

**ELECTION OF THE 2020 WARDEN & REGULAR COUNCIL AGENDA**

Thursday, December 10, 2020 at 2:00 p.m.

Video Conference

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**ELECTION OF THE 2021 WARDEN****1. CALL TO ORDER & INTRODUCTIONS**

Sonya Pritchard, Chief Administrative Officer to call the meeting to order

**2. RECOGNITION OF PAST WARDENS****3. ELECTION OF 2021 WARDEN****4. OATH OF OFFICE FOR 2021 WARDEN**

Administered by Michelle Dunne, Deputy Clerk

**5. VIRTUAL PRESENTATION OF THE WARDEN'S PIN, CHAIN OF OFFICE AND GAVEL**

Presented by Sonya Pritchard, Chief Administrative Officer

**6. REMARKS BY THE 2021 WARDEN**

## **REGULAR COUNCIL AGENDA**

### **7. APPROVAL OF THE AGENDA**

THAT the Agenda and any Addendum distributed for the December 10, 2020 meeting of Council, be approved.

### **8. DECLARATION OF INTEREST BY MEMBERS**

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

### **11. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

THAT the minutes of the regular meeting of Council of November 12, 2020 and the minutes of the Joint Council meeting of November 25, 2020, be adopted.

### **12. PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

#### **12.1. Presentation: Optimus SBR**

David Lynch and Michael Bugeja, Optimus SBR, to present the Service Delivery Review Part B (County Internal Operations) recommendations.

**REPORT TO BE CIRCULATED WHEN AVAILABLE.**

### **13. PUBLIC QUESTION PERIOD**

Questions can be submitted to [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 4:30 p.m. on December 9, 2020.

### **14. PRESENTATION AND CONSIDERATIONS OF REPORTS**

#### **14.1. Diversity, Equity & Inclusion Community Advisory Committee Minutes – November 11, 2020**

Minutes from the November 11, 2020 meeting of the Diversity, Equity and Inclusion Community Advisory Committee.

THAT the minutes of the Diversity, Equity and Inclusion Community Advisory Committee, be adopted.

#### **14.2. General Government Services Minutes – November 26, 2020**

THAT the minutes of the General Government Services meeting held on November 26, 2020, and the recommendations set out, be adopted.
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##### GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #1 Headwaters Communities in Action (HCIA) Partnership Agreement Renewal

THAT the report of the Chief Administrative Officer, titled HCIA Partnership Agreement Renewal, dated November 26, 2020, be received;

AND THAT the Partnership Agreement with HCIA be approved for the period January 1, 2021 to December 31, 2023 with an annual funding contribution of \$45,000.

##### GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #2 Committee Structure and Mandates

THAT the report of the Clerk/Director of Corporate Services, dated November 26, 2020, regarding the Committee Structure and Mandates, be received;

AND THAT the Committee Structure and Mandates Policy attached as Schedule A to the report, be adopted.

##### GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #3 2021 Insurance Renewal

THAT the report of the Acting Treasurer, dated November 26, 2020, regarding 2021 Insurance Renewal, be received;

AND THAT that Frank Cowan Company be engaged to provide Insurance Services for the 2021 fiscal year.

##### GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #4 Fire Rescue Calls

THAT the report of the Acting Treasurer, dated November 26, 2020, regarding Fire Rescue Calls, be received;

AND THAT the County amend the current practice of reimbursing local municipalities for all fire rescue calls on County roads to reimbursing only those calls which cannot otherwise be collected;

AND THAT staff work with the local fire boards and municipalities to update the County policy to reflect a process to reimburse the cost for fire rescue calls on County Roads that are uncollectible for a one year trial and report back.

GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #5  
County of Wellington and Township of East Garafraxa

THAT the correspondence from the County of Wellington, dated October 2, 2020, and the Township of East Garafraxa, dated November 11, 2020, regarding aggregate resource property valuation assessment criteria, be received;

AND THAT the County of Dufferin pass the following resolution:

WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands;

AND WHEREAS Dufferin County Council supports a fair and equitable assessment system for all aggregate resource properties;

AND WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties;

AND WHEREAS Dufferin County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties;

NOW THEREFORE BE IT RESOLVED THAT Dufferin County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties;



AND THAT Dufferin County Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values;

AND THAT Dufferin County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value;

AND THAT Dufferin County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).

GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #6  
Town of Caledon

THAT the correspondence from the Town of Caledon, dated October 6, 2020, providing an update on Provincial Offences Administration, be received.

GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #8  
Township of Amaranth

THAT the County of Dufferin support the resolution made by the Township of Amaranth regarding concerns surrounding Bill 218 – Supporting Recovery and Municipal Elections Act, be received.

**14.3. Infrastructure & Environmental Services Minutes – November 26, 2020**

THAT the minutes of the Infrastructure and Environmental Services meeting held on November 26, 2020, and the recommendations set out, be adopted.
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INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #1 – Blue Box Transition Update - November 2020

THAT Report, Blue Box Transition Update – November 2020, from the Director of Public Works/County Engineer, dated November 26, 2020, be received.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #2 – Household Hazardous Waste Event Days – Contract Extension

THAT Report, Household Hazardous Waste Event Days – Contract Extension, from the Director of Public Works/County Engineer, dated November 26, 2020, be received;

AND THAT staff be authorized to enter into the necessary contract extension agreement with the County's current HHW contractor, Terrapure.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #3 – Community Greenhouse Gas Inventory

THAT Report, Community Greenhouse Gas Inventory, dated November 26, 2020, from the Director of Public Works/County Engineer, be received.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #4 – Dufferin Climate Action Plan – Draft Summary

THAT Report, Dufferin Climate Action Plan – Draft Summary, dated November 26, 2020, from the Director of Public Works/County Engineer, be received.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #5 – Ministry of Municipal Affairs and Housing

THAT the correspondence from the Ministry of Municipal Affairs and Housing, dated October 30, 2020, regarding delegation requests for the Rural Ontario Municipal Association (ROMA) 2021 Annual Conference, be received.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #6 – Township of Mulmur

THAT the correspondence from the Township of Mulmur, dated November 5, 2020, containing a resolution to request that the County of Dufferin take a lead role in developing a template Local Improvement Charge program, the development of Info-Graphics for public consumption, installation of electric vehicle charging stations, and the continuation of the community DC4 committee, be received;

AND THAT staff be directed to communicate with the local tier municipalities regarding the ongoing Climate Action Plan and initiatives.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020  
ITEM #7 – Township of Amaranth

THAT the Correspondence from the Township of Amaranth, dated November 6, 2020, to request Dufferin County undertake additional work to be done on the CP Rail Trail for the purposes of cycling and walking, be received.

**14.4. Community Services Dufferin Oaks Museum Minutes – November 26, 2020**

THAT the minutes of the Community Services Dufferin Oaks Museum meeting held on November 26, 2020, and the recommendations set out, be adopted.
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COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #1 – By Name List (BNL) Update

THAT the report of the Director, Community Services, titled By Name List (BNL) Update, dated November 26, 2020, be received.

COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #2 – Quarterly Community Services Activity Report – Third Quarter 2020

THAT the report of the Director, Community Services, titled Quarterly Community Services Activity Report – Third Quarter, 2020, dated November 26, 2020, be received.

COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #3 – Rapid Housing Initiative (RHI)

THAT the report of the Director, Community Services, titled Rapid Housing Initiative (RHI), dated November 26, 2020, be received.

COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #4 – EarlyON Service Review Update 3

THAT the report of the Director, Community Services, titled EarlyON Service Delivery Review Update 3, dated November 26, 2020, be received.

COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
ITEM #5 – One Time Funding – Infection Prevention and Control

THAT the report of the Administrator, dated November 26, 2020, with regards to the One Time Funding be received;

AND THAT the creation of an additional Assistant Director of Care position be approved.

COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #6 – Joint Accessibility Advisory Committee Minutes

THAT the minutes of the Joint Accessibility Advisory Committee from the September 1, 2020 meeting, be received.

**14.5. Director of Planning, Economic Development & Culture's Report – Tourism Strategy & Action Plan**

A report from the Director of Planning, Economic Development and Tourism, dated December 10, 2020, to provide Council with the draft Dufferin County Tourism Strategy and Action Plan, prepared by Bannikin Travel and Tourism, for review and adoption.

Karisa Downey, Economic Development Officer, and Terrilyn Kunopaski, Director & Trade Development, Bannikin Travel and Tourism, to present the Draft Tourism Action Plan.

THAT the report of the Director of Planning, Economic Development and Culture, dated December 10, 2020, regarding the Draft Tourism Strategy and Action Plan, be received;

AND THAT the Dufferin County Tourism Strategy and Action Plan prepared by Bannikin Travel and Tourism, be adopted.

**14.6. Acting Treasurer's Report – Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream**

A report from the Acting Treasurer, dated December 10, 2020, to seek Council authorization to apply for Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream (ICIP).

THAT the report of the Acting Treasurer, dated December 10, 2020, regarding Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream, be received;

AND THAT that Council support the application for Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream.

**14.7. Chief Administration Officer's Report – Monthly Update from Outside Boards**

A report from the Chief Administrative Officer, dated December 10, 2020, to provide Council with an update of activities from outside boards and agencies.

THAT the report of the Chief Administrative Officer, dated December 10, 2020, with respect to Reports from Outside Boards, be received.

**15. CORRESPONDENCE**

**15.1. Bill 229: Protect, Support and Recover from COVID-19 Act (Budget Measures)**

Correspondence from the Town of Mono, the Town of Shelburne, the North Dufferin Agriculture and Community Taskforce and the Township of East Garafraxa, regarding concerns surrounding proposed amendments to the Conservation Authorities Act through Bill 229.

For consideration of Council.

**15.2. North Dufferin Agriculture and Community Taskforce**

Correspondence from the North Dufferin Agriculture and Community Taskforce, dated November 27, 2020, regarding concerns surrounding Minister's Zoning Orders (MZO) applications in Ontario.

For consideration of Council.

**16. MOTIONS**

**Moved by Councillor Brown, seconded by Councillor Creelman**

**WHEREAS the following motion from the August 23, 2018 Community Services Dufferin Oaks Committee meeting was tabled at the September 13, 2018 Council meeting:**

**THAT the report of the Director Community Services and Director Public Works/County Engineer titled Orangeville Transit Terminal – Edelbrock Centre, dated August 23, 2018, be received;**

**AND THAT the layby Option for the Orangeville Transit Transfer Station, Attachment A, presented by the Town of Orangeville, be approved;**

**AND THAT staff be directed to work with Town of Orangeville staff to develop an agreement detailing the responsibilities for construction, maintenance and future improvements.**

**AND WHEREAS Section 16.4.2 of the County of Dufferin Procedure By-law 2019-24 states that a motion that has been tabled, in the absence of any direction from Council, the matter may not be discussed until a Member through a Notice of Motion, brings it forward to a subsequent meeting;**

**THEREFORE County Council hereby supports in principle a transit hub at the Edelbrock Centre property;**

**AND THAT staff be directed to work with the Town of Orangeville to investigate potential options to locate a transit transfer station at the Edelbrock Centre, 30 Centre Street, Orangeville and report back to Council.**

**17. NOTICE OF MOTIONS**

**18. BY-LAWS**

2020-70      A by-law to appoint Kristina Millar as a Building Inspector under the Building Code Act and to repeal By-Law #2014-24.  
Authorization: Council – December 10, 2020

- 2020-71      A by-law to authorize the Warden and the Clerk to execute an agreement between the Corporation of the County of Dufferin and the Tourism Industry Association of Ontario. (Regional Relief and Recovery Fund – Amending Agreement)  
Authorization: Council – December 10, 2020
- 2020-72      A by-law to authorize the Warden and the Clerk to execute an agreement between the Corporation of the County of Dufferin and TD Bank Group. (SWIFT Phase 3 Funding Guarantee)  
Authorization: Council – April 16, 2020
- 2020-73      A by-law to authorize the Warden and the Clerk to execute an agreement between the Corporation of the County of Dufferin and Headwaters Communities In Action. (Partnership Renewal Agreement)  
Authorization: General Government Services – November 26, 2020

THAT by-law 2020-70 – by-law 2020-73, inclusive, be read a first, second and third time and enacted.
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**19. OTHER BUSINESS**

**19.1. Selection of Committee Chairs & Committee Members**

**20. CLOSED SESSION**

**20.1. Closed Session Minutes – Municipal Act Section 239 (2)(c) – Proposed or pending acquisition or disposition of land by the municipality**

Closed session minutes from the meeting of Council on November 12, 2020.

**21. CONFIRMATORY BY-LAW**

- 2020-xx      A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on December 10, 2020.

THAT by-law 2020-xx be read a first, second and third time and enacted.
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**22. ADJOURNMENT**

THAT the meeting adjourn.
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## **DUFFERIN COUNTY COUNCIL MINUTES**

**Thursday, November 12, 2020 at 2:00 p.m.**

**Video Conference**

### **Council Members Present:**

Warden Darren White (Melancthon)  
Councillor Steve Anderson (Shelburne)  
Councillor Sandy Brown (Orangeville)  
Councillor John Creelman (Mono)  
Councillor Bob Currie (Amaranth)  
Councillor Guy Gardhouse (East Garafraxa)  
Councillor Chris Gerrits (Amaranth)  
Councillor Janet Horner (Mulmur)  
Councillor Andy Macintosh (Orangeville)  
Councillor Wade Mills (Shelburne)  
Councillor Philip Rentsch (Grand Valley)  
Councillor Laura Ryan (Mono)  
Councillor Steve Soloman (Grand Valley)

### **Council Members Absent:**

Councillor Earl Hawkins (Mulmur)

### **Staff Present:**

Sonya Pritchard, Chief Administrative Officer  
Michelle Dunne, Deputy Clerk  
Pam Hillock, Clerk/Director of Corporate Services  
Aimee Raves, Acting Treasurer  
Anna McGregor, Director of Community Services  
Scott Burns, Director of Public Works/County Engineer  
Brenda Wagner, Administrator of Dufferin Oaks  
Darrell Keenie, Director of Planning, Economic Development & Culture  
Cheri French, Director of Human Resources  
Tom Reid, Chief, Paramedic Services

Warden White called the meeting to order at 2:01 p.m.

