Beauty Parlour

Class of Permit	Unit of Measure/Rate	2024 Fee	2025 Fee	2026 Fee	2027 Fee	2028 Fee	Minimum Fee
Shell Building	\$/m2	\$10.02	\$10.02	\$10.02	\$10.02	\$10.02	\$600
Finished Building	\$/m2	\$13.58	\$14.50	\$15.48	\$16.53	\$17.65	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2	\$4.07	\$4.82	\$5.71	\$6.76	\$8.00	\$600

### Mercantile Occupancies (Group E) Store, Shop, Supermarket

Class of Permit	Unit of Measure/Rate	2024 Fee	2025 Fee	2026 Fee	2027 Fee	2028 Fee	Minimum Fee
Shell Building	\$/m2	\$9.68	\$9.68	\$9.68	\$9.68	\$9.68	\$600
Finished Building	\$/m2	\$12.94	\$13.98	\$15.11	\$16.33	\$17.65	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2	\$4.07	\$4.82	\$5.71	\$6.76	\$8.00	\$600

**Industrial Occupancies (Groups F1, F2, F3) Warehouse, Repair Garage, Factory**

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Shell Building	\$/m2	\$7.61	\$7.61	\$7.61	\$7.61	\$7.61	\$600
Finished Building	\$/m2	\$9.56	\$10.34	\$11.17	\$12.07	\$13.05	\$600
Parking Garage, Service Floors, Mezzanines	\$/m2	\$6.46	\$6.74	\$7.03	\$7.34	\$7.66	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2	\$7.61	\$7.61	\$7.61	\$7.61	\$7.61	\$600

**Agricultural Occupancies Hay Storage, Silo, Riding Arena, Livestock Barn**

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Finished Building	\$/m2	\$2.57	\$2.71	\$2.86	\$3.02	\$3.18	\$600
Interior Renovation and Finishing (not part of original structure)	\$/m2	\$1.92	\$2.02	\$2.13	\$2.25	\$2.37	\$200
Silo, Grain Bin	Flat Rate	\$251	\$262	\$274	\$287	\$300	-

**On-Site Sewage System**

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Residential (New)	Flat Rate	\$551	\$563	\$575	\$587	\$600	-
Residential (Replacement)	Flat Rate	\$551	\$563	\$575	\$587	\$600	-
Non-Residential (New)	Flat Rate	\$952	\$964	\$976	\$988	\$1,000	-
Non-Residential (Replacement)	Flat Rate	\$952	\$964	\$976	\$988	\$1,000	-
Replacement Tank	Flat Rate	\$230	\$235	\$240	\$245	\$250	-
Leaching Bed Repair, Minor Alteration	Flat Rate	\$392	\$394	\$396	\$398	\$400	-



<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Fire Alarm	Flat Rate	\$335	\$350	\$366	\$383	\$400	-
Fire Sprinklers/Standpipe	Flat Rate	\$335	\$350	\$366	\$383	\$400	-
Smoke/Heat Detectors, Emergency Lighting, Magnetic Locking Devices	Flat Rate	\$335	\$350	\$366	\$383	\$400	-
Industrial Commercial Racking System	Flat Rate	\$335	\$350	\$366	\$383	\$400	-
Shelf and Rack Storage System 3.16	\$/m2	\$3.60	\$3.76	\$3.93	\$4.11	\$4.30	\$600
Commercial Cooking Exhaust, Spray Booth, Dust Collector	Flat Rate	-	-	-	-	\$300	-
Plumbing Fixtures (each) Residential	Per Fixture	\$15.68	\$16.40	\$17.15	\$17.93	\$18.75	\$200
Plumbing Fixtures (each) Non-Residential	Per Fixture	\$15.68	\$16.40	\$17.15	\$17.93	\$18.75	\$400
Plumbing System Multi-Residential	Flat Rate	\$251	\$262	\$274	\$287	\$300	-
Plumbing System Non-Residential	Flat Rate	\$335	\$350	\$366	\$383	\$400	-
Mechanical Unit Residential	Per Unit	\$200	\$200	\$200	\$200	\$200	-
Mechanical Unit Non-Residential	Per Unit	\$335	\$350	\$366	\$383	\$400	-
Mechanical System Residential	Flat Rate	\$200	\$200	\$200	\$200	\$200	-
Mechanical System Non-Residential	Flat Rate	\$335	\$350	\$366	\$383	\$400	-
Oil and Grease Interceptor	Flat Rate	\$251	\$262	\$274	\$287	\$300	-
Designated Structure (not already listed)	Flat Rate	\$334.60	\$349.88	\$365.84	\$382.54	\$400	-
Other Minor Residential Project	\$/m2	\$3.60	\$3.76	\$3.93	\$4.11	\$4.30	\$200
Other Minor Non-Residential Project	\$/m2	\$3.60	\$3.76	\$3.93	\$4.11	\$4.30	\$480

### Administrative

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Inspection	Per Inspection	\$174	\$188	\$204	\$221	\$240	-

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
(Additional)							
Building Inspection Not Ready (Greater than 2) - Residential	Per Inspection	\$174	\$188	\$204	\$221	\$240	-
Building Inspection Not Ready (Greater than 2) – Non-Residential	Per Inspection	\$335	\$350	\$366	\$383	\$400	-
Plan Review Resubmission (Greater than 3) - Residential	Per Resubmission	\$174	\$188	\$204	\$221	\$240	-
Plan Review Resubmission (Greater than 3) – Non-Residential	Per Resubmission	\$335	\$350	\$366	\$383	\$400	-
Alternative Solution	Per Submission Per Hour	\$110	\$110	\$110	\$110	\$110	\$500
Notice of Change	Per Hour Per Application	Fees based on permit type.	Fees based on permit type.	Fees based on permit type.	Fees based on permit type.	Fees based on permit type.	\$160
Third Party Professional Review	-	Consultant Fee (Paid by Applicant)	Consultant Fee (Paid by Applicant)	Consultant Fee (Paid by Applicant)	Consultant Fee (Paid by Applicant)	Consultant Fee (Paid by Applicant)	-
Transfer of Ownership	Flat Rate	\$167.30	\$174.94	\$182.92	\$191.27	\$200	-
Fee for Permit Not Construction	Construction	\$10 per	\$10 per	\$10 per	\$10 per	\$10 per	-

<b>Class of Permit</b>	<b>Unit of Measure/Rate</b>	<b>2024 Fee</b>	<b>2025 Fee</b>	<b>2026 Fee</b>	<b>2027 Fee</b>	<b>2028 Fee</b>	<b>Minimum Fee</b>
Listed in Schedule A	Value	\$1,000 of construction /repair costs	\$1,000 of construction /repair costs	\$1,000 of construction /repair costs	\$1,000 of construction /repair costs	\$1,000 of construction /repair costs	
Building Without a Permit	-	2x Building Permit Fee	2x Building Permit Fee	2x Building Permit Fee	2x Building Permit Fee	2x Building Permit Fee	-
<del>Unsafe Order</del> All Orders	Flat Rate	<del>\$261</del>	<del>\$273</del>	<del>\$286</del>	<del>\$299</del>	<del>\$313</del>	-
<del>Prohibit Occupancy Order</del>	Flat Rate	<del>\$261</del>	<del>\$273</del>	<del>\$286</del>	<del>\$299</del>	<del>\$313</del>	-
Lapsed Orders (fee applied to orders that surpass their compliance date)	Flat Rate	\$0	\$500/month	\$500/month	\$500/month	\$500/month	
<del>Minor Revisions of Plans Already Examined</del>	Per Hour	<del>\$110</del>	<del>\$110</del>	<del>\$110</del>	<del>\$110</del>	<del>\$110</del>	<del>\$160</del>
Maintenance Fee for Files Not Closed Within 24 Months	Per Year	\$0	<b>\$200 \$1,000 Plus \$200 each month it remains open</b>	<b>\$200 \$1,000 Plus \$200 each month it remains open</b>	<b>\$200 \$1,000 Plus \$200 each month it remains open</b>	<b>\$200 \$1,000 Plus \$200 each month it remains open</b>	-



A community that grows together

Report To: Chair Horner and Members of the Community Development and  
Tourism Committee

Meeting Date: June 27, 2024

---

**Subject: Museum Strategic Plan Progress Report**

**From: Rajbir Sian, Director of Development and Tourism**

### **Recommendation**

**THAT the report regarding the Museum Strategic Plan Progress Report, dated June 27, 2024, from the Director of Development and Tourism, be received.**

### **Executive Summary**

In 2023, the Museum hired a dedicated Museum Services Manager, Jasmine Proteau, who has extensive experience managing and rejuvenating community museums. The Manager was tasked with implementing a strategy to lead the museum towards achieving its strategic objectives, as outlined in the Museum's Strategic Plan. A strategy was developed in early 2023 and has since been successful in increasing visitor attendance, improving staff effectiveness and increasing public engagement.

Staff have now had time to put the Strategic Plan into action, discovering which goals are feasible and which are perhaps no longer priorities. In early 2024, the Museum staff reviewed the Strategic Plan as a team and made changes or revisions they believed better aligned with the Museum's goals as they now stand.

### **Background & Discussion**

In 2022, the Museum of Dufferin embarked on a strategic planning process to set a new vision and mission for the institution, re-examining and clarifying its values, priorities, and goals to improve and enhance its role in the local community and beyond.

The Strategic Plan identified four main priorities for the museum:

1. Centering the visitor experience



2. Reaching out to the community
3. Safeguarding our collection
4. Building capacity/foster resiliency.

Two years since the completion of the Strategic Plan, the Museum seeks to update Committee on its achievements, as well as revisit some of its Strategic Plan goals, making necessary changes that better reflect the Museum's strategic priorities, current staff complement, and resources available.

Multi-year plans, such as these, should be seen as flexible and malleable, as change often triggers unexpected challenges and opportunities. Over the last two years the Museum has seen a significant rise in its visitor attendance, in the clarity of its procedures and policies, and a strengthening of its staffing complement. These elements have all shed new light on the Museum's future goals and aspirations, and as such, revisions and updates have been made, which are outlined in detail in Appendix A - Strategic Plan Progress Report for clarity and transparency.

### **Financial, Staffing, Legal, or IT Considerations**

The Museum will be looking to make changes and improvements to its buildings, grounds, and programs to better meet the needs of the visitors and staff. These changes will require investment of financial and staffing resources, the details of which will be shared in a report that will outline the fundraising and sponsorship plans for the Museum for the next five years. This report is currently in development and will be completed by the end of this calendar year.

The Museum hired a full-time permanent Programs and Outreach Coordinator in the fall of 2023 with the aim of improving the Museum's programming initiatives. This role predominantly runs school programs, children's workshops, and summer camps. A second full-time Programs and Outreach Coordinator position was hired on a contract basis in the spring 2024 to increase the museum's capacity to deliver the number and frequency of programs that are now being offered. This position is primarily responsible for developing and running museum tours, adult programs and workshops, and school programs. Both positions also participate in a number of outreach activities. Given the number of programs and outreach activities that the Museum is now running, we predict that this position will need to become permanent in order to continue to deliver these programs. The success of the programs and the substantial increase in attendance and outreach connections in the community speaks to the Museum's need for additional staffing to continue this success.

**In Support of Strategic Plan Priorities and Objectives**

Governance - identify opportunities to improve governance and service delivery/  
improve the County's internal and external communication

---

Respectfully Submitted By:

Rajbir Sian  
Director of Development and Tourism

Attachment: Appendix A – Strategic Plan Progress Report

Prepared by: Jasmine Proteau, Museum Services Manager

Reviewed by: Sonya Pritchard, Chief Administrative Officer

# Strategic Plan Progress Report

2024

MoD





# CONTENTS

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**01**

From the Manager

**02**

Progress Summary

**07**

Objective 1: Become A Storyteller

**14**

Objective 2: Centre the Visitor Experience

**23**

Objective 3: Reach out into the Community

**30**

Objective 4: Safeguard the Collections

**33**

Objective 5: Build Capacity and Foster Resiliency





# FROM THE MANAGER

---

In 2022, the Museum of Dufferin (MoD) embarked on a strategic planning process to set a new vision and mission for the institution. This process involved re-examining and clarifying its values, priorities, and goals, to improve and enhance its role in the County of Dufferin and beyond.

Two years have now passed, and the museum has undergone significant changes that have allowed staff to reflect upon the goals and action items set out in the original Strategic Plan. With the new strategic direction also came a new Museum Services Manager with their own goals and vision for the museum, one that was not wholly captured in the original document.

Multi-year plans such as these should be seen as flexible and malleable as change often triggers unexpected challenges and opportunities. Over the last two years the museum has seen a significant rise in its visitor attendance, in the clarity of its procedures and policies, and a strengthening of its staffing complement. These elements have all shed new light on the Museum's future goals and aspirations, and as such, revisions and updates have been made which are outlined in this document for clarity and transparency.