Warden White announced that the meeting is being live streamed and publicly broadcast. The recording of this meeting will also be available on our website in the future.



Upcoming committee meetings will be held by video conference on Thursday, November 26, 2020 at the following times:

General Government Services Committee – 9:00 a.m.

Infrastructure & Environmental Services Committee – 11:00 a.m.

Community Services/Dufferin Oaks/Museum Committee – 2:00 p.m.

There will be a Joint Council meeting to receive the Service Delivery Review recommendations on November 25, 2020 at 7:00 p.m. by video conference.

The meeting of Council and Election of the 2021 Warden will take place on December 10, 2020 at 2:00 p.m. Warden White noted nomination forms for the 2021 Warden will be sent to Council members and must be returned to the Clerk's office by December 4, 2020.

**1. LAND ACKNOWLEDGEMENT STATEMENT**

Warden White shared the Land Acknowledgement Statement.

**2. ROLL CALL**

The Deputy Clerk verbally took a roll call of the Councillors in attendance.

**3. APPROVAL OF THE AGENDA**

**Moved by Councillor Horner, seconded by Councillor Macintosh**

**THAT the Agenda and any Addendum distributed for the November 12, 2020 meeting of Council, be approved.**

**-Carried-**

**4. DECLARATION OF INTEREST BY MEMBERS**

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

**5. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

**Moved by Councillor Mills, seconded by Councillor Ryan**

**THAT the minutes of the regular meeting of Council of October 8, 2020, and the minutes of the special meetings of Council of October 14, 2020, October 21, 2020, October 22, 2020, and October 28, 2020, be adopted.**

**-Carried-**

## **PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

### **6. Presentation: Headwaters Health Care Centre**

Kim Delahunt, President & Chief Executive Officer, Headwaters Health Care Centre, was unable to attend the meeting.

### **7. Presentation: WSP**

Greg Bender, Manager, Municipal Planning, WSP, presented Council with an update on the Municipal Comprehensive Review.

### **8. Delegation: Dentons Canada LLP**

Katarzyna Sliwa, Dentons Canada LLP, delegated to Council regarding land owned by Flato Development Inc. at Highway 89 and 4<sup>th</sup> Line in the Town of Shelburne. Dentons Canada LLP have met with the Town of Shelburne staff to discuss Phase One of Flato Development Inc.'s plans and will be requesting a pre-consultation meeting with Dufferin County's Planning Department before applying for an Official Plan Amendment to the urban boundaries of Shelburne.

### **9. Delegation: Bousfields Inc.**

Emma West, Bousfields Inc., delegated to Council regarding a proposal for a senior's housing and commercial development proposal on the land owned by Flato Development Inc.

**Moved by Councillor Anderson, seconded by Councillor Gerrits**

**THAT staff work with Flato Development Inc. and their representative to arrange for a pre-consultation planning meeting.**

**-Carried-**

## **10. NOTICE OF MOTIONS**

Council altered the agenda and moved Item #10 – Notice of Motion from Councillor Brown forward so he could speak to it.

**Moved by Councillor Brown, seconded by Councillor Creelman**

**WHEREAS the following motion from the August 23, 2018 Community Services Dufferin Oaks Committee meeting was tabled at the September 13, 2018 Council meeting:**

**THAT the report of the Director Community Services and Director Public Works/County Engineer titled Orangeville Transit Terminal – Edelbrock Centre, dated August 23, 2018, be received;**

**AND THAT the layby Option for the Orangeville Transit Transfer Station, Attachment A, presented by the Town of Orangeville, be approved;**

**AND THAT staff be directed to work with Town of Orangeville staff to develop an agreement detailing the responsibilities for construction, maintenance and future improvements.**

**AND WHEREAS Section 16.4.2 of the County of Dufferin Procedure By-law 2019-24 states that a motion that has been tabled, in the absence of any direction from Council, the matter may not be discussed until a Member through a Notice of Motion, brings it forward to a subsequent meeting;**

**THEREFORE County Council hereby supports in principle a transit hub at the Edelbrock Centre property;**

**AND THAT staff be directed to work with the Town of Orangeville to investigate potential options to locate a transit transfer station at the Edelbrock Centre, 30 Centre Street, Orangeville and report back to Council.**

Councillor Brown left the meeting at 2:57 p.m.

## **11. PUBLIC QUESTION PERIOD**

There were no questions received from the Public.

**12. Infrastructure & Environmental Services Minutes – October 22, 2020**

**Moved by Councillor Rentsch, seconded by Councillor Mills**

**THAT the minutes of the Infrastructure and Environmental Services meeting held on October 22, 2020, and the recommendations set out, be adopted.**

**-Carried-**

**13. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 22, 2020  
ITEM #1 – DCFAT Minutes – September 23, 2020**

THAT the minutes of the September 23, 2020 Dufferin County Forest Advisory Team meeting, be received.

**14. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 22, 2020  
ITEM #2 – Dufferin County Forest Operating Plan 2021-2026**

THAT the report, County Forest Operating Plan 2021-2026, from the Director of Public Works/County Engineer, dated October 22, 2020, be received;

AND THAT the Dufferin County Forest Operating Plan 2021-2026 be approved.

**15. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 22 2020  
ITEM #3 – Digital Climate Change Exhibit**

THAT Report, Digital Climate Change Exhibit, dated October 22, 2020, from the Director of Public Works/County Engineer, be received.

**16. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 22, 2020  
ITEM #4 – Financial Report**

THAT the Financial Report for the month of September 2020, dated October 22, 2020, be received.

**17. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 22, 2020  
ITEM #5 – Township of Melancthon**

THAT staff be directed to investigate various options to make the former rail corridor into a multi-recreational use trail throughout the County and report back to the Committee.

**18. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 22, 2020**  
**ITEM #6 – Town of Shelburne**

THAT the correspondence from the Town of Shelburne, dated September 29, 2020, regarding a request from Flato Developments Inc. to request the Town of Shelburne's support to advance the proposed culvert replacement project, be received.

**19. Acting Treasurer's Report – Financial Update**

A report from the Acting Treasurer, dated November 12, 2020, to provide Council with a financial update including anticipated impacts of COVID 19 on the 2020 fiscal year including the September 2020 financial statements for General Government Services and Community Services Dufferin Oaks Museum.

**Moved by Councillor Horner, seconded by Councillor Anderson**

**THAT the report of the Acting Treasurer, dated November 12, 2020, regarding Financial update, be received;**

**AND THAT Safe Restart funding of \$1,482,800 be placed in a COVID-19 Reserve;**

**AND THAT Safe Restart funds be drawn from the COVID-19 Reserve at the end of the year to offset any 2020 overages resulting from COVID-19.**

**-Carried-**

**20. Chief Administrative Officer's Report – Organizational Changes**

A report from the Chief Administrative Officer, dated November 12, 2020, to recommend changes to the current County organizational structure.

**Moved by Councillor Horner, seconded by Councillor Macintosh**

**THAT the report of the Chief Administrative Officer regarding Organizational Changes, dated November 12, 2020, be received;**

**AND THAT the attached department level organizational structure be approved;**

**AND THAT Council consider the various options for committee reporting with the goal to implementing a change to incorporate Planning and Economic Development into the committee structure for 2021.**

**-Carried-**

**21. Acting Treasurer's Presentation – 2021 Budget**

A presentation from the Acting Treasurer, dated November 12, 2020, to provide to an overview of the Draft 2021 Budget. The Acting Treasurer explained the budget process, provided Council with background information and talked about long term forecasting taking the COVID-19 implications into consideration. Council will review the 2021 draft budget in detail at each standing committee in November.

**CORRESPONDENCE**

**22. Margo Young**

Correspondence from Margo Young, dated October 16, 2020, regarding concerns surrounding the Headwaters Health Care Centre and requesting Dufferin County have a representative on the hospital's Board of Directors.

**Moved by Councillor Macintosh, seconded by Councillor Mills**

**THAT the correspondence from Margo Young, dated October 16, 2020, regarding concerns surrounding the Headwaters Health Care Centre and requesting Dufferin County have a representative on the hospital's Board of Directors, be received.**

**-Carried-**

**23. SWIFT 2021 Representative**

Correspondence from South West Integrated Fibre Technology (SWIFT), dated October 28, 2020, to request Dufferin County reappoint the current Dufferin County representative (Councillor Gerrits) to the SWIFT Board or nominate a member of Council for consideration as a WOWC member representative as Councillor Gerrits two year term will end in April 2021.

**Moved by Councillor Ryan, seconded by Councillor Horner**

**THAT Councillor Gerrits be reappointed as the Western Ontario Warden's**

**Caucus (WOWC) member representative for a two year term on the South West Integrated Fibre Technology (SWIFT) Board of Directors.**

**-Carried-**

**24. NOTICE OF MOTIONS**

**Moved by Councillor Currie**

**THAT at the beginning of each meeting the following statement be read:**

**Thank you Lord for creating the heavens, and the earth, and all that is on this earth.**

**25. MOTIONS**

**Moved by Councillor Anderson**

**BE IT RESOLVED THAT staff report back to Council on the feasibility of installing a sidewalk on Dufferin County Road 124 from Wansburgh Way to Highway 89 and the costs associated.**

**ORIGINAL MOTION AS AMENDED:**

**Moved by Councillor Anderson, seconded by Councillor Mills**

**BE IT RESOLVED THAT staff continue working with the Town of Shelburne to pursue a feasible solution for a pedestrian connection to the Town's developments along Dufferin Road 124 from Wansburgh Way to Highway 89.**

**-Carried-**

**26. BY-LAWS**

2020-67      A by-law to approve an agreement between the Corporation of the County of Dufferin and Upper Grand District School Board. (Lease Agreement – Edelbrock Centre)  
Authorization: Council – November 12, 2020

2020-68      A by-law to amend By-Law 2015-24, a by-law to govern the proceedings of Council and its Committees. (Permit for Election of the Warden during an electronic meeting)  
Authorization: Council – October 8, 2020

**Moved by Councillor Horner, seconded by Councillor Gardhouse**

**THAT By-Law 2020-67 through to By-Law 2020-68, inclusive, be read a first, second and third time and enacted.**

**-Carried-**

## **PRESENTATION AND CONSIDERATIONS OF REPORTS**

### **27.    Chief Administrative Officer's Report – Monthly Update from Outside Boards**

A report from the Chief Administrative Officer, dated November 12, 2020, to provide Council with an update of activities from outside boards and agencies.

**Moved by Councillor Creelman, seconded by Councillor Ryan**

**THAT the report of the Chief Administrative Officer, dated November 12, 2020, with respect to Reports from Outside Boards, be received.**

**-Carried-**

Councillor Brown returned at 3:49 p.m.

### **28.    OTHER BUSINESS**

Warden White announced Pam Hillock's, Clerk/Director of Corporate Services, retirement effective November 30, 2020.

Councillor Currie noted he would like to see the Warden's position be a rotating one year term as there are many qualified members on Council.

Warden White provided his 2020 outgoing Warden's remarks. Warden White highlighted Council's accomplishments over the past year, thanking Directors, managers and staff for helping Council accomplish all they did through trying times.



**29. CLOSED SESSION**

**Moved by Councillor Brown, seconded by Councillor Macintosh**

**THAT Council move into Closed Session (4:18 p.m.) in accordance with the Municipal Act Section 239 (3.1)(1) – Training or education of the members and Municipal Act Section 239 (2)(c) – Proposed or pending acquisition of property.**

**-Carried-**

While in Closed Session, Council considered minutes from the Closed Session of Council held on October 8, 2020, October 22, 2020 and October 28, 2020 and a verbal report from the Director of Planning, Economic Development and Culture, regarding a proposed acquisition of property.

**Moved by Councillor Macintosh, seconded by Councillor Mills**

**THAT Council move into open session (4:22 p.m.).**

**-Carried-**

**30. BUSINESS ARISING FROM CLOSED SESSION**

**Moved by Councillor Brown, seconded by Councillor Gardhouse**

**THAT the Closed Session minutes of the Council held on October 8, 2020, October 22, 2020 and October 28, 2020, be adopted.**

**-Carried-**

**31. CONFIRMATORY BY-LAW**

2020-69      A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on November 12, 2020.

**Moved by Councillor Ryan, seconded by Councillor Creelman**

**THAT By-Law 2020-69, be read a first, second and third time and enacted.**

**-Carried-**

**32. ADJOURNMENT**

**Moved by Councillor Macintosh, seconded by Councillor Gardhouse**

**THAT the meeting adjourn.**

**-Carried-**

The meeting adjourned at 4:24 p.m.

Next meeting:        Wednesday, November 25, 2020 at 7:00 p.m.  
                             Video Conference

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Darren White, Warden

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Michelle Dunne, Deputy Clerk



## **JOINT COUNCIL MINUTES**

**Thursday, November 25, 2020 at 7:00 p.m.**

**Video Conference**

### **Present:**

<b>Amaranth Township</b> <b>Bob Currie</b> <b>Chris Gerrits</b> <b>Heather Foster</b> <b>Gail Little</b> <b>Nicole Martin</b>	<b>East Garafraxa Township</b> <b>Guy Gardhouse</b> <b>John Stirk</b> <b>Lenora Banfield</b> <b>Tim Nevills</b> <b>Sue Stone</b> <b>Jessica Kennedy</b>
<b>Town of Grand Valley</b> <b>Steve Soloman</b> <b>Philip Rentsch</b> <b>Stephen Miles</b> <b>Sabrina VanGerven</b> <b>Meghan Townsend</b>	<b>Melancthon Township</b> <b>Darren White</b> <b>David Besley</b>
<b>Town of Mono</b> <b>Laura Ryan</b> <b>John Creelman</b> <b>Ralph Manktelow</b> <b>Sharon Martin</b> <b>Fred Nix</b> <b>Mark Early</b>	<b>Mulmur Township</b> <b>Janet Horner</b> <b>Earl Hawkins</b> <b>Shirley Boxem</b> <b>Patty Clark</b> <b>Ken Cufaro</b> <b>Tracey Atkinson</b>
<b>Town of Orangeville</b> <b>Sandy Brown</b> <b>Andy Macintosh</b> <b>Joe Andrews</b> <b>Grant Peters</b> <b>Debbie Sherwood</b> <b>Todd Taylor</b> <b>Ed Brennan</b>	<b>Town of Shelburne</b> <b>Wade Mills</b> <b>Steve Anderson</b> <b>Walter Benotto</b> <b>Jim Moss</b> <b>Lindsay Wegener</b> <b>Denyse Morrissey</b>

<b>Andrea McKinney</b> <b>Doug Jones</b> <b>Karen Landry</b> <b>Ray Osmond</b>	
<b>County of Dufferin</b> <b>Sonya Pritchard</b> <b>Scott Burns</b> <b>Cheri French</b> <b>Darrell Keenie</b> <b>Anna McGregor</b> <b>Aimee Raves</b> <b>Tom Reid</b> <b>Michelle Dunne</b> <b>Karisa Downey</b>	

Warden White called the meeting to order at 7:00 p.m.