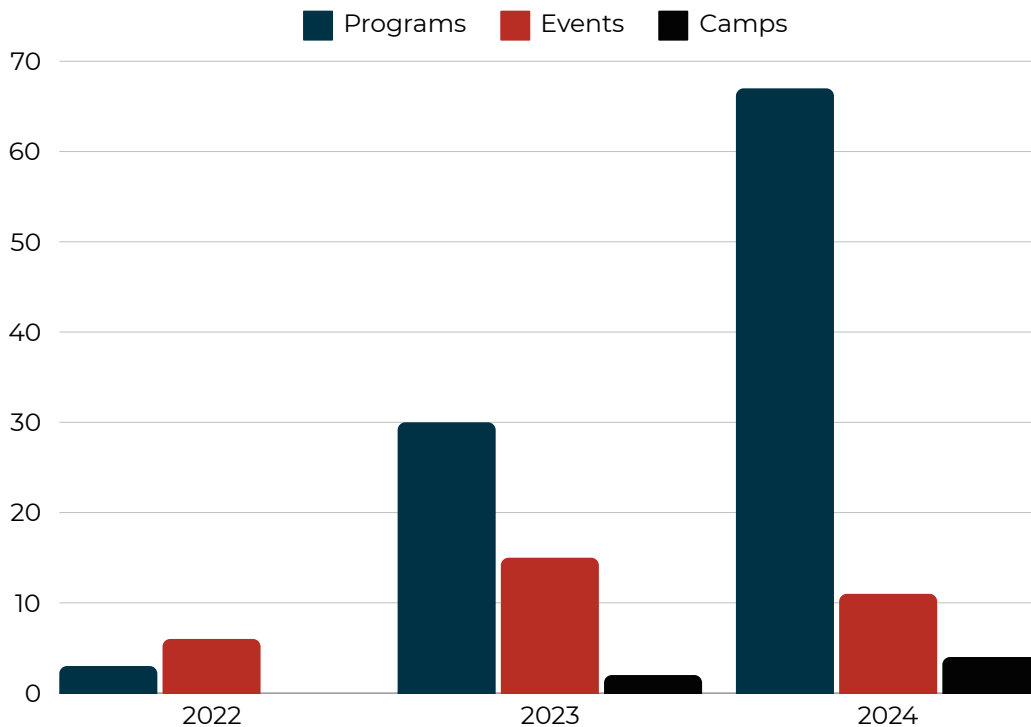
**Jasmine Proteau**

Museum Services Manager

# Progress Summary

## Events & Programs

The Museum has made significant progress with increasing the number of programs and events over the last two years. The Museum went from 3 programs in 2022 to over 60 programs in 2024. The museum has had enormous success and will continue to grow its programs and events in the coming years. These achievements directly speak to Objectives 1 - Become a Storyteller and Objective 2 - Centre the Visitor Experience.

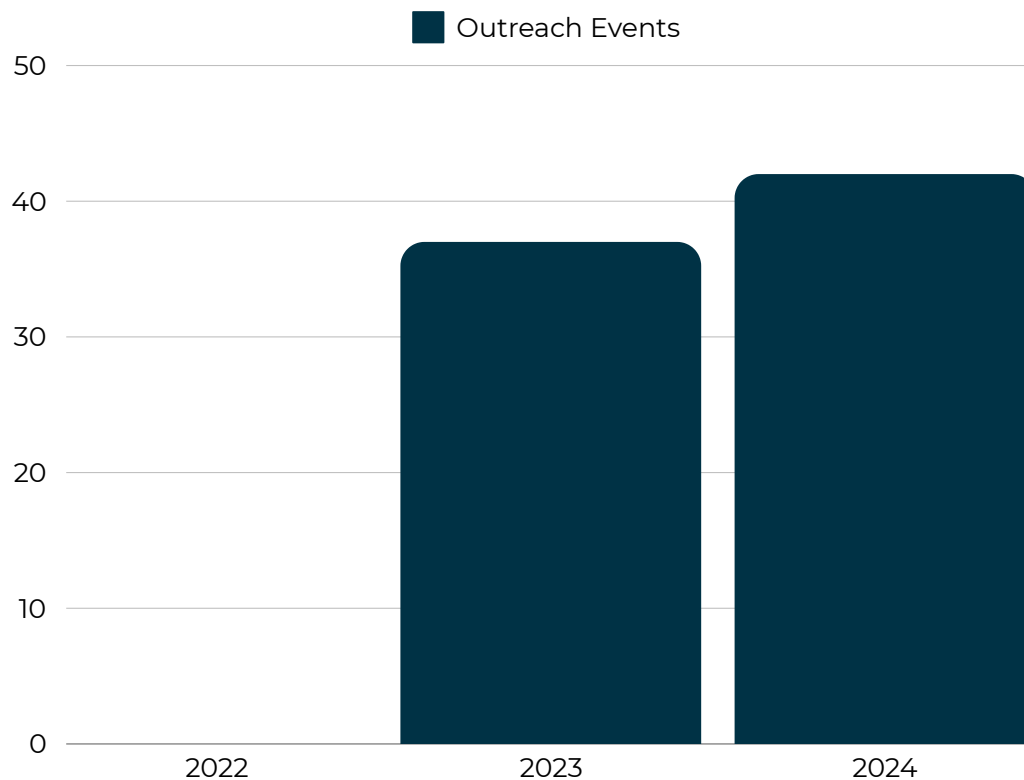


# Progress Summary

## Outreach

The Museum has also had substantial success with its outreach programming. In 2023 the museum began outreach initiatives to get out into the community and make connections. This included attending festivals, farmers markets, and community events.