Warden White announced that the meeting is being live streamed and publicly broadcast. The recording of this meeting will also be available on our website in the future.

## **1. LAND ACKNOWLEDGEMENT STATEMENT**

Warden White shared the Land Acknowledgement Statement.

## **PRESENTATION AND CONSIDERATIONS OF REPORTS**

### **2. Presentation & Report: Service Delivery Review Recommendations**

David Lynch, Jesse Burns and Mariam Ali, Optimus SBR, presented their findings and recommendations as a result of the Service Delivery Review.

The meeting adjourned at 8:07 p.m.

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Darren White, Warden

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Michelle Dunne, Deputy Clerk



## **DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY COMMITTEE MINUTES**

**Thursday, November 11, 2020 at 7:00 p.m.**

The Committee met at 7:00 p.m. by video conference.

**Council Members Present:**

Councillor Steve Anderson  
Councillor Laura Ryan

**Members Present:**

Althea Casamento  
Jordan Dedier  
Phil Dewar  
Sabina Greenley  
Christie Lazo  
Trisha Linton  
Alethia O'Hara-Stephenson  
Preeya Rateja  
Jim Waddington

**Staff Present:**

Sonya Pritchard, Chief Administrative Officer  
Kareema Sookdeo, Human Resources Generalist  
Angela Pollard, Community Services Worker

**Members Absent:**

Councillor Sandy Brown

The meeting commenced at 7:04 p.m.

### **LAND ACKNOWLEDGEMENT STATEMENT**

Consultant Annemarie Shrouder shared a Land Acknowledgement statement.

### **REMEMBRANCE DAY OBSERVANCE**

The Committee shared observations on the importance Remembrance Day.

## **DECLARATIONS OF PECUNIARY INTEREST**

There were no declarations of pecuniary interest.

## **REPORTS**

1. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – November 11, 2020  
Item #1 – Diversity, Equity & Inclusion Training

Diversity, Equity and Inclusion training was provided to the Committee members by consultant Annemarie Shrouder.

## **ADJOURNMENT**

The meeting adjourned at 9:00 p.m.

**NEXT MEETING:** Wednesday, December 9, 2020 at 7:00 p.m.  
Video Conference

Respectfully submitted,

.....  
Sonya Pritchard, Chief Administrative Officer  
Diversity, Equity & Inclusion Community Advisory Committee



## **GENERAL GOVERNMENT SERVICES COMMITTEE MINUTES**

**Thursday, November 26, 2020 at 9:00 a.m.**

The Committee met at 9:00 a.m. by video conference.

**Members Present:**

Chair John Creelman  
Warden Darren White  
Councillor Guy Gardhouse  
Councillor Andy Macintosh  
Councillor Wade Mills (left at 10:03 a.m.)

**Staff Present:**

Sonya Pritchard, Chief Administrative Officer  
Michelle Dunne, Deputy Clerk  
Pam Hillock, Clerk/Director of Corporate Services  
Tom Reid, Paramedic Services  
Aimee Raves, Acting Treasurer  
Cheri French, Director of Human Resources

Chair Creelman called the meeting to order at 9:01 a.m.

### **LAND ACKNOWLEDGEMENT STATEMENT**

Chair Creelman shared the Land Acknowledgement Statement.

### **ROLL CALL**

The Deputy Clerk verbally took a roll call of the Councillors in attendance.

### **DECLARATIONS OF PECUNIARY INTEREST**

There were no declarations of pecuniary interest.

## **PUBLIC QUESTION PERIOD**

There were no questions from the Public.

## **REPORTS**

1. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #1  
Headwaters Communities in Action (HCIA) Partnership Agreement Renewal

A report from the Chief Administrative Officer, dated November 26, 2020, to recommend renewal of a partnership agreement with Headwaters Communities in Action (HCIA).

Jennifer Payne, Executive Director, HCIA, presented highlights of the Dufferin County and HCIA partnership.

**Moved by Councillor Mills, seconded by Councillor Macintosh**

**THAT the report of the Chief Administrative Officer, titled HCIA Partnership Agreement Renewal, dated November 26, 2020, be received;**

**AND THAT, the Partnership Agreement with HCIA be approved for the period January 1, 2021 to December 31, 2023 with an annual funding contribution of \$45,000.**

**-Carried-**

2. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #2  
Committee Structure and Mandates

A report from the Clerk/Director of Corporate Services, dated November 26, 2020, to adopt a policy for the committee structure and mandates.

**Moved by Councillor Gardhouse, seconded by Councillor Macintosh**

**THAT the report of the Clerk/Director of Corporate Services, dated November 26, 2020, regarding the Committee Structure and Mandates, be received;**

**AND THAT the Committee Structure and Mandates Policy attached as Schedule A to the report, be adopted.**

**-Carried-**



3. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #3  
2021 Insurance Renewal

A report from the Acting Treasurer, dated November 26, 2020, to provide Council with an update on the 2021 insurance renewal.

**Moved by Councillor Gardhouse, seconded by Councillor Macintosh**

**THAT the report of the Acting Treasurer, dated November 26, 2020, regarding 2021 Insurance Renewal, be received;**

**AND THAT that Frank Cowan Company be engaged to provide Insurance Services for the 2021 fiscal year.**

**-Carried-**

4. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #4  
Fire Rescue Calls

A report from the Acting Treasurer, dated November 26, 2020, to recommend that fire rescue calls on County Roads be managed by the local fire boards.

**Moved by Councillor Mills, seconded by Councillor Gardhouse**

**THAT the report of the Acting Treasurer, dated November 26, 2020, regarding Fire Rescue Calls, be received;**

**AND THAT the County amend the current practice of reimbursing local municipalities for all fire rescue calls on County roads to reimbursing only those calls which cannot otherwise be collected;**

**AND THAT staff work with the local fire boards and municipalities to update the County policy to reflect a process to reimburse the cost for fire rescue calls on County Roads that are uncollectible for a one year trial and report back.**

**-Carried-**

## **CORRESPONDENCE**

5. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #5  
County of Wellington and Township of East Garafraxa

Correspondence from the County of Wellington, dated October 2, 2020, and from the Township of East Garafraxa, dated November 11, 2020, containing a resolution regarding aggregate resource property valuation assessment criteria.

### **Moved by Councillor Gardhouse, seconded by Councillor Macintosh**

**THAT the correspondence from the County of Wellington, dated October 2, 2020, and the Township of East Garafraxa, dated November 11, 2020, regarding aggregate resource property valuation assessment criteria, be received;**

**AND THAT the County of Dufferin pass the following resolution:**

**WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands;**

**AND WHEREAS Dufferin County Council supports a fair and equitable assessment system for all aggregate resource properties;**

**AND WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties;**

**AND WHEREAS Dufferin County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties;**

**NOW THEREFORE BE IT RESOLVED THAT Dufferin County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties;**

**AND THAT Dufferin County Council believes there is a need to review**

**the current assessment scheme for aggregate resource properties to address the inequity of property values;  
AND THAT Dufferin County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value;**

**AND THAT Dufferin County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).**

**-Carried-**

**6. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #6**  
Town of Caledon

Correspondence from the Town of Caledon, dated October 6, 2020, providing an update on Provincial Administration Offences.

**Moved by Councillor Gardhouse, seconded by Councillor Mills**

**THAT the correspondence from the Town of Caledon, dated October 6, 2020, providing an update on Provincial Offences Administration, be received.**

**-Carried-**

**7. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #7**  
Ministry of Municipal Affairs and Housing

Correspondence from the Ministry of Municipal Affairs and Housing, dated October 30, 2020, regarding delegation requests for the 2021 Annual Rural Ontario Municipal Association (ROMA) Conference.

**8. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #8**  
Township of Amaranth

Resolution from the Township of Amaranth, dated November 9, 2020, regarding concerns surrounding Bill 218 – Supporting Recovery and Municipal Elections Act.

**Moved by Councillor Gardhouse, seconded by Councillor Mills**

**THAT the County of Dufferin support the resolution made by the Township of Amaranth regarding concerns surrounding Bill 218 – Supporting Recovery and Municipal Elections Act.**

**-Carried-**

**BUDGET**

**9. GENERAL GOVERNMENT SERVICES – November 26, 2020 – ITEM #9**  
**Draft 2021 Budget**

Review and discussion of the draft 2021 Operating and Capital Budget for the Office of the CAO, Paramedic Services, Council, Corporate Services and Corporate Finance.

The following departments presented highlights of their budgets including any notable changes and projects coming up in 2021:

- Paramedic Services
- Council
- Corporate Services
  - Clerk's Office
  - Emergency Management
  - Information Technology
  - Building Services
- Office of the CAO
  - Human Resources
- Corporate Finance

Councillor Mills left the meeting at 10:03 a.m.

**OTHER BUSINESS**

Warden White and all Councillors in attendance expressed their well wishes to retiring Clerk/Director of Corporate Services, Pam Hillock.

**ADJOURNMENT**

The meeting adjourned at 10:26 a.m.

**NEXT MEETING:** To Be Confirmed  
Video Conference

Respectfully submitted,

.....  
Councillor John Creelman, Chair  
General Government Services Committee



## **INFRASTRUCTURE & ENVIRONMENTAL SERVICES COMMITTEE MINUTES**

**Thursday, November 26, 2020 at 11:00 a.m.**

The Committee met at 11:00 a.m. by video conference.

**Members Present:** Councillor Steve Soloman (Chair)  
Warden Darren White  
Councillor Sandy Brown (left the meeting at 12:10 p.m.)  
Councillor Bob Currie  
Councillor Chris Gerrits  
Councillor Earl Hawkins (arrived at 11:10 a.m.)

**Staff Present:** Sonya Pritchard, Chief Administrative Officer  
Michelle Dunne, Deputy Clerk  
Scott Burns, Director of Public Works/County Engineer  
Aimee Raves, Acting Treasurer  
Caroline Mach, County Forest Manager  
Sara Wicks, Climate Change Coordinator

Chair Soloman called the meeting to order at 11:00 a.m.

### **LAND ACKNOWLEDGEMENT STATEMENT**

Chair Soloman shared the Land Acknowledgement Statement.

### **DECLARATIONS OF PECUNIARY INTEREST**

There were no declarations of pecuniary interest.

### **PUBLIC QUESTION PERIOD**

There were no questions from the Public.

## **REPORTS**

1. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #1  
Blue Box Transition Update - November 2020

A report from the Director of Public Works/County Engineer, dated November 26, 2020, to update Committee and Council on the Blue Box transition to Full Producer Responsibility.

**Moved by Councillor Brown, seconded by Councillor Gerrits**

**THAT Report, Blue Box Transition Update – November 2020, from the Director of Public Works/County Engineer, dated November 26, 2020, be received.**

**-Carried-**

2. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #2  
Household Hazardous Waste Event Days – Contract Extension

A report from the Director of Public Works/County Engineer, dated November 26, 2020, to seek authorization from Council to extend the current Household Hazardous Waste Event Days service contract.

**Moved by Councillor Currie, seconded by Councillor Brown**

**THAT Report, Household Hazardous Waste Event Days – Contract Extension, from the Director of Public Works/County Engineer, dated November 26, 2020, be received;**

**AND THAT staff be authorized to enter into the necessary contract extension agreement with the County's current HHW contractor, Terrapure.**

**-Carried-**

3. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #3  
Community Greenhouse Gas Inventory

A report from the Director of Public Works/County Engineer, dated November 26, 2020, to present the County's first community Greenhouse Gas Inventory which marks the completion of Milestone 1 in the Partners for Climate Protection Milestone Framework.

**Moved by Councillor Brown, seconded by Councillor Gerrits**

**THAT Report, Community Greenhouse Gas Inventory, dated November 26, 2020, from the Director of Public Works/County Engineer, be received.**

**-Carried-**

Councillor Hawkins arrived at 11:10 a.m.

4. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #4  
Dufferin Climate Action Plan – Draft Summary

A report from the Director of Public Works/County Engineer, dated November 26, 2020, to further update Council on the Dufferin Climate Action Plan (refer to September 24, 2020 report to Council).

**Moved by Councillor Gerrits, seconded by Councillor Brown**

**THAT Report, Dufferin Climate Action Plan – Draft Summary, dated November 26, 2020, from the Director of Public Works/County Engineer, be received.**

**-Carried-**

## **CORRESPONDENCE**

5. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #5  
Ministry of Municipal Affairs and Housing

Correspondence from the Ministry of Municipal Affairs and Housing, dated October 30, 2020, regarding delegation requests for the Rural Ontario Municipal Association (ROMA) 2021 Annual Conference.

**Moved by Councillor Brown, seconded by Councillor Gerrits**

**THAT the correspondence from the Ministry of Municipal Affairs and Housing, dated October 30, 2020, regarding delegation requests for the Rural Ontario Municipal Association (ROMA) 2021 Annual Conference be received.**

**-Carried-**



6. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #6  
Township of Mulmur

Correspondence from the Township of Mulmur, dated November 5, 2020, containing a resolution to request that the County of Dufferin take a lead role in developing a template Local Improvement Charge program, the development of Info-Graphics for public consumption, installation of electric vehicle charging stations, and the continuation of the community DC4 committee.

**Moved by Councillor Hawkins, seconded by Councillor**

**THAT the correspondence from the Township of Mulmur, dated November 5, 2020, containing a resolution to request that the County of Dufferin take a lead role in developing a template Local Improvement Charge program, the development of Info-Graphics for public consumption, installation of electric vehicle charging stations, and the continuation of the community DC4 committee, be received;**

**AND THAT staff be directed to communicate with the local tier municipalities regarding the ongoing Climate Action Plan and initiatives.**

**-Carried-**

7. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #7  
Township of Amaranth

Correspondence from the Township of Amaranth, dated November 6, 2020, to request Dufferin County undertake additional work to be done on the CP Rail Trail for the purposes of cycling and walking.

**Moved by Councillor Currie, seconded by Councillor Brown**

**THAT the Correspondence from the Township of Amaranth, dated November 6, 2020, to request Dufferin County undertake additional work to be done on the CP Rail Trail for the purposes of cycling and walking, be received.**

**-Carried-**

## **BUDGET**

### 8. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 26, 2020 – ITEM #8 Draft 2021 Budget

Review and discussion of the Draft 2021 Operating and Capital Budget for the Public Works Divisions.

The following departments presented highlights of their budgets including any notable changes and projects coming up in 2021:

- Transportation
- Waste Management
- Facilities Management
- County Forest
- Climate & Environment

Councillor Brown left the meeting at 12:10 p.m.

## **ADJOURNMENT**

The meeting adjourned at 12:29 p.m.

**NEXT MEETING:** To Be Confirmed  
Video Conference

Respectfully submitted,

.....  
Councillor Steve Soloman, Chair  
Infrastructure & Environmental Services Committee



## **COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM COMMITTEE MINUTES**

**Thursday, November 26, 2020 at 2:00 p.m.**

The Committee met at 2:00 p.m. by video conference.

**Members Present:** Councillor Laura Ryan (Chair)  
Warden Darren White  
Councillor Janet Horner  
Councillor Philip Rentsch

**Members Absent:** Councillor Steve Anderson

**Staff Present:** Sonya Pritchard, Chief Administrative Officer  
Michelle Dunne, Deputy Clerk  
Brenda Wagner, Administrator, Dufferin Oaks  
Anna McGregor, Director of Community Services  
Darrell Keenie, Director of Planning, Economic Development  
& Culture  
Cheri French, Director of Human Resources

Chair Ryan called the meeting to order at 2:02 p.m.

### **LAND ACKNOWLEDGEMENT STATEMENT**

Chair Ryan shared the Land Acknowledgement Statement.

### **DECLARATIONS OF PECUNIARY INTEREST**

There were no declarations of pecuniary interest.

### **ROLL CALL**

The Deputy Clerk verbally took a roll call of Councillors in attendance.

## **PUBLIC QUESTION PERIOD**

Questions were received Kara Purdie, President of CUPE Local 3192:

On behalf of Local 3192 of Dufferin Oaks questions that have been brought forward for discussion and review of the recent request of an additional Assistant Director of Care (AODC) position be approved.

Questions:

1. is this a full-time position or part time?
2. is this temporary or permanent?
3. the one-time funding to our knowledge is 60k, where or how will the coverage of the remainder of the salary of the creation of the addition ADOC come from?
4. is council aware that the homes operation of front-line staff is constantly short staffed in more than just the nursing department, i.e. kitchen?
5. is council aware that the home has far more pt lines then fulltime lines...should the funding be considered to create more frontline full-time staff?
6. is council aware that the home is scheduling RPNS to do the work of PSW due to shortage of staff?
7. is council aware that frontline staff have an abundance of overtime due to the pandemic as well as vacation time, stats that are unable to use due to being denied time off due to staff shortages?
8. is council aware that not all staff have received pandemic pay and that it is moving to mediation tentatively scheduled for Jan 4, 2021?
9. is council aware that the above question of the creation of aa additional ADOC is creating a very uncomfortable environment within the staff of the home with no communications within the home learning about the possibility of an additional ADOC through the agenda proposal?
10. Staff need more hands on the floor to care for most important our most vulnerable - Our Residents of the HOME!!

In closing, the members of the Local are asking for more time for discussion and consideration with regards to where the one-time funding will be allocated.

Also, a question was received from Brandy Walker regarding the same report:

I would like to submit a question to council regarding the need of a second ADORC at Dufferin Oaks:

Why does it have to be a second ADORC?

Could it be an Infection Control Nurse?

What does this job entail?

Will it help lessen workload for the Frontline staff where it is needed?

Has Dufferin Oaks considered other options other than a second ADORC?

The Committee referred the questions to the Administrator of Dufferin Oaks and the Director of Human Resources to address through the established Labour Relations process.

### **COMMUNITY SERVICES**

1. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #1 – By Name List (BNL) Update

A report from the Director of Community Services, dated November 26, 2020, to update Council on the progress being made to tackle homelessness using Dufferin's By Name List (BNL).

**Moved by Councillor Horner, seconded by Councillor Rentsch**

**THAT the report of the Director, Community Services, titled By Name List (BNL) Update, dated November 26, 2020, be received.**

**-Carried-**

2. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #2 – Quarterly Community Services Activity Report – Third Quarter 2020

A report from the Director of Community Services, dated November 26, 2020, to provide Council with the quarterly infographics that summarize work being undertaken by the Community Services Housing, Ontario Works and Children's Services Divisions.

**Moved by Councillor Rentsch, seconded by Warden White**

**THAT the report of the Director, Community Services, titled Quarterly Community Services Activity Report – Third Quarter, 2020, dated November 26, 2020 be received.**

**-Carried-**

3. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #3 – Rapid Housing Initiative (RHI)

A report from the Director of Community Services, dated November 26, 2020, to share information with Council on the newly announced Rapid Housing Initiative (RHI).

**Moved by Councillor Horner, seconded by Councillor Rentsch**

**THAT the report of the Director, Community Services, titled Rapid Housing Initiative (RHI), dated November 26, 2020, be received.**

**-Carried-**

4. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #4 – EarlyON Service Review Update 3

A report from the Director of Community Services, dated November 26, 2020, to share with Council the ongoing changes to Service Delivery and budget implications within the EarlyON service, as a result of the ongoing COVID-19 pandemic.

**Moved by Councillor Horner, seconded by Warden White**

**THAT the report of the Director, Community Services, titled EarlyON Service Delivery Review Update 3, dated November 26, 2020, be received.**

**-Carried-**

### **DUFFERIN OAKS**

5. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
ITEM #5 – One Time Funding – Infection Prevention and Control

A report from the Administrator of Dufferin Oaks, dated November 26, 2020, to inform committee members of a recent one time funding announcement.

**Moved by Councillor Horner, seconded by Councillor Rentsch**

**THAT the report of the Administrator, dated November 26, 2020, with regards to the One Time Funding be received;**

**AND THAT the creation of an additional Assistant Director of Care position be approved.**

**-Carried-**

## **REPORTS**

6. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
Item #6 – Joint Accessibility Advisory Committee Minutes

Minutes from the Joint Accessibility Advisory Committee minutes from the meeting on September 1, 2020.

**Moved by Councillor Horner, seconded by Warden White**

**THAT the minutes of the Joint Accessibility Advisory Committee from the September 1, 2020 meeting, be received.**

**-Carried-**

## **CORRESPONDENCE**

7. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
ITEM #7 – Ministry of Municipal Affairs and Housing

Correspondence from the Ministry of Municipal Affairs and Housing, dated October 30, 2020, regarding delegation requests for the 2021 Annual Rural Ontario Municipal Association (ROMA) Conference was presented.

## **BUDGET**

8. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 26, 2020  
ITEM #8 – Draft 2021 Budget

Review and discussion of the Draft 2021 Operating and Capital Budget for Community Services, Dufferin Oaks, and Planning, Economic Development and Culture.

The following departments presented highlights of their budgets including any notable changes and projects coming up in 2021:

- Community Services
  - Ontario Works

- Housing
  - Children's Services
- Dufferin Oaks
  - Dufferin Oaks Long Term Care Home
  - Dufferin County Community Support Services
  - McKelvie Burnside Village
  - Mel Lloyd Centre
- Planning, Economic Development and Culture
  - Planning
  - Economic Development
  - Museum of Dufferin

### **ADJOURNMENT**

The meeting adjourned at 3:40 p.m.

**NEXT MEETING:** To be confirmed  
Video Conference

Respectfully submitted,

.....  
Councillor Laura Ryan, Chair  
Community Services/Dufferin Oaks/Museum Committee





## **REPORT TO COUNCIL**

**To:** Warden and Members of Council

**From:** Darrell Keenie, Director  
Planning, Economic Development and Culture

**Meeting Date:** December 10, 2020

**Subject:** **Tourism Strategy and Action Plan**

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

**Economic Vitality:** Promote an environment for economic growth and development

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### **Purpose**

The purpose of this report is to provide Council with the draft Dufferin County Tourism Strategy and Action Plan, prepared by Bannikin Travel and Tourism, for review and adoption.

### **Background & Discussion**

Bannikin Travel and Tourism was the successful proponent of a competitive selection process, in partnership with the Town of Orangeville, to obtain consulting services to assist with the development of a tourism strategy and action plan for Dufferin County. Bannikin has been working with both the County and the Town of Orangeville to develop tourism strategies and action plans for each jurisdiction that complement one another and avoid duplication of services. The draft of a Tourism Strategy and Action Plan for Dufferin County is now complete and attached.

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

The creation of a new Tourism Manager position to be responsible for the implementation of the Strategy and Action Plan is included in the draft 2021 County budget. From a financial viewpoint, this new position is funded in lieu of the County's former annual contribution to the now defunct Headwaters Tourism Association.

## **Recommendation**

**THAT the report of the Director of Planning, Economic Development and Culture, dated December 10, 2020, regarding the Draft Tourism Strategy and Action Plan, be received;**

**AND THAT the Dufferin County Tourism Strategy and Action Plan prepared by Bannikin Travel and Tourism, be adopted.**

Respectfully Submitted By:

Darrell Keenie  
Director, Planning, Economic Development and Culture

Attachment: Draft Dufferin County Tourism Strategy and Action Plan, December 2020



# TOURISM STRATEGY & ACTION PLAN 2021-2026



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Consulting team



Bannikin Travel & Tourism Ltd.

Terrilyn Kunopaski, Project Lead

Britney Hope

Jillian Dickens

Zach Vanasse

Project team, The County of Dufferin



Karisa Downey, Economic Development Officer

Darrell Keenie, Director of Planning, Economic Development & Culture

Presented

December 2020

# Glossary of Terms & Acronyms

**Agritourism:**

Defined by Charline Dubois, *The tourist on the farm: A 'muddled' image*, as a series of marketed products and activities through which a visitor has the opportunity to learn about features of both agriculture and rurality

**BIPOC:**

Black, Indigenous, People of Colour

**Brand:**

The visual and storytelling image presented by an organization or product to demonstrate its appeal and value

**Collaboration:**

The act of combining efforts between public and/or private businesses & organizations when working towards a common goal, or when common interests could be more effectively met by working together (whether through time & financial resource allocation, marketing efforts, etc.)

**Community engagement:**

The process of involving residents, local business owners and others directly in information gathering and decision making

**Demand generator:**

Any event, attraction, accommodation, activity, festival or other initiative that may be the primary motivator for visitors to make their way to a destination

**Destination:**

A place that people visit with intent, for (a) specific reason(s) or purpose

**Inclusion:**

The act of including people of all cultural backgrounds, gender identities, sexual orientations, physical capabilities, ages and income groups in each stage of tourism development, from community engagement, to committees, to marketing & promotions

**Itinerary:**

A planned route or journey, outlining a clear sequence of activities and suggested schedule

**Packages:**

Where and when multiple service providers act in concert to provide a pre-set "product/experience." For example: Stay and Dine package, Event and Stay package, Activity and Meal package, etc.

**Socially conscious traveller:**

Those travellers who prioritize ethical, inclusive, sustainable sources of tourism entertainment

**Sustainable tourism development:**

An approach to tourism growth & promotion that prioritizes: long-term benefits for residents, business owners and visitors; community spirit; respect for all people & the natural environment; and dollars spent versus simply heads in beds

**Tourism:**

Leveraging attractions, natural assets, arts, culture, culinary appeal or other factors to attract visitor spending in any given area

**Tourism asset / tourism product / tourism service:**

Any event, attraction, experience, service or otherwise that supports the delivery of tourism

**VFR:**

Visiting friends & relatives

**Visitor economy:**

Defined by the World Travel & Tourism Council as any direct, indirect and induced economic activity resulting from visitors interactions with their destination

**2sLGBTQIA+:**

Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual

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Appendix A: Comparable Analysis



# PART 1

## PROJECT OVERVIEW

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### 1.1 Executive Summary

In June 2020, the County of Dufferin ("the County," "Dufferin County," "Dufferin") set out to develop its first-ever five-year Tourism Strategy & Action Plan, presented within this document. The investment was an initial step to uncovering the tourism potential in the region as a singular entity since the 2020 dissolution of Headwaters Tourism Association, an organization previously tasked, in part, with developing Dufferin's visitor economy.

The findings, insights, analyses and recommendations presented throughout the Strategy & Action Plan are the result of comprehensive research, community engagement, stakeholder outreach and collaboration with Dufferin team members. It has been developed to clearly outline a roadmap for building the region's capacity and brand as a tourism destination, which is particularly exciting given this is a new venture with great potential for growth.