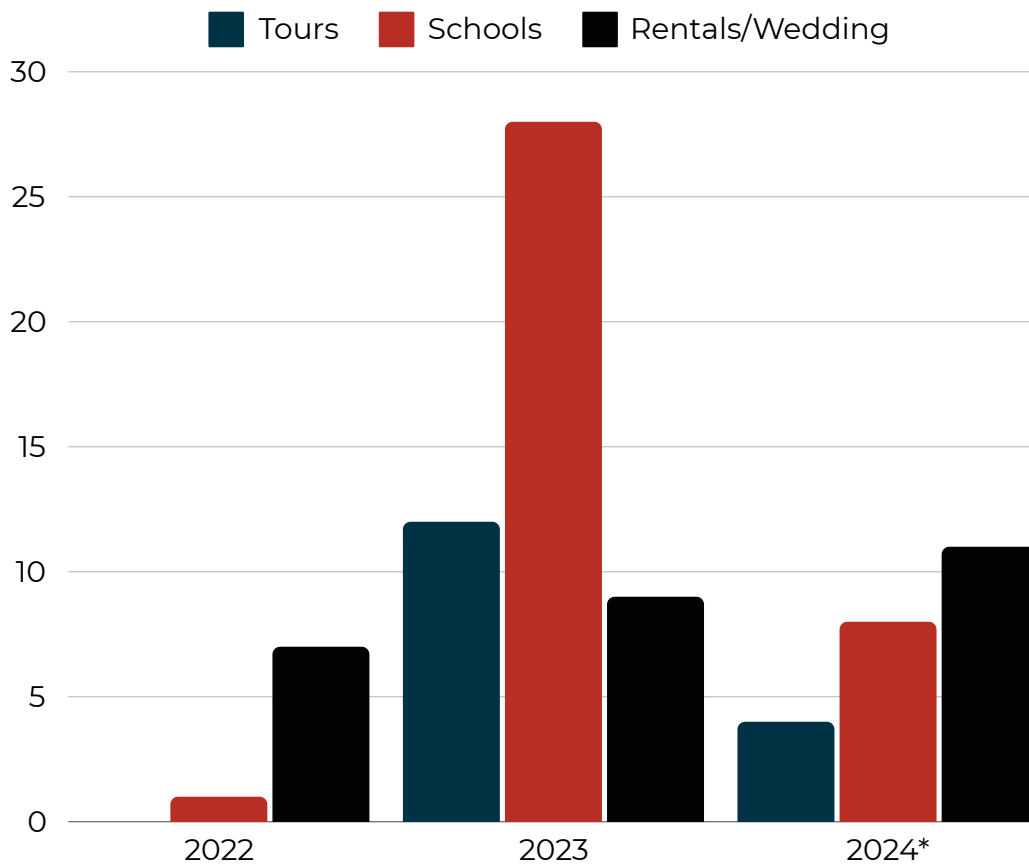
The intention was to bring general awareness of the museum and its programs, but also to collect data on what people were interested in seeing at the museum and what would make it a more welcoming place for a range of demographics.



# Progress Summary

## Tours, Schools & Rentals

The Museum has also made significant progress with its Tours and School Program bookings. The museum is not only seeing more school bookings at the museum, but recently the Catholic Schoolboard approved the museum's programs for delivery to their schoolboard, increasing the potential for further programming opportunities in schools.



\*Numbers for 2024 are for Jan-June and do not reflect the increase in bookings that occur during the fall months when schools return to the museum.



# Objectives

## 1

### Become a Storyteller

---

#### Action 1.1.1

Create a new role of "Historian" who supports the collecting, interpretation, and telling of local stories across collections, exhibitions and programs, and can act as a community liaison.

#### Action 1.1.1

**Revised** - New role is now two Programming and Outreach Coordinators who are responsible for creating, running, and facilitating programs and outreach initiatives.

---

#### Action 1.1.2

Develop a system and process to collect, maintain and share stories, which includes oral histories and stories. This system includes user and community-generated content.

#### Action 1.1.2

**Revised** - New collections management software enables staff to store and share digital content, including audio and video. Content can be shared publicly on the museum's website through the collections page.

---

#### Action 1.1.3

Collect and digitally retain at least 20 new stories per year that are substantially relevant to Dufferin County's people, places or culture. This includes past and present people, places and culture.

#### Action 1.1.3

**Revised** - Remove from action goals - redundant as these stories are already collected during the process of accessioning new objects into the collection each year.

Year 1-2

Completed  
2023

Year 1-2

Completed  
2023

Year 1-2

Revised

# Objectives

1

## Become a Storyteller

---

### Action 1.1.4

Collect and digitally retain at least 20 new nonmaterial items per year that are substantially relevant and significant to Dufferin.

### Action 1.1.4

**Remove** - Remove from action goals as we are not able to predict what we are offered by the public for collections.

---

### Action 1.1.5

Implement a way of displaying and celebrating the Corn Flower Collection such that it significantly reduces the amount of space used in the gallery.

### Action 1.1.5

**Remove** - Remove from action goals. Instead, a full revamp of the main gallery space will be undertaken by the curatorial staff and the Museum Manager. See Action Item 2.3.1

---

### Action 1.1.6

Develop a land acknowledgement and anti-oppression statement specific for the MoD and include it on the website and within the building.

### Action 1.1.6

**Revised** - Partially complete. The County has decided to do more education and awareness first, however, we have placed the currently used land acknowledgement on the website and in our front foyer.

---

### Action 1.1.7

Review the MoD land acknowledgement and anti-oppression statement every 3 years, or sooner as required or directed.

### Action 1.1.7

**Not yet started**

Year 2-3

Remove

Year 2-3

Remove

Year 1-2

Revise

Year 4+

Not yet started

# Objectives

1

## Become a Storyteller

---

### Action 1.2.1

Create a 'digitization and technology utilization plan' to support, enhance and supplement the artifacts and archives collection. This may include new ways of collecting, displaying and maintaining digital content and include the consideration of virtual or augmented reality, and/or immersive installations and storytelling displays.

### Action 1.2.1

**Revise** - Create a Digitization Plan for the collection and change target year of completion to 2025.

---

### Action 1.2.2

Develop a guide/toolkit for MoD staff and volunteers to use when sharing stories to ensure they are as engaging, compelling, and as memorable as possible.

### Action 1.2.2

**Revised** - Create a Tour Manual for all staff to better understand how to share the museum's rich history with the public.

---

### Action 1.2.3

Integrate a digital-preferred approach into the archives and collections policies when considering adding items to either the artifact collection or archives. (For example; taking a photograph of an object we may have otherwise needed to collect but didn't have space.)

### Action 1.2.3

**Revised** - Create a collections accession framework that allows for a more strategic and rigorous collecting process that aims to fill gaps in the collection.

Year 1-2

Revise

Year 3-4

In progress

Year 4+

Revise

# Objectives

1

## Become a Storyteller

---

### Action 1.3.1

Ensure all future marketing, social media posts, communications, promotions and advertising are clearly connected to a story in the MoD's physical or digital archive or collections.

Year 1-2

### Action 1.3.1

**Remove** - Remove from action goals - this does not allow us to market our programs and events.

Remove

---

### Action 1.3.2

Create a brand style guide to establish a consistent visual look and feel, and tone of voice across all channels which includes social media, websites, and printed collateral.

Year 1-2

### Action 1.3.2

**Not yet started**

Not yet started

---

### Action 1.3.3

Develop a marketing strategy that directly supports and focuses on the MoD's vision, mission, priorities and objectives.

Year 1-2

### Action 1.3.3

**In progress**

In progress

---

### Action 1.3.4

Partner with other County divisions and community/tourism partners for cross-promotional initiatives and shared marketing and advertising investments whenever possible.

Year 2-3

### Action 1.3.4

**Ongoing**

Ongoing

# Objectives

1

## Become a Storyteller

---

### Action 1.3.5

Develop an annual marketing plan that includes new, innovative and creative marketing approaches to reach new audiences and generate excitement.

### Action 1.3.5

**Remove** - Remove from action goals - already reflected in Action 1.3.3

---

### Action 1.3.6

Prioritize promoting revenue generating opportunities for the MoD which includes research services, rentals events and programs.