The recommendations and Action Plan have been categorized within six pillars:

1. Structure & Process
2. Community Involvement
3. Product Development
4. Infrastructure Development
5. Regional & Environmental Considerations
6. Brand & Marketing



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Actions have been strategically crafted to ensure the region first invests in establishing a solid foundation for tourism growth through brand development, product enhancements, and market readiness training. Once these core elements are in place to ensure positive delivery of tourism services, focus can more wholly shift to marketing initiatives and other promotional efforts. General timelines have been assigned to each Action for the sake of effective implementation. The Strategy has also been developed with sustainable, attainable planning top of mind, to ensure the impacts of tourism on the County are positive.

Collaboration, community engagement, diversity & inclusion, and creativity are all recurring themes throughout.

There is no end to effective tourism development; while it may evolve with changing demand, expectations & potential, it is an ongoing effort that impacts communities now, in the coming years, and generations in the future. Adoption of this Strategy and a dedication of appropriate resources to effectively see it through will lead to long-term diversification of Dufferin's economic development initiatives, benefiting the County, its municipalities, and its communities at large.

The five-year vision that this plan aims to achieve is:

By 2026, Dufferin County will be established as an emerging destination not far from Toronto that connects people to the land, through nature and agriculture; to each other, through arts, culture, history & heritage; and to themselves, through scenic, off-grid experiences.

# 1.2

## Methodology

In developing this Tourism Strategy & Action Plan, key actions that have taken place include:

### Background research:

- 2019 applications from municipalities for Economic Development Fund
- Review of Dufferin County Economic Development website & [joinindufferin.com](http://joinindufferin.com)
- Dufferin County tourism asset summary
- Dufferin County Economic Development Strategic Plan (2017)
- Dufferin County Wayfinding Plan (2018)
- Dufferin County Signage Concepts (2019)
- Dufferin County Business Retention & Expansion Report (2020)
- Dufferin County WOWC Survey (2020)
- BR+E Company & Tourism Survey Report (2020)
- inDufferin Brand Guide

### Stakeholder engagement:

- 26 one-on-one interviews with local tourism & tourism-adjacent stakeholders;
- 15 one-on-one interviews with County representatives, including staff and council members;
- a public information session, which engaged approximately 20 participants;
- 1 municipalities workshop (8 participants);
- 1 stakeholder workshop (4 participants);
- A stakeholder survey (15 responses).

### Plus:

- A comparable analysis (see Appendix A)
- An asset inventory
- Two site visits

The purposes of these combined activities were to understand: the existing narrative about tourism in the region and how it varies from municipality to municipality; the perceived opportunities for tourism development; and gaps in product & infrastructure that require attention in order to successfully pursue tourism development. This insight & analysis is vital to informing a sustainable, effective, accessible and inclusive tourism plan for Dufferin.

The circumstances and considerations of Covid-19 were integrated throughout the research, engagement & strategy creation process.





## PART 2 **REGIONAL ANALYSIS & TOURISM DEVELOPMENT**

- 2.1. Market Overview
- 2.2. Dufferin County Tourism Snapshot
- 2.3. Regional Tourism Organizations
- 2.4. Tourism & Community Success
- 2.5. Elements of Successful Tourism Development





## 2.1 Market Overview

Since March 2020, Covid-19 has disrupted the visitor economy on a grand scale: Local businesses are left with fewer resources—both time and money—to invest in engaging with the community and regional visitors. Residents and prospective visitors are facing uncertain economic futures, not to mention, health & safety concerns, both of which are consequently limiting many people’s interactions with tourism assets within their home communities and beyond. The coronavirus has also disrupted marketing and communications channels, and tourism brands must consider how to engage with the public ethically and in the best interest of local businesses & residents, which are often two competing mandates.

The tourism sector has been among Canada’s most devastated as a result of Covid-19. Nationally, tourism revenues are expected to drop by 61 per cent in 2020, [according to Destination Canada](#), with returns to 2019 levels not expected until 2024.

In Ontario, tourism previously represented a \$36 billion industry, according to [Invest Ontario](#). As of 2016, the sector represented Ontario’s 12th largest employer, with a workforce of over 390,000 people—more than 60 per cent of those in full-time positions. Results from [an industry survey](#) recently conducted by the Tourism Industry Association of Ontario (TIAO) indicates the average revenue decline amongst provincial tourism businesses due to Covid-19 is 69 per cent.

But, despite the challenges thrust upon destinations across the globe, one trend is expected to take-off over the coming months, and indeed, potentially years, even as a coronavirus vaccine becomes widely available. As seen throughout summer and fall 2020, people are seeking new experiences that are close to home because of the reduced health risks and financial burdens associated with local and regional travel, compared to further-afield domestic trips or international vacations.

A [poll by Vancouver-based firm Research Co in August 2020](#) found that most Canadians aren't interested in getting on a plane to anywhere, at least until a vaccine is developed. Results of [an Ipsos study](#) from May reinforce this notion, indicating that four in 10 Canadians surveyed are more open to domestic travel this year.

Looking ahead to the easing of travel restrictions, [a study released in June 2020 by Oliver Wyman](#) suggests that, for Canadians, there is a greater propensity for domestic urban and rural experiences, or to not travel at all, compared to those interested in international travel.

This data reinforces the opportunities ahead for Dufferin County, which is at a particular advantage for a number of reasons, including but not limited to:

- its proximity to markets such as the Greater Toronto Area (GTA), the Golden Horseshoe, Barrie-Collingwood, and more;
- its bounty of natural attractions, and options for outdoor activities;
- and its artistic & cultural appeal.

With dedicated resources and leadership, these characteristics could be leveraged for tourism development in a pre- or post-pandemic era. However, given current trends, there is an added advantage to Dufferin County's location and base tourism product.

As the sector is a new priority for Dufferin, the current state of tourism demand presents the ideal conditions in which to establish foundational elements for sector success (a tourism brand, marketing resources, tourism product enhancements). With that, as rebounds begin, it will be ideally positioned to offer well-rounded visitor experiences.

“ *There's a great opportunity to develop the assets we have — the nature, the culture, the agriculture — and package these assets together to attract & entertain visitors.* ”

- Stakeholder interview

Further, there is an evolving consciousness surrounding diversity and inclusion, shifting consumer priorities to businesses that hold these values paramount to operations. This trend is expected to guide travel spending and destination selection among Dufferin County's target markets—from the GTA in particular—with an opportunity for destinations to appeal to the **socially conscious traveller**.

#### **SOCIALLY CONSCIOUS TRAVELLER**

Those travellers who prioritize ethical, sustainable sources of entertainment, though interests may include anything from arts, culture and cuisine to sports and outdoor activities. They will actively seek-out and give priority to Black- and Indigenous-owned businesses, as well as those owned by People of Colour. They understand the power their purchasing decisions can have on influencing brands—and they're not afraid to wield it by avoiding choices that may contradict their values in favour of those which validate them. Savvy brands and destinations who gain the trust of the socially conscious traveller can expect long-term and devout loyalty, a high rate of referrals and generous user-generated social media content.

This will be an important consideration for Dufferin's tourism development, from stakeholder engagement to marketing, and everything in between. Though accessibility and inclusion of Black, Indigenous, People of Colour (BIPOC), 2sLGBTQIA+, differently-abled folks, youths and other groups should always be top of mind in tourism development, it has become particularly notable now in order to effectively meet this moment.





Indeed, the Tourism Industry Association of Canada [reports](#) that the global purchasing power of 2SLGBTQ+ travellers amounted to more than \$917 billion in 2016. Canada's place within this narrative is advantageous, given its shared number one ranking (with Sweden & Portugal) as the most gay-friendly destination in the world, according to the [Spartacus Gay Travel Index 2019](#). As for Black travellers and those from other racialized groups: There is no Canada-specific data to indicate the market potential however, in the U.S., [Mandala Research found](#) "the economic value of African-American travellers has increased to \$63 billion" in 2019. One can deduce from these findings that not only are the social and moral benefits of inclusive tourism development important, there is strategic value to such an approach.

Notably, this mindset aligns with the Canadian government's 2019 report, [Creating Middle Class](#)

[Jobs: A Federal Tourism Growth Strategy](#), which identifies rural and remote tourism, inclusive tourism and farm-to-table tourism among the key product lines for investment.

As Dufferin looks to tourism as a key economic driver for recovery in navigating the challenges of Covid-19 and ahead to a post-pandemic world, the value of the sector remains the same: Tourism benefits communities through stimulating pride of place, creating jobs and generating business for local retailers and restaurateurs.

Slow, thoughtful development that places value on quality arrivals over quantity, carefully targets audiences with specific tourism ideals and prioritizes the well-being of the natural environment & communities define the path forward.

## 2.2

# Dufferin County Tourism Snapshot

Tourism development is a new priority for Dufferin County, with prior investments in the sector primarily laying in the hands of the former Headwaters Tourism Association and individual municipalities. Now identified as a potential area of growth by the County's Economic Development function, Dufferin is in an ideal position to design tourism within the region to its liking. Given the opportunities for the visitor economy, a proactive approach to tourism design and development will allow Dufferin to monitor and manage growth, as not to disrupt its assets or residents, and ensure sustainable returns.

Located just over an hour from Toronto and in close proximity to other source markets (within the Golden Horseshoe, Collingwood, Barrie, etc), and boasting an array of unique experiences that have yet to be discovered by these markets, Dufferin has the opportunity to position itself as the backyard playground many Ontarians are seeking, using a sustainable approach.

In building this tourism strategy from the ground up, it is necessary to acknowledge Dufferin's existing wealth of assets. Its natural beauty and the outdoor recreation activities that are available as a result is no doubt its foremost asset; Dufferin County Forest, Mono Cliffs Provincial Park, Island Lake Conservation Area and Luther Marsh are only some of the assets whereby visitors can enjoy hiking, cycling, paddling, fishing, picnics and other outdoor activities. Additionally, the agricultural sector is poised to benefit from tourism development. Thirdly, there is a well-respected creative community. In fact, arts and culture is an important tourism draw—especially visual and performing arts—referring specifically to assets such as The Museum of Dufferin and Theatre Orangeville.



“ *Tourism success in Dufferin would mean we are not overcrowded, but there are visitors coming to our restaurants & retailers, and appreciating our outdoor activities, then going home to tell their friends & families about what a good time they had.* ”

- Stakeholder interview

A primary consideration in the process is tourism readiness, which determines the quality of a visitor's experience and their likelihood of returning or recommending a destination to their friends, family and social network. Tourism readiness in Dufferin County varies from region to region and business to business.

Another important consideration is tourism management. Other regions, such as Prince Edward County, which have not had strategic plans in place prior to a tourism boom, have been faced with overwhelm of arrivals. Businesses struggle to keep up with demand, residents are unamused by the imposition and the preservation of natural resources is at risk. The task of reversing course and implementing sustainable growth models becomes far more challenging when done reactively.

For Dufferin, the overcrowding at Mono Cliffs and long line-ups of cars on nearby roads is a preview of the broader challenges that emerge without proper planning or oversight in place. Factoring

in other signs of interest in the region, such as regularly full parking lots at Hockley Valley Resort and Adamo Estate Winery, indications point to the timely need for a focused tourism plan in order to manage visitor growth and product development strategically. This window of opportunity to be proactive in defining what the sector looks like for Dufferin might be closing, if the current demand is any indication.

Finally, given the multiple layers involved to regional development, particularly as it relates to work with multiple municipalities with varying tourism assets, tourism development in Dufferin must be carefully measured. There is an opportunity to leverage existing tourism-ready product for swift returns, however, a focus on strengthening the sector's core tourism positioning through defining a well-rounded tourism brand identity and establishing attractive experiences prior to actively promoting the destination will allow for greater returns in the long-term.

## 2.3

# Regional Tourism Organizations & Partners

### THE TOWN OF ORANGEVILLE

As Dufferin County rolls out its first-ever five-year Tourism Strategy & Action Plan 2021-2026, the Town of Orangeville is simultaneously introducing its latest tourism plan. Orangeville is currently the only municipality within Dufferin to have its own tourism strategy, leveraging assets such as Theatre Orangeville, public art, and annual festivals & events. Orangeville is often referred to as “the gateway to Dufferin County” so collaboration with the Town and supporting its Strategy implementation should be top of mind. Committed and continued communication will ensure that the two parties align human and financial resources whenever possible in pursuing opportunities with mutual benefit, and to avoid doubling-up of efforts.

### CENTRAL COUNTIES / REGIONAL TOURISM ORGANIZATION 6 (RTO6)

RTO6, also known as Central Counties Tourism, works with tourism offices within the regions of York, Durham and Headwaters. While each region is responsible for its own product development and marketing, the RTO’s mission is “to increase tourism in the region by promoting and developing unique and competitive tourism products that attract high yield visitors from outside the Central Counties region.” It will prove an essential resource, particularly as it relates to research and data collection, marketing support, product development and industry relations. As such, open lines of communication with Central Counties will benefit Dufferin’s overall tourism growth.



## TOURISM INDUSTRY ASSOCIATION OF ONTARIO

The Tourism Industry Association of Ontario (TIAO) is a membership-based organization, focused on government relations on behalf of the province's tourism industry. Tour operators, destination marketing organizations, regional tourism organizations, and others are part of the association, altogether representing 188,000 businesses and nearly 400,000 employees. Its evidence-based approach to policy recommendations influences political decisions on a provincial level that address the needs of the industry. Its stated mission is, "To be the unified voice of the diverse tourism industry in Ontario in order to realize prosperity and growth," with a vision for "economic prosperity for Ontario through tourism." TIAO will be a valuable resource to Dufferin in understanding market trends and changes, as well as funding opportunities and policy changes that may impact Dufferin or stakeholders at large.

## INDIGENOUS TOURISM ONTARIO

Indigenous Tourism Ontario (ITO) defines itself as "the province's first and only dedicated Indigenous tourism organization that focuses on uniting communities, Indigenous organizations and industry leaders to support the growth of Indigenous tourism in Ontario." Members gain access to marketing, sales and business development programs that in turn support Indigenous communities & entrepreneurs. Indigenous cultural expression and preservation through tourism are integral to its work. In carrying out this Strategy's recommendations and actions, collaboration with and direction from ITO will help to enhance Dufferin's appeal to those seeking Indigenous art, storytelling and history through tourism experiences.

“ “ *We're all proud of whatever part of the County we come from but if one area is flourishing, we all benefit.* ” ”

- Stakeholder interview

## TOURISM INDUSTRY ASSOCIATION OF CANADA

The Tourism Industry Association of Canada (TIAC) is a national private-sector advocate, whose mission is to “be the voice of Canada’s tourism industry and improve its global competitiveness as an international destination through leadership and advocacy.” There are 600 members from across Canada, including large, small and medium-size enterprises. As Dufferin’s tourism sector grows, the value of TIAC will evolve as well. Dufferin may benefit from its research, data and investment opportunities.

## CONSERVATION AUTHORITIES & ONTARIO PARKS

There are five conservation authorities that have jurisdiction over land in Dufferin County (Dufferin Rural Water Quality Program, Grand River, Nottawasaga Valley, Credit Valley, Toronto and Region, Saugeen Valley), and three Ontario parks & nature reserves (Boyne Valley, Hockley Valley, Mono Cliffs). Collaboration between the County and conservation authorities, as well as Ontario Parks, will be important to the continued protection and sustainable development of these natural spaces, and surrounding infrastructure, as tourism develops.

## 2.4 Tourism & Community Success

According to a 2017 report by the [Rural Ontario Institute](#), "Tourism development is now widely viewed as one of the most promising and effective tools for rural development across Ontario." In changing economies or in the interest of economic diversification, the sector can be a lucrative one, particularly for regions with natural and cultural assets that have not been utilized as economic drivers in the past. "By looking inward and identifying local strengths and amenities, place-based development enables communities to mobilize these assets and turn them into community and economic development opportunities," the Institute says.

Given Dufferin is venturing into tourism development on the ground level, one must

understand exactly what these opportunities are. Community benefits of tourism include:

- New and improved public facilities
- New employment opportunities
- Stimulated entrepreneurial spirit
- Enhanced cultural assets, activities & events for local enjoyment
- Deepened understanding of, appreciation for and interaction with regional assets
- Heightened pride of place
- Strengthened commitments to environmental preservation & conservation

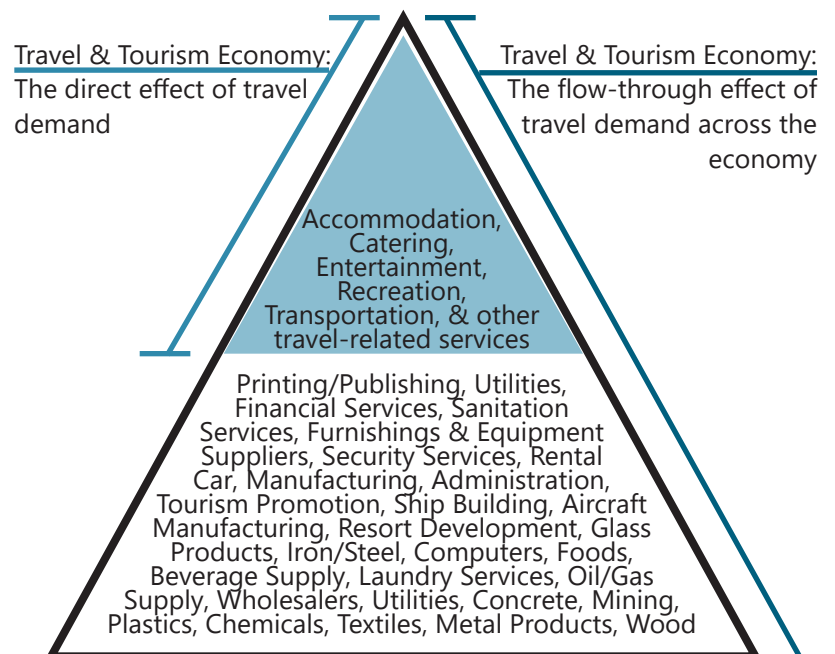
In sum, investments in tourism equal investments in a community's social and economic well-being.

### THE MULTIPLIER EFFECT

The following diagram illustrates the powerful influence tourism can have on an entire economy. As tourism dollars flow through a community, businesses that are not usually thought of as tourism businesses (e.g., gas stations, laundromats, sign makers) benefit as well. This is known as the multiplier effect.

The jobs generated directly within the travel and tourism industry are considered primary jobs, whereas the jobs generated in the larger economy as a result of travel and tourism are considered secondary jobs. The multiplier effect means that part of each dollar spent by a visitor can end up in the pocket of a local fisherman, farmer, or hardware store employee.

FIGURE 1: Sourced from [Transforming Communities Through Tourism: A Handbook for Community Tourism Champions](#)



## 2.5

# Elements of Successful Tourism Development

To reap the benefits of investments in tourism & the overall visitor economy, ongoing strategies must be embedded within a region's approach to sector development. These include:

### **Community involvement**

Integrating community participation is critical to ensuring the regional benefits of tourism development far outweigh the setbacks. Community buy-in impacts the visitor experience, from the service they receive at local retailers and attractions, to the general spirit of a destination. As such, not only is it pivotal to give the community a platform to speak their minds as it relates to tourism initiatives, leaders must go one step further in ensuring these considerations are taken seriously in planning and development. Admittedly, there will never be a one-size-fits-all approach, though the purposeful inclusion of various perspectives holds value in and of itself. Community engagement can be done through tourism advisory committees, surveys, polls, social media engagement and local activities (meetings, meals, coffee breaks, etc).

### **Stakeholder engagement**

Tourism stakeholders often become the face of a destination; it is interactions with these individuals that will define a visitor's experience, and it is they who come to truly understand the visitor profile. Tapping into this on-the-ground perspective and opening the floor to their expertise & observations allows for a more holistic approach to tourism planning. Plus, encouraging their involvement traditionally leads to more active buy-in to tourism initiatives, further enhancing a destination's success. Stakeholder engagement can be achieved through committees, regularly scheduled meetings, ongoing communication (i.e., newsletters, social media) and an active presence of tourism leadership representatives within the community.





### **Integrated planning & collaboration**

Tourism development cannot happen in a vacuum; not only does it depend on the active and sincere involvement of the community and stakeholders, it must also be a priority amongst all levels of municipal staff & government. The skills and resources of various municipal functions (i.e., Public Works) are necessary to offering a seamless visitor experience. Promoting internal understandings of tourism's benefits, hosting open conversations and including tourism leadership in broader planning discussions all contribute to sector success.

### **Visitor services training**

A region cannot simply decide to promote itself as a "destination" and expect the tourism sector to thrive; there is plenty of planning and development that must first take place to be truly visitor-friendly. One key piece to this is ensuring stakeholders and other visitor-facing individuals have been properly trained to make visitors feel welcome and supported. This can be achieved through workshops (existing or customized), tutorials and on-demand modules.



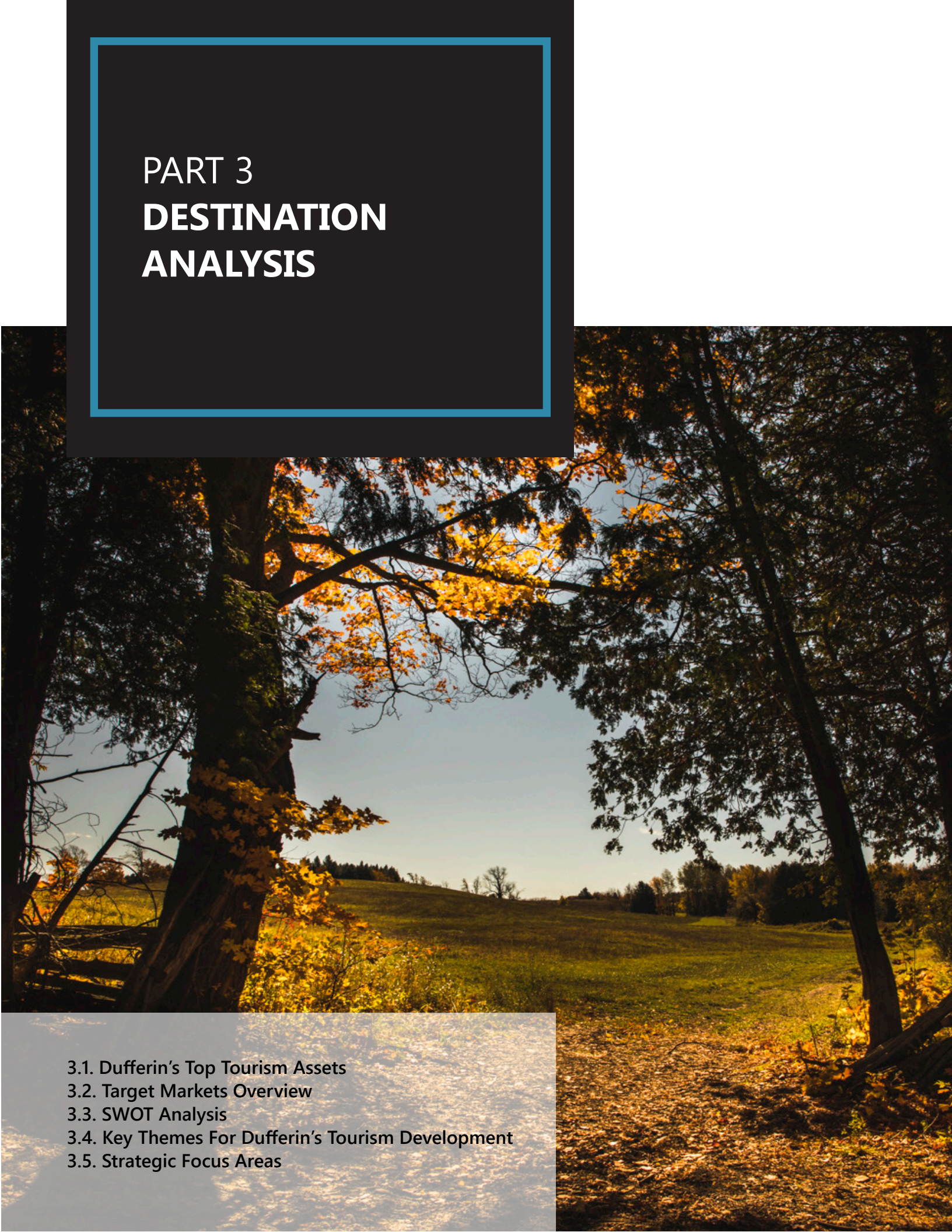
## Proactive visitor management

One of the greatest risks of tourism development is overwhelming regional assets with visitors, which leads to the depletion of a destination's resources and appeal. Proactive planning to prevent this overwhelm is important. According to a report entitled, [Visitor Management, A Tool For Sustainable Tourism Development in Protected Areas](#), visitor management can be described as "an administrative action oriented towards maintaining the quality of park resources and visitor experiences." Techniques suggested within the report to reduce negative impacts include: "regulating access by area (zoning); regulating visitation by visitor type (through pricing); implementing entry or user fees; providing interpretation programs and facilities; regulating visitor behavior (codes of conduct); and concentrating on allowing accredited organizations to bring visitors to the site."

## Supporting infrastructure

A tourism asset should not be considered visitor-ready unless the infrastructure available supports a seamless local interaction from start to finish. Having elements in place such as adequate parking, public restrooms, water stations, and bike racks (to name a few) remove barriers to access to visitors, and support the provision of positive destination engagement.



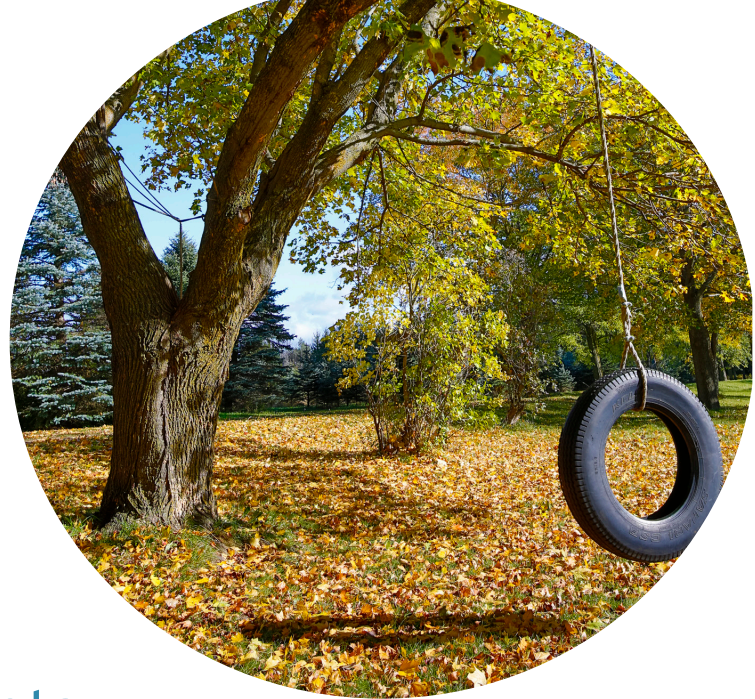


## PART 3

# DESTINATION ANALYSIS

- 3.1. Dufferin's Top Tourism Assets
- 3.2. Target Markets Overview
- 3.3. SWOT Analysis
- 3.4. Key Themes For Dufferin's Tourism Development
- 3.5. Strategic Focus Areas





## 3.1 Dufferin's Top Tourism Assets

The Strategy & Action Plan is based on building Dufferin's visitor economy through enhancing and expanding upon existing assets. Top potential tourism drivers include:

### **Nature & the outdoors**

Dufferin's outdoor attractions, from trails and forests to rivers and conservation areas, are front and centre to its tourism appeal. Sharing the natural beauty of the region will be a cornerstone of itinerary and experience development, and these natural assets should also be a centrepiece for events and activities. Some specific natural assets in Dufferin County are:

#### **Dufferin County Forest**

The Dufferin County Forest is a multi-tract forested area spanning 1,066 hectares. In addition to its vital functions for biodiversity as a wildlife habitat and an area of natural heritage protection, it is a recreational asset that can be enhanced to act as a tourism driver. A more refined presence from a signage perspective, comprehensive maps and ongoing maintenance to parking lots and trails will support the Forest's evolution to a tourism-ready product. Maintenance of Forest trails is currently dependent on local volunteers, which have invested their own time and financial resources (with nominal County support) to do so for hikers and cyclists in the spring through fall, and fat bikers, snowshoers and cross-country skiers in the winter months. It is currently under the management of Dufferin's Public Works function.