### Action 1.3.6

The MoD has recently updated its user fees and charges (2023) to better reflect revenue generating opportunities. It has also created new brochures for weddings and space rentals, has begun offering new bookable school programs, and is currently working on developing bookable party packages.

---

### Action 1.4.1

Establish marketing targets and evaluate each marketing effort for impact, effectiveness and efficiency. This includes collecting, tracking and reviewing analytics and other established metrics for website, social media, mailing lists, earned media, etc. on a regular basis.

### Action 1.4.1

**In progress**

---

### Action 1.4.2

Develop and maintain a MoD visitor and user research plan to understand who visits and why, and evaluate challenges and opportunities.

### Action 1.4.2

**Revise** - Collecting visitor data through surveys and questionnaires to understand who visits and why, and evaluate challenges and opportunities.

Year 1-2

Remove

Year 4+

Ongoing

Year 1-2

In progress

Year 1-2

Revise



## RENTALS

*New revenue generating opportunities include weddings in the Corbetton Church as well as the grounds behind the Church.*

# Objectives

1

## Become a Storyteller

---

### Action 1.4.3

Implement a CRM (Customer Relationship Management) to effectively capture and maintain contacts and relationships including members, donors, volunteers, partners, visitors, potential donors and other key stakeholders.

### Action 1.4.3

**Paused** - was paused by county IT staff and other departments as it was established that they hoped to get a system that worked for multiple departments.

---

### Action 1.4.4

Use data from the CRM to inform and update the annual marketing and communications strategy to customize marketing approaches to key target segments/audience groups.

### Action 1.4.4

**Paused** - was paused by county IT staff and other departments as it was established that they hoped to get a system that worked for multiple departments.

---

Year 3-4

Paused

Year 4+

Paused

# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.1.1

Develop and implement a plan to improve the visitor experience at the MoD. Ensure the environment is comfortable and contains a welcoming and approachable atmosphere for all visitors.

#### Action 2.1.1

**Revise** - The museum created an Accessibility Plan to improve visitor access, comfort, and usability.

---

#### Action 2.1.2

Establish a process to ensure collaboration internally to align and connect stories across every touchpoint in the visitor experience: collections, exhibitions, programming, events and marketing, to create connected and cohesive experiences and extend storytelling beyond the traditional exhibitions.

#### Action 2.1.2

**Remove** - This is operational and therefore should not be included in a strategic planning document.

---

#### Action 2.1.3

Produce engaging and award-winning media content, including visual and audio stories to improve the MoD's reputation in storytelling excellence.

#### Action 2.1.3

The MoD staff are currently working on transforming the Lodge into a multi-media space where audio-visual stories will be shared when the area is not being used for programming or events.

---

Year 3-4

Complete  
2023

Year 1-2

Remove

Year 4+

In progress



# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.1.4

Develop an annual exhibition plan that increases the number and rotation of exhibits from traditional norms. Annual exhibition plan includes exhibits and installations located at partner locations (*Example; events in the County, Municipal partners, libraries, schools, community centres*).

#### Action 2.1.4

**Revise** - Create a 3-Year Exhibition Plan with fewer rotations (2 rotations per year). This allows curatorial staff to achieve other exhibition related goals, such as the development of multi-sensory and hands-on experiences. This will not include exhibitions at other locations as the museum has neither the financial nor human resources to spend on travelling exhibitions.

---

#### Action 2.1.5

Develop an annual events plan that focuses on achieving the MoD's vision and mission.

#### Action 2.1.5

An Events and Outreach Plan is developed annually, starting in January of 2023.

---

#### Action 2.1.6

Develop a plan to convert existing exhibitions and displays to be more hands-on or include multi-sensory experiences.

#### Action 2.1.6

**Revise:** This is incorporated into the 3-Year Exhibition Planning process.

Year 3-4

Revise

Year 1-2

Complete  
2023

Year 3-4

In progress



## NEW INTERACTIVE KIDS PLAY GARDEN

*Part of the museum's progress towards adding interactive elements to its permanent exhibitions.*

# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.1.7

Ensure all programs, events, and exhibitions include hands-on activities or multisensory experiences.

Year 3-4

#### Action 2.1.7

Remove - Redundant as this is covered in 2.1.6

Remove

---

#### Action 2.1.8

Develop an annual events plan that focuses on achieving the MoD's vision and mission.

Year 3-4

#### Action 2.1.8

Remove - Redundant as covered with Action 2.1.5 Develop an annual Events and Outreach Plan

Complete  
2023

---

#### Action 2.1.9

Offer behind-the-scenes experiences (in-person/virtually) including installation, curation, and archival processes to include the community in a holistic museum experience.

Year 4+

#### Action 2.1.9

The museum has incorporated behind-the-scenes programs in different Archives workshops, International Museum Day Tours, and Membership VIP events. The museum will be looking to participate in the Doors Open program in 2025 which will also fulfill this action item.

In progress

# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.1.10

Spark an interest in history by offering sneak peaks, previews, and behind-the-scenes experiences including tours and or visible storages cases to include the public in the complete storytelling process.

#### Action 2.1.10

**Remove** - Redundant as this is covered in Action 2.1.9 - visible storage cases also pose conservation challenges and risks to objects and are costly to maintain - currently outside of the museum's budget capacity.

---

#### Action 2.1.11

Evaluate the gift shop and adjust contents on an ongoing basis to ensure financial viability, promoting local businesses where possible, and offering a variety of items for different visitor groups.

#### Action 2.1.11

The gift shop has been revitalized with a range of new offerings at different price points. We have also created a gift shop policy to better outline what the museum will sell and to highlight local businesses wherever possible.

---

#### Action 2.1.12

Implement the collection of the Net Promoter Score (NPS) to measure the visitor's experience and satisfaction.

#### Action 2.1.12

The museum staff have designed surveys to capture this information and will be looking to gather the information four times a year by sending the information to program participants once a quarter.

---

Year 4+

Remove

Year 1-2

Complete  
2023

Year 1-2

In progress

# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.2.1

Create a substantive and informative tourism information hub with a robust display of promotional materials from tourism destinations across the County, including a community event calendar and/or a map displaying routes and locations.

#### Action 2.2.1

**In progress**

---

#### Action 2.2.2

Develop and provide training to all staff and volunteers to be informed about upcoming local events and activities.

#### Action 2.2.2

**Remove** - This is operational and should not be in a strategic plan

---

#### Action 2.2.3

Develop a new partnerships plan with nearby tourism destinations with the goal of creating packages and experiences for various audience segments.

#### Action 2.2.3

Partnerships were developed in 2023 with Maple Grove Farms, but efforts will continue to expand our partnerships with local businesses and tourism destinations. Future large events at the museum will include a sponsorship package to encourage businesses to partner with the museum and share the cost of running large events with promotional benefits.

---

Year 3-4

In progress

Year 1-2

Remove

Year 4+

In progress

# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.2.4

Develop an annual program plan that increases the number of program participants by a minimum of 10% each year (year-over-year) and considers maximizing the utilization of spaces within the MoD Property

#### Action 2.2.4

**Revise** - An annual Program Plan is created since 2023 to set out the programs and events for the upcoming year. Increasing by 10% each year indefinitely is not feasible, however, we aim to reach 80-90 programs a year by 2027 and solidify our events into 7 annual offerings: Family Day, March Break, International Museum Day, Veterans Day, Halloween Scavenger Hunt, Earth & Fire, and Holiday Treasures.

---

#### Action 2.2.5

Better promote existing historic road-trip guides as a tourism asset, connecting the MoD to other County destinations, programming and initiative.

#### Action 2.2.5

The museum has been included in the Explore Dufferin Guide and the MoD team will continue to look for opportunities to promote the museum in tourism assets.

---

#### Action 2.2.6

Increase utilization of the kitchen to, where possible and appropriate, increase food and beverage offerings during regular visits, events, and programs.

#### Action 2.2.6

**Revise** - As the museum does not have a functioning commercial kitchen, the kitchen is not legally usable for preparing food for public consumption. The museum will instead seek to create partnerships with local food and beverage businesses to offer a snack/food cart where food is prepared off-site in appropriate kitchen facilities and follows all food handling laws and requirements.

Year 3-4

Revise

Year 1-2

In progress

Year 4+

Revise



## ANNUAL PROGRAM PLAN

*Programs are now planned a year in advance and scheduled with a Program and Events Calendar*

# Objectives

## 2

### Centre the Visitor Experience

---

#### Action 2.3.1

Develop and implement a new floor plan for the MoD to increase the flexibility for new exhibits, displays, interactive experiences, and events. May include reducing, altering, or removing some display cases, artefacts or buildings in the gallery.

#### Action 2.3.1

This process will begin in 2024 with hopes to be complete by 2026.

---

#### Action 2.3.2

Conduct a property/facility improvement and optimization study to understand how to better utilize the buildings, grounds, and spaces in the future. This includes a needs assessment required to fully implement this strategy and achieve the objectives outlined within. This may also include considerations for additional charging stations, increased parking, and additional structures (*For Example; garden shed, green house, share structure, multi-purpose concrete pad, and outdoor furniture/amenities*).

#### Action 2.3.1

**Revise** - Create a Facilities Management Plan to better plan for future site changes and additions. As a part of this process, Museum staff were directed to deaccession the station wagon, previously parked in the museum's parking lot, as well as the log cabins that are located in a similar area. The car was removed in 2023 and the logs removed in 2024 to clear space for a revitalization of the grounds.

Year 1-2

Not yet started

Year 3-4

Revise



# Objectives

## 3

### Reach Out into the Community

---

#### Action 3.1.1

Create a MoD ambassadors group which includes demographic and socio-economically diverse local residents and community leaders to advise, support and advocate on behalf of the MoD and connect it to a broader public and new audiences.

#### Action 3.1.1

Not yet started

---

#### Action 3.1.2

Investigate sponsorships to offer transportation to and from the MoD and report back to Council.

#### Action 3.1.2

Revise - Investigate sponsorships to offer shuttle bus services to and from the major town centres of Shelburne and Orangeville during special events.

---

#### Action 3.1.3

Introduce and maintain new community outreach programming, with specific intent to expand the MoD presence within the local community in support of the MoD mission. Leverage partnerships, institutional collaboration and representation within the Museum's programming.

#### Action 3.1.3

The museum has created new school programs and now does programs with the Upper Grand District School Board, the Simcoe County Schoolboard, and the Catholic Schoolboard. The museum attends major events and festivals in the community, including Blues and Jazz Festival, Rib Fest, and Orangeville Farmers Market.

Year 1-2

Not yet started

Year 1-2

Revise

Year 4+

Complete/  
ongoing

# Objectives

## 3

### Reach Out into the Community

---

#### Action 3.1.5

Expand public programming and learning opportunities with offerings targeted to diverse audiences and age groups. Offer extended or special hours on evenings and weekends to accommodate a broader public.

#### Action 3.1.5

**Revise - Two distinctly different actions**

**Expand programming - Remove as redundant; see Action 2.2.4**

**Hours of operation - Hours were changed in June 2024 and the museum is looking to have seasonal hours, opening longer on weekends and evenings during the summer when the museum has more staff capacity.**

---

#### Action 3.1.6

Introduce the MoD through marketing, advertising and communications and provide new audiences with an inside or behind-the-scenes look, to increase comfort and familiarity with institutional spaces.

#### Action 3.1.2

**Remove - Redundant; see Actions 1.3.5 and 2.1.9**

---

#### Action 3.2.1

Develop an annual plan to increase the number of temporary satellite locations, pop-up displays and mobile exhibitions from the MoD.

#### Action 3.2.1

**Remove - Redundant; see revisions to Action 2.1.4 and activities already mentioned in Action 3.1.3**

---

Year 1-2

Remove

In progress

Year 4+

Remove

Year 3-4

Remove

# Objectives

## 3

### Reach Out into the Community

---

#### Action 3.2.2

Build new, and strengthen existing connections with—and offerings for—local schools.

#### Action 3.2.2

Complete in 2024 - The Program and Outreach Coordinators have rebuilt connections with local schools and developed new connections with the Catholic Schoolboard. They are also working on new curriculum offerings to develop high school programs in the future.

---

#### Action 3.2.3

Develop an annual plan to be present during major community events with pop-up displays, hands-on experiences, and immersive or multisensory experiences.

#### Action 3.2.3

Remove - Redundant; see Action 2.1.5.

---

#### Action 3.2.4

Create an annual plan to attend community events with tools to capture local stories. (For Example; video interview series, suggestion box, and audio stories.)

#### Action 3.2.4

The museum currently runs an outreach program via the archives to scan images from community groups for accession into our collection. The aim of this project is to try and fill demographic gaps in our archival collection with images from underrepresented groups.

---

Year 1-2

Complete

Year 3-4

Remove

Year 1-2

In progress

# Objectives

## 3

### Reach Out into the Community

---

#### Action 3.2.6

Train volunteers to represent the MoD off-site and support the distribution, set-up and staffing of satellite locations, pop-up displays and programming.

#### Action 3.2.6

**Revise** - Volunteer development is currently focused on helping the museum staff at on-site events, programs, and daily operations. This is currently the higher priority as we increase our on-site offerings and hours.

---

#### Action 3.3.1

Develop a revitalized and robust membership program that: focuses on creating MoD ambassadors and advocates, offers a variety of options for a diversity of age groups, and offers greater financial support opportunities to patrons.

#### Action 3.3.1

**In progress.** Membership fees and offerings were revised in 2023 but will be revisited again in 2024 as we receive more feedback from visitors as to what they would like to see included in a membership offering.

---

#### Action 3.3.2

Develop a membership communication and engagement plan to maximize membership retention rates, increase volunteerism, and increase awareness of opportunities to financially support the MoD.

#### Action 3.3.2

**Revise** - Membership marketing will be included as a part of the development of a Fundraising Plan, currently in development. This will include bequests, financial donations, naming policies, and sponsorship opportunities.

---

Year 3-4

Revise

Year 1-2

In  
progress

Year 3-4

Revise

# Objectives

## 3

### Reach Out into the Community

---

#### Action 3.3.3

Position membership more prominently on the Museum website and promotional materials. Regularly promote and market MoD membership across multiple channels.

Year 3-4

#### Action 3.3.3

Remove - Redundant as will be a part of the annual Marketing Plan; See Action 1.3.5

Remove

---

#### Action 3.3.4

Build community and create social opportunities and connection for and amongst partners, members, volunteers and donors.

Year 3-4

#### Action 3.3.4 Ongoing

Ongoing

---

#### Action 3.3.5

Engage local residents in the heritage museum experience through volunteerism, creating MoD ambassadors that can support the growth and strengthening of community connections, and enhance the MoD's human resources on and off-site.

Year 1-2

#### Action 3.3.5

Volunteer development started in 2023 with a review of current volunteer positions and a redesign of job descriptions and benefits.

In progress

# Objectives

## 3

### Reach Out into the Community

---

#### Action 3.3.6

Develop clear policies, guidelines and job descriptions for volunteer opportunities to better communicate and manage expectations, and clarify outreach and recruitment. Provide regular onboarding and training of volunteers.

#### Action 3.3.6

**In progress** - Job descriptions for volunteers were updated in March 2023. Volunteer policies and procedures are frequently being updated. Recruitment has been increased and training and onboarding is now standardized.

---

#### Action 3.3.7

Reach out to underrepresented and diverse communities to fill volunteer positions, including youth and high school students.

#### Action 3.3.7

We are still building rapport and relationships with these communities, and the process will take time. We will aim to have a more diverse volunteer base by 2027 but have no specific goals set in terms of numbers at this time.

---

Year 1-2

In progress

Year 3-4

Not yet started

# Objectives

## 4

### Safeguard our Collections

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#### Action 4.1.1

Prioritize addressing the backlog of artifacts before addressing new initiatives. Invest in resources to streamline acquisitions.

Year 3-4

#### Action 4.1.1

Summer staff, often hired through Young Canada Works grants, have been integral to working on this goal. Museum staff are currently working on clearing backlog and inventorying the collection in preparation for writing the Collections Development Plan.

In progress

---

#### Action 4.1.2

Enact the collections management strategy that includes a deaccessioning plan to address similar items, and to make space for increasingly diverse and culturally relevant collections.

Year 3-4

#### Action 4.1.2

Revise - Create a Collections Development Plan - this work is scheduled to start in 2025 after an inventory of the collections has been completed.

Not yet started

---

#### Action 4.1.3

Tri-annually review systems that protect and preserve the museums' artifact and archival collections and ensure they are maintained to industry standards. Strengthen preventative conservation measures where appropriate.

Year 4+

#### Action 4.1.3

Revise - This links to a Facilities Management Plan; see Action 2.3.1

---

Not yet started

# Objectives

## 4

### Safeguard our Collections

---

#### Action 4.1.4

Create tools and/or guides that clearly communicate the collection policies for donors and potential donors, to support staff in accepting and refusing donations.

#### Action 4.1.4

**Complete** - Staff created an Accession Matrix that enables them to use a point system to determine the eligibility of an object to be accessioned into the collection.

---

#### Action 4.1.5

Invest in storage and capacity needs to safeguard objects. Consider open/visible storage that might be accessible and/or visible at times to the public.

#### Action 4.1.5

**Remove** - open visible storage poses several risks to object conservation and is costly in both staff time and material assets. We will be removing this as an option.

---

#### Action 4.1.6

Tri-annually review systems that protect and preserve the museums' artifact and archival collections and ensure they are maintained to industry standards. Strengthen preventative conservation measures where appropriate.

#### Action 4.1.6

**Revise** - This links to a Facilities Management Plan; see Action 2.3.1

---

Year 3-4

Complete

Year 4+

Remove

Year 4+

Not yet  
Started





## PAST PERFECT ONLINE

*The Museum's new Collections Management Software drastically improves the ease and accessibility of the collection digitally to the public.*

# Objectives

## 4

### Safeguard our Collections

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#### Action 4.2.1

Annually review collections strategies, policies, stories, artifacts and interpretation through an informed equity decolonial lens and continue to collect objects from the growing, changing and diverse local community.

#### Action 4.2.1

Ongoing

---

#### Action 4.2.2

Continue to identify, catalogue and review Indigenous objects with the support of Indigenous partners and experts.

#### Action 4.2.2

The MoD team have been working on 'Collecting the Community', an initiative established to focus on and actively engage with, collect, preserve and interpret the past of historically underrepresented people and communities in Dufferin County. Residents, especially those who identify as racialized or marginalized, are being invited to bring meaningful items to be donated to the collection. This also includes a review of our Indigenous Collection.

---

#### Action 4.2.3

Decolonize the MoD through the repatriation of Indigenous objects to the rightful owners, where applicable and possible. Continue to seek opportunities for learning and collaboration with Indigenous partners, to share and support truth, healing and the authentic representation of Indigenous voices.

#### Action 4.1.6

Efforts at repatriation where necessary have not yet been started as this will be the next step in the process. The museum is however continuing to develop relationships with Indigenous Nations and community groups, including a new partnership with Brave Canoe.

---

Year 1-2

Ongoing

Year 3-4

In progress

Year 3-4

Not yet started

# Objectives

5

## Build Capacity and Foster Resiliency

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### Action 5.1.1

Begin strategically building a strong network of supporters and a donor base to support the MoD. Consider a fundraising campaign and/or outreach strategy.

Year 3-4

### Action 5.1.1

A Fundraising Plan will be developed in Q4 of 2024 with the aim to begin Fundraising campaigns and efforts in 2025.

Not yet started

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### Action 5.1.2

Develop a fundraising and philanthropic plan and set goals that support the MoD mission. Include policies and/or vetting process to ensure values with potential funders, sponsors and donors align with the MoD.

Year 3-4

### Action 5.1.2

A Fundraising Plan will be developed in Q4 2024 with the aim to begin Fundraising campaigns and efforts in 2025. Policies and procedures will be developed in tandem with the Fundraising Plan.

Not yet started

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### Action 5.1.3

Implement a donor-centred stewardship plan and engagement strategy that includes communication and events (For Example; small lunches, afternoon tea, previews and behind-the-scenes access, special exhibitions tours, etc.)

Year 4+

### Action 5.1.3

Remove - redundant as this will be part of the Fundraising Plan and is also covered in Actions 2.1.9 and 2.1.10.

---

Remove

# Objectives

## 5

### Build Capacity and Foster Resiliency

---

#### Action 5.1.4

Pursue donor and patron models with businesses, sponsors and corporate partners that consider benefits, gift programmes and recognition. (For Example; plaques or donor recognition installation, brand and marketing partnerships, etc).

#### Action 5.1.4

Will be included in the Fundraising Plan. See Action 5.1.1.

---

#### Action 5.1.5

Develop a sponsorship package and engage potential businesses for financial support, sponsorships, or in-kind donations for large exhibitions and events.

#### Action 5.1.5

Will be included in the Fundraising Plan. See Action 5.1.1.

---

#### Action 5.1.6

Regularly promote opportunities for financial donation (For Example: donation button on the website, signage at events, etc.)

#### Action 5.1.6

In early 2023, the museum acquired a digital donation station called TipTap which allows staff to bring a Tap donation function with them to off site events and outreach programs. This is just one of the ways that the museum is making financial donations more visible and easier for patrons to give.

---

Year 3-4

Not yet started

Year 1-2

Not yet started

Year 1-2

In progress

# Objectives

5

## Build Capacity and Foster Resiliency

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### Action 5.1.7

Establish new rental policies. Where possible, increase fees. Review and adjust fees regularly. Increase fees annually in keeping with inflation.

### Action 5.1.7

The museum developed a Rental policy in 2023 and did a full audit of fees and charges in March 2023. Fees were increased for rentals and are reviewed annually. The museum will consider raising fees each year, however, we will aim to keep our rentals and services as financially accessible to the community as possible, and therefore may choose not to raise fees annually.

---

### Action 5.1.8

Establish a new services policy and adjust fees for service (ie: research services) to better recover costs. Review and adjust fees regularly. Increase fees annually in keeping with inflation.

### Action 5.1.8

The museum developed a Rental policy in 2023 and did a full audit of fees and charges in March 2023. Fees were increased for services and are reviewed annually.

---

### Action 5.2.1

Create a Manager position at the MoD to oversee operations, staff and resources and strategic initiatives. The Manager will also develop a detailed strategic plan implementation approach which including estimated costs, who is responsible, clearer timelines and outlines additional metrics for evaluation.

### Action 5.2.1

The Museum Manager was hired in 2023. The Manager completed the Strategic Plan Implementation (including timelines and responsibilities) in 2023.

---

Year 1-2

Complete

Year 1-2

Complete

Year 1-2

Complete

# Objectives

## 5

### Build Capacity and Foster Resiliency

---

#### Action 5.2.2

Strategically align and define programming and events through planning and collaboration.

#### Action 5.2.2

**Complete** - Achieved through Annual Programs and Events Plan as well as the hiring of two Programs and Outreach Coordinators.

---

#### Action 5.2.3

Create internal alignment and enhanced collaboration amongst staff through cross-departmental meetings to ensure an appropriate level of coordination, collaboration and planning to achieve goals.

#### Action 5.2.3

**Complete** - but also - remove as this is operational not strategic planning.

---

#### Action 5.2.4

Conduct ongoing reviews and evaluate staff performance and capacity. Provide avenues for staff to offer critical feedback to ensure a healthy work culture.

#### Action 5.2.4

Professional Development Plans are completed by all staff yearly and reviewed quarterly with opportunities for coaching and feedback.

---

#### Action 5.2.5

Conduct regular staff check-ins on strategic plan implementation process.

#### Action 5.2.5

**Remove** - this is operational and should not be included in a strategic plan.

---

Year 1-2

Complete/  
Remove

Year 2-3

Complete/  
Remove

Year 1-2

Complete/  
Remove

Year 1-2

Remove



*My company sent two tour groups to you last October. I was driving by and just wanted to pop in and let you know what a fantastic job you did. We're from the Elora area and the residents still talk about how much they loved the tour. I just wanted to let you know how happy you made them. Keep up the great work! - Visitor, May 2024*

# Objectives

5

## Build Capacity and Foster Resiliency

---

### Action 5.2.6

Strategically align and define programming and events through planning and collaboration.

### Action 5.2.6

**Complete** - Achieved through Annual Programs and Events Plan as well as the hiring of two Programs and Outreach Coordinators.

---

### Action 5.2.7

Create internal alignment and enhanced collaboration amongst staff through cross-departmental meetings to ensure an appropriate level of coordination, collaboration and planning to achieve goals.

### Action 5.2.7

**Complete** - but also - remove as this is operational not strategic planning.

---

### Action 5.2.8

Ensure the management of volunteers, members, donors and partnerships are clearly outlined in appropriate staff role(s) to better leverage these supporters as MoD ambassadors.

### Action 5.2.8

As Volunteer management is a job in and of itself, it would be the aim to hire a Volunteer Coordinator by 2026 to manage the increasing number of museum volunteers, members, and donors. Partnership management will be coordinated through the Manager.

---

Year 2-3

Complete  
2024

Year 1-2

Remove

Year 1-2

Not yet  
started



# Objectives

5

## Build Capacity and Foster Resiliency

---

### Action 5.3.1

Conduct regular staff check-ins on strategic plan implementation process.

### Action 5.3.1

Remove - redundant as already covered in Action 5.1.2.

---

### Action 5.3.2

List local partners on our website, and where appropriate, on-site.

### Action 5.3.2

In progress

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### Action 5.3.3

Collaboratively and actively promote partnerships to build awareness amongst new audiences.

### Action 5.3.3

Remove - redundant as already covered in Actions 1.3.5/3.1.6/5.1.4 and 5.1.5.

---

### Action 5.3.3

Propose to Council, for their consideration, the development of a Cultural Development Officer position who would be responsible for the strategic direction of County cultural assets and resources and would work to connect and align cultural institutions, initiatives and organizations across the County.

### Action 5.3.3

Remove - although there is merit to the creation of a Cultural Development Officer position at the County of Dufferin, this falls outside of the MoD and therefore cannot apply to its strategic goals.

Year 1-2

Remove

Year 1-2

In progress

Year 1-2

Remove

Year 1-2

Remove