#### **Island Lake Conservation Area**

Island Lake is a year-round destination, with trails and wetlands for visitors to hike, cycle or kayak in the spring, summer and fall; skate and snowshoe in the winter; and enjoy fishing no matter the season. Island Lake acts as a venue for live performances at its waterfront amphitheatre, and is home to annual events. The Town of Orangeville currently hosts a number of annual events here including the Great Canadian Pondspiel (an outdoor curling event) and twice-annual fishing derbies. There is an opportunity to conceptualize new, creative programming that can take place at Island Lake throughout the year, and to integrate Island Lake within itinerary development.





## Agritourism

From farm stands and farmers' markets, to community-engaged experiences such as strawberry picking, pumpkin patches and Christmas tree farms, there are numerous opportunities for visitors to immerse themselves in Dufferin's agricultural offerings. Various agritourism assets are available from one municipality to another, with potential for further growth within this niche. The County can work with interested farmers to enhance existing experiences, build new experiences or, for those who have yet to consider agritourism revenue streams, conceptualize ideas and plan accordingly. Some popular approaches to agritourism include farm stays, farm tours and long-table meals.

[Landman Gardens & Bakery](#) (Landman's), a family-owned and operated business just outside of Grand Valley, is one of Dufferin's leaders in agritourism and a good example of what is possible in the region. An on-site farm store serving up homemade goods, farm-raised meats and locally-grown produce serves the community and visitors alike. Further, its historic Blackhouse has been used as a venue for cooking classes, farm-to-table dinners and small events, all of which are set to return as the limitations imposed by Covid-19 are lifted. Half the fun is in the getting there, as a journey to Landman's takes visitors through country roads, where expanses of agriculture & nature are on full display.

Developing content and itineraries that showcase the local agri-businesses will make it easy for visitors to experience a core feature of Dufferin's identity. As the agritourism sector develops, whole packaged experiences can be created that simultaneously entertain visitors and support local farmers.

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## Food & drink experiences

Throughout Dufferin, there is a range of culinary experiences to be enjoyed, whether fresh-made sandwiches at local general stores, fine dining, or anything in between. [Adamo Estate Winery](#), a small-batch boutique winery in the hills of Hockley Valley, offers an exclusive, remote and refined food and drink experience. It is already

drawing visitors from the GTA and other target markets, where visitors can enjoy winemaking, tasting tours, and unique event spaces. Its success is a notable indicator of potential for other similar institutions, whether wineries, breweries, cideries or the like. These institutions support a thriving visitor economy, create jobs and enhance the overall appeal of a destination.







## Arts & culture

Largely known amongst residents and local stakeholders as a community with incredible artists, musicians, poets and other creatives, the arts & cultural draws within Dufferin County can stand alone or be combined with other like activities to create engaging experiences. Collaborating with the community and including local talent as a focal point of event and activity development will broaden the potential and maximize the positive impacts tourism will have throughout the region. Meanwhile, existing assets can be used to develop art trails and itineraries that showcase what Dufferin has to offer. Current top assets in this category include:

### Museum of Dufferin

A stunning space amongst the hills of Mulmur Township, the Museum of Dufferin was built in the style of a barn, embodying the region's rural and agricultural roots. Its facilities include four galleries and four historic buildings, where visitors can find permanent, long-term and short-term exhibitions and art shows. It hosts an eclectic variety of events, programs and tours annually, driven by a mission to create "a place where everybody belongs" and to stimulate meaningful connections. The museum space and programming is a unique asset that will lend itself to supporting the County's tourism development, and from which itineraries can be built to ensure visitors here explore Dufferin's natural beauty, arts and culture and culinary appeal as well.

“ *In any community, arts and music is always a focal point to bring people together.* ”

- Stakeholder interview

### Orangeville Blues & Jazz Festival

Known as a “community celebration” and a key tourism motivator for Orangeville, the Blues & Jazz Festival is Orangeville’s largest annual event. Featuring performances by provincial and Canadian artists, the Festival takes place throughout the downtown on four stages, complemented by additional live performances at local pubs and restaurants. Other activities enhance the experience, such as displays of classic cars and motorcycles, and interactive workshops. The Festival attracts upwards of 18,000 unique visitors, approximately 15 per cent of whom come from 40-80 kilometres outside of Town. As communities rebound from Covid-19 and major events are once again permitted, the Blues & Jazz Festival will remain a core tourism asset for Orangeville and Dufferin County at large.

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### Theatre Orangeville & the Opera House

Working with professional actors, choreographers, composers and musicians, Theatre Orangeville is the only professional theatre company in the Central Counties region. Presenting 12 to 16 productions and upwards of 150 performances year-round, patrons come from regions like Stratford, Collingwood and Toronto to immerse themselves in expertly-executed live shows at the historic Opera House, or Island Lake. Works range from classic favourites to new Canadian work. The Theatre has paved the way for inclusive practices through its youth programming and work with neuro-diverse adults and children, which results in an additional 25-30 productions (roughly another 50-60 public performances) annually. Enjoying a night out at the Theatre doesn’t start and end at the doors of the Opera House; guests are encouraged to enjoy dinner and explore Orangeville’s historic downtown before the show, and imbibe with a post-performance cocktail. In addition to theatre shows, the Opera House plays host to a variety of performances and events, bringing attention to and engagement with the downtown core year-round.





## 3.2 Target Markets Overview

According to data presented in the Central Counties Tourism [Visitor Research Program](#) (2018/2019), the Headwaters region Visitor Profile is as follows:

- Median age: 51 years
- Average household income: \$130,045
- 33.4 per cent identify as “visible minorities”
- 30.7 per cent were born outside of Canada
- 50.5 per cent of couples have children at home
- Nearly 76 per cent travel to work by car

*(Note: Specific Dufferin statistics are unavailable)*

Central Counties has also defined the region’s target markets, using a framework developed by Destination Ontario. Of the 12 segments defined, the RTO has identified four that hone-in on those most applicable to its tourism offerings, all of which are relevant to Dufferin.

These include Knowledge Seekers, Connected Explorers, Up and Coming Explorers, and Nature Lovers. An additional segment, not identified by Central Counties though applicable to Dufferin, particularly as it relates to Orangeville’s tourism product, is Outgoing Mature Couple. Each is [defined by Destination Ontario](#) as follows, for consideration in product development and marketing:

### Knowledge Seekers

Travellers in this segment are looking to appreciate and understand the places they visit. Their trips are typically about expanding their knowledge and stimulating their minds rather than resting and relaxing. They are driven by a desire to explore culture, history, architecture and natural landmarks and often focus on sight-seeing, museums, galleries and historical sites.

### Connected Explorers

Connected Explorers are young couples under 40, both with and without children. They are a confident, youthful, optimistic group. They have a deep-seated need to travel and expose themselves to many new experiences. Travel for them is about expanding their horizons, and they are looking for a fully packed schedule of activities. Technology is a key part of travel. They use it throughout all phases of a trip including researching, booking, planning and especially when sharing their travel experiences once back home.

### Up and Coming Explorers

This is a youth-oriented group that is on its way up in the world. These travellers are emerging into a new life-stage, often characterized by greater affluence and new opportunities. Visible minorities and immigrants often fall into this segment. Travel is not about connecting with family or friends. While these people often want to be adventurous and energetic, their travel experiences often start with core tourist attractions. Ontario and the active outdoors is popular, with visitation typically being very recent.

## Nature Lovers

This is a consumer segment attracted to outdoor experiences aligned to Ontario's quintessential parks & lakes offering. Camping and associated activities, e.g., hiking, canoeing, fishing are key interests for this group. The majority classify as "nature lovers". Activities align with the recreational aspects of the outdoors and not necessarily the extreme aspects of the outdoors, e.g., avid angling or hunting.

## Outgoing Mature Couples

Skewing strongly toward seniors and those in retirement, these travellers are driven by a desire to maintain their vitality and connection with the world. They are not particularly adventurous, rather they mainly want to interact with new people (travellers and locals alike). It is important to them to feel competent, accomplished and energized.

Notably, while demographics play into these definitions, the larger focus is on interests, which helps to inform Dufferin's approach to

developing tourism collateral, conceptualizing new events & activities, and allocating marketing dollars. These segments can be found or targeted within the following groups:

**Residents:** Those who live within Dufferin County, and are eager to explore it further though in need of clear advice and direction as to what to see & do.

**Visiting friends & relatives (VFR):** Friends & relatives of those who live within County limits, who would like to see and experience the area in which their loved ones live.

**Leisure travellers:** Those who have no local connection to Dufferin, residing within a 1.5/2 hour drive; they will likely discover Dufferin County through online searches, social media or recommendations from their social network.

To properly appeal to these visitors, Dufferin should be mindful of enhancing, developing and packaging tourism experiences that will entertain the aforementioned visitor segments who choose to visit for day trips or multi-day visits (staying one or more nights in Dufferin).

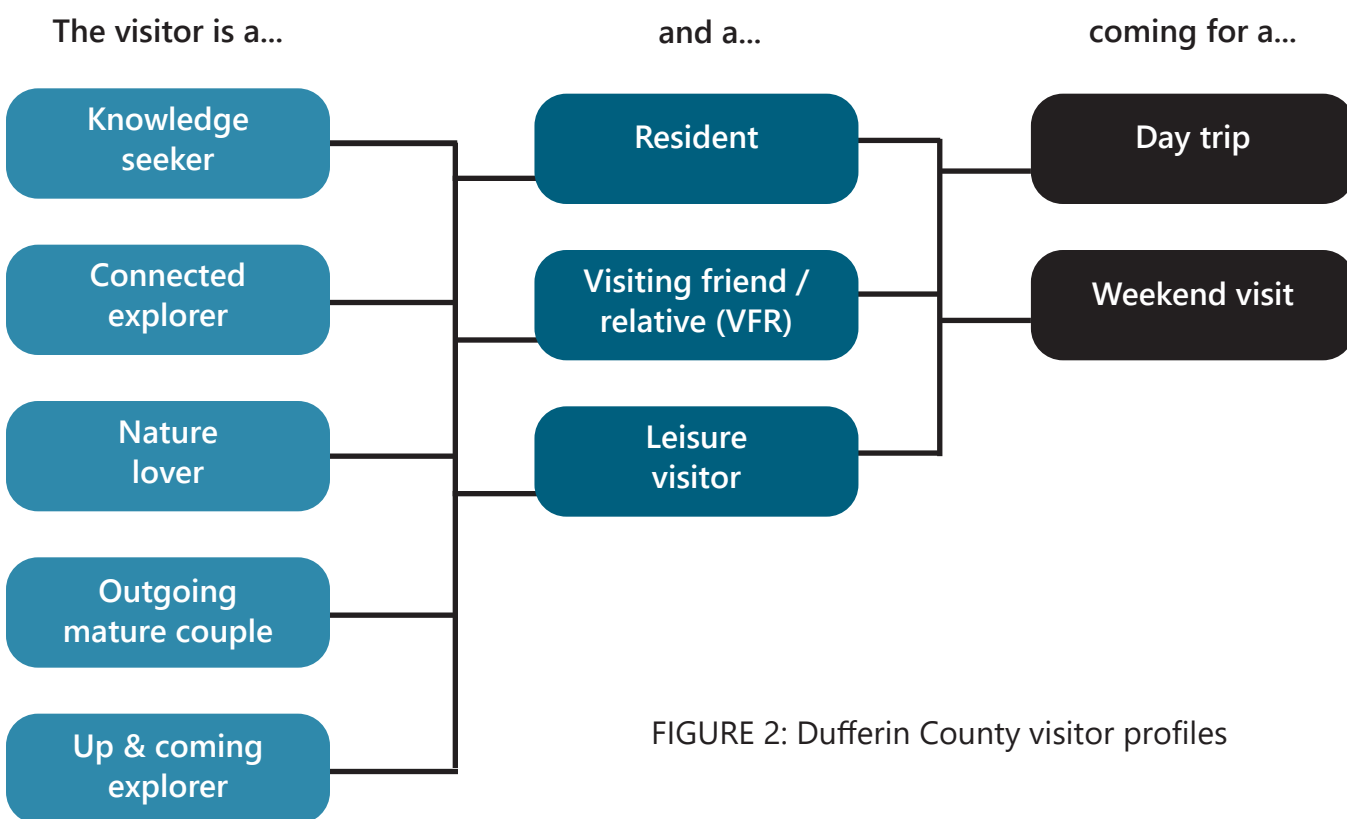


FIGURE 2: Dufferin County visitor profiles

## 3.3

# SWOT Analysis

Through an extensive research, engagement and analysis process, the following strengths, weaknesses, opportunities and threats have been identified with regard to Dufferin's tourism development:

### STRENGTHS

- Dufferin County is making investments in a tourism strategy, indicating buy-in to its importance & potential for economic development
- Dufferin is new to tourism development, creating an opportunity to design tourism growth to its liking
- There is a demonstrated movement toward more active inclusion of Indigenous Peoples in the County narrative (i.e., [newly created Land Acknowledgment](#))
- There are many volunteers throughout the County who dedicate their time to creating/maintaining community assets and experiences that can be utilized for tourism development
- Dufferin is home to an artistic community (performers, sculptors, potters, painters, etc.), and attractive festivals & events (largely Blues & Jazz in Orangeville)
- Local business owners throughout Dufferin are open to opportunities that tourism brings; there is a general confidence that the majority of these businesses will survive the challenges of Covid-19
- Dufferin's communities are diverse, kind and welcoming; there are charming small towns throughout
- The services of the Orangeville Visitors Centre direct visitors to Dufferin County assets
- Certain tourism assets already exist to attract visitors to the area, such as Theatre Orangeville, Mono Cliffs, Museum of Dufferin, and Adamo Estates Winery, to name a few
- There is an array of parks, conservation areas, forests, trails and rivers for hiking, skiing, cycling, fat biking, fishing, and other outdoor activities, appealing to a range of ages, skill levels, etc.
- Tourism asset maps already exist, which will support future product development, itinerary creation, etc.
- Unique dining experiences are available throughout Dufferin
- EV chargers are ideally located throughout the County, likely to be attractive to sustainably-minded visitors
- Dufferin is home to the "Rosebud Motel" from CBC's Emmy-award-winning show, *Schitt's Creek*
- Dufferin is in close proximity to many potential source markets such as Toronto/GTA, Golden Horseshoe, Kitchener/Guelph/Waterloo, etc.; "a natural oasis close to the city"
- Dufferin is small in size, which means various activities are within short distances from one another
- Work has been done on a wayfinding/gateway sign strategy, with some signs already installed
- The current inDufferin visual brand was developed with tourism promotion in mind
- There is an existing tourism web presence, offering a solid basis from which to build an effective promotional platform



“ *We have tourism assets. Now, what we need is a unified voice to bring it all together.* ”

- Stakeholder interview

## WEAKNESSES

- There is a perceived hesitation to buy-in to tourism development & investments from some local government; in some cases, this hesitation also exists to a degree at a residential level
- There is a lack of resources/capacity for Tourism Strategy & Action Plan implementation at the County level; there is currently no dedicated tourism development staff, nor are there systems or structures in place to support tourism-focused initiatives
- There are disconnects between municipalities, and within Dufferin, as it relates to relevant development initiatives, promotional activities, etc.
- Red tape at Council and Municipal levels has halted development of tourism assets (i.e., noise bylaws + Island Lake, brewery development in Mono, Airbnbs, etc.)
- Community groups that support various tourism-related initiatives often see volunteer burnout
- There is no committed County focus on visitor services (i.e., a visitors centre) (notably, likely due to the prior absence of committed tourism resources on a County level)
- There is nominal knowledge/understanding of tourism's potential and best practices among tourism stakeholders and prospective tourism stakeholders (including agricultural businesses)
- There are few linked experiences throughout Dufferin and holistically tourism-ready experiences; resources are not currently in place to coordinate with various groups or integrate experience development into a common vision
- There is a gap in year-round tourism product
- There are few accommodation options that appeal to a visitor seeking a mid-range, boutique hotel experience
- Some municipalities are further ahead in tourism development / have more tourism-ready assets than others
- There is lack of access to drinking water, public restrooms for visitors
- Retailers throughout various municipalities are closed on Sundays, and close early on weeknights
- Infrastructure to accommodate anglers (i.e., parking lots, accessibility to fishing holes through private property) has not yet been developed
- There is limited consistency and/or enticing presence of tourism wayfinding & signage
- Dufferin County is not a recognized tourism brand or destination, nor has it developed a brand story, for effective, cohesive marketing; it has yet to be differentiated enough from the "Headwaters" brand
- There is a lack of universal broadband access / connectivity across the County, firstly impacting a tourism business's ability to properly establish an online presence, and secondly, hindering some ability of visitors to share their experiences on social media while in-destination

## OPPORTUNITIES

- Define the brand identity from a key messaging perspective, to guide a content and inclusive marketing strategy and appeal to key markets
- Establish processes for communication and collaboration internally among County functions, and between the County, municipalities, stakeholders, community groups, etc.
- Invest in individual municipalities to enhance tourism appeal, including tourism readiness training / Tourism Readiness Toolkits for stakeholders
- Collaborate with Orangeville, RTO6 to develop experiences and enhance tourism infrastructure
- Build outdoor learning programs for schools, utilizing tourism assets
- Integrate stakeholder and community participation to help define, direct and advocate for tourism development
- Consider Dufferin County residents to be a target market; introduce them to experiences in their own backyard and prime them to act as local tourism ambassadors
- Develop infrastructure in order to better appeal to visitors (i.e., signage, parking lots, cycling loops, trails, etc)
- Develop tourism product where it does not currently exist and seek opportunities for enhancements where it does; work with stakeholders to create marketable experiences
- Centre experiences on natural assets, agritourism, arts and culture, and small town charm
- Work with farms and agricultural businesses to develop agritourism experiences; position the brand to visitors as a place to engage with the people and places where their food comes from
- Enhance infrastructure to create positive visitor experiences
- Leverage the demand for connectedness, outdoors, nature that has come with Covid-19

## THREATS

- There could potentially be a lack of buy-in from municipalities or Council, leading to a lack of funding for enhancements, development for effective tourism development
- There could potentially be a lack of buy-in from residents or stakeholders, impacting the in-destination visitor experience as a result
- Unmanaged tourism development would disrupt natural assets and quality of life for residents
- Covid-19 could impact local businesses and the economy, in turn, affecting local tourism appeal
- (i.e., if downtowns are shuttered without retailers, they would not be attractive tourism assets)
- Climate change impacts year-round planning, particularly with regard to snow/cold weather-based winter activities
- There could potentially be a lack of commitment to inclusive marketing and promotion, impacting the destination's appeal to all target market

## 3.4

# Key Themes in Dufferin's Tourism Development

As concluded from the SWOT analysis and further confirmed by research and community engagement efforts, the following considerations must be embedded to Dufferin's successful tourism development:

### Structural support

For the effective implementation of this Strategy & Action Plan, dedicated human resources should be allocated. Further structural supports required include that from functions outside of Development & Tourism as needed, particularly as it relates to infrastructure maintenance and development.

### Product development

Understanding what local tourism assets are ready to serve tourists and where there are opportunities for enhancements, refinements or development will be an ongoing piece of Dufferin's tourism growth and evolution. Continued product development will ensure Dufferin remains enticing to target markets.

### Brand development

As a first step to tourism development, a clear, concise and engaging brand must be established. This will impact marketing and promotional activities, communications, and overall approach to carrying-out this Plan. As described by the United Nations World Tourism Organization (UNWTO) [Handbook on Tourism Destination Branding](#), "A destination brand can: help destinations compete more effectively for visitors; assist in the projection of a country's, a city's or a region's overall image; and occasionally help transform the image of a county, a city or a region."

### Tourism readiness

Properly preparing stakeholders and municipalities to welcome guests and offer positive experiences at all touch-points is foundational to establishing a successful visitor economy.

### Diversity & inclusion

Recommendations throughout this Strategy & Action Plan should be guided by diversity & inclusion best practices, from community engagement & product development to marketing & promotions to maximize appeal within target markets.

### Collaboration

Success in tourism will only be achieved with active and ongoing collaboration between any combination of the following groups; County functions, stakeholders, municipalities and other tourism bodies.

### Communication

In the interest of transparent tourism development that garners buy-in and enthusiasm, open and honest communication must be a priority; communication with County staff & council, municipal representatives, stakeholders and the community at large.

### Conservation & preservation

The characteristics that define Dufferin County—its natural assets, culture & communities, charming small towns and agricultural appeal—should not be compromised in order to accommodate tourism developments. Instead, tourism developments should only enhance these local assets.

## 3.5

# Strategic Focus Areas

Six overarching areas of focus have been developed to guide the Strategy & Action Plan, each of equal importance to the tourism development process for Dufferin. Detailed recommendations with associated action items can be found in Part 4.

# 1.

### Structure & Process

This refers to staffing, priorities and collaboration between functions at the County of Dufferin. Internal buy-in and continued commitment to tourism development will determine the success of the Strategy & Action Plan.

**Goal:** To allocate resources, both human and financial, to lead execution of Dufferin County's Tourism Strategy & Action Plan and facilitate collaboration between County functions, municipalities and stakeholders.

# 2.

### Community Involvement

This refers to how Dufferin County residents, business owners, community groups & public institutions can be engaged in tourism development, fostering buy-in to tourism initiatives and support the evolution of spirited communities that are enjoyable to visit.

**Goal:** To prioritize community engagement in tourism development initiatives, create opportunities for ongoing dialogue with tourism leadership, and support those who work to enhance local tourism development through volunteerism.

# 3.

### Product Development

This refers to the tourism assets and associated stakeholders that will attract visitors to the region and with which/whom they will interact throughout their stay in Dufferin County.

**Goal:** Enhance existing product offerings, and develop new experiences where needed, to attract high-spending, respectful visitors to Dufferin and ensure positive interactions throughout their visit.





4.

### **Infrastructure Development**

This refers to the presence of proper infrastructure & investments necessary for a positive, well-rounded visitor experience.

**Goal:** Make strategic investments in infrastructure development to broaden the inventory of tourism-ready assets, and to elevate the visitor experience throughout Dufferin.

5.

### **Regional & Environmental Considerations**

This refers to factors such as location, climate, geography and the protection & preservation of natural assets.

**Goal:** To ensure continued protection and preservation of Dufferin's natural assets while creating valuable visitor experiences.

6.

### **Brand & Marketing**

This refers to the work that needs to be done in brand development and storytelling in order to build awareness of Dufferin County as a destination, attracting visitors to interact with various experiences, and creating incentives for return visits.

**Goal:** Leverage the existing inDufferin brand for tourism promotion in conjunction with engaging storytelling in order to build name recognition of Dufferin County and elicit interest & engagement from prospective local and regional visitors.





# **PART 4** **VISION,** **RECOMMENDATIONS** **& ACTION PLAN**

- 4.1 Vision for the Future
- 4.2. Recommendations & Action Plan

## 4.1

# Vision for the Future

As identified by Dufferin's Economic Development function, tourism presents a key opportunity for diversifying and supporting the local economy. By all indication, the County is in an opportune position to move forward with investing in the sector—there are existing assets that can be further developed or enhanced to attract visitors, there is a creative and engaged community, and there is rising demand for experiences like those available in Dufferin. In its infancy stages, tourism development must be about putting necessary pieces in place to ensure positive visitor experiences, which in turn will lead to recommendations and multi-seasonal returns. What will this look like for Dufferin County, with the implementation of this Plan?

- There is a dedicated County team member, tasked with carrying out the Tourism Strategy & Action Plan, and accountable to its progress and adaptation. The role will include leading tourism readiness initiatives, and facilitating private and public collaboration efforts, stakeholder and public engagement, and tourism marketing and content development.
- Individual municipalities feel supported in their individual tourism development initiatives.
- Stakeholders from different sectors (agriculture, retail, food & drink, etc) and community volunteers who support tourism development feel supported by the County.
- Agricultural operations within Dufferin have begun to diversify, or are considering opportunities to diversify, their offerings for agritourism purposes.
- Residents of Dufferin County have a better understanding of the breadth of product and experiences within the County, engage with tourism assets regularly, and share their experiences on social platforms.
- Residents of Dufferin County understand the benefits of tourism to the community, and work with municipal leaders to support sustainable tourism initiatives.





- The County provides ongoing support for the development of outdoor recreation spaces & experiences.
- There are plans to develop a hub within Dufferin County to showcase artistic talents and creative works of the community, which attracts visitors from within the County and beyond.
- There is a dedicated tourism website with robust content featuring the region's people, places and experiences.
- Appealing to the socially conscious traveller pays off, evident in the diversity of visitors and partnerships with BIPOC communities in product development.
- More people who would traditionally drive through Dufferin County on their way to somewhere else now stop to enjoy local experiences.
- There is notable and moderate growth in tourism arrivals to the region; visitors arrive with the understanding of their duty to respect Dufferin County's land and its communities.
- The Dufferin County brand is more widely recognized for its tourism appeal, particularly among target consumers, demonstrated through visitation, media mentions, and social media engagement.
- Local stakeholders work together and with the County tourism leader to promote other nearby businesses and events.

## 5 year vision

By 2026, Dufferin County will be established as an emerging destination not far from Toronto that connects people to the land, through nature and agriculture; to each other, through arts, culture, history & heritage; and to themselves, through scenic, off-grid experiences.





## 4.2

### Recommendations & Action Plan

The following recommendations & action plan have been developed in the interest of effectively working to achieve the five-year vision.

## 1.0. Structure & Process

- 1.1.** Establish a Tourism Manager role to ensure consistent oversight of tourism development at the County level, and demonstrate commitment to sector growth within the region.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.1.1. Allocate & approve budget for a full-time Tourism Manager position, for an early 2021 start.	Y1, Q1	Budget approved for Tourism Manager position, filled in early 2021.	\$87,000 - \$96,000
1.1.2. Task the Tourism Manager to carry-out the Tourism Strategy & Action Plan, leading tourism conversations and initiatives amongst the County team & within the community.	Y1, Q1 Ongoing	Active, dedicated, ongoing commitment to regional tourism development.	n/a
1.1.3. Position the Tourism Manager as the representative of sector development locally, regionally, provincially and federally, responsible for representing the best interests of Dufferin's tourism sector within relevant private, public and government bodies as opportunities arise.			
1.1.4. Introduce the Tourism Manager to stakeholders through County-wide email; distribute press release to local media.			
1.1.5. Join relevant tourism bodies such as the Tourism Industry Association of Ontario, Indigenous Tourism Ontario, and the Tourism Industry Association of Canada.		Active involvement in & engagement with regional tourism bodies.	

- 1.2.** Restructure County staff responsibilities to place tourism assets, in whole or in part, within the responsibility of the Tourism Manager.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.2.1. Align with Public Works to discuss a redistribution of responsibilities as it relates to the Dufferin County Forest, ensuring proper vision and support is available to develop the Forest into a market-ready tourism asset.	Y1, Q1	Tourism assets defined as such, and given attention from Tourism Manager.	n/a
1.2.2. Discuss internally if there are other County assets under other functions which should be transferred to the responsibility of the Tourism Manager.			
1.2.3. Should the County acquire new assets, include the Tourism Manager in the categorization / allocation of responsibilities.	Ongoing		

**1.3.**

**Develop & implement processes for inter-functional collaboration, to ensure tourism considerations are kept in mind through all areas of planning & development.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.3.1. Task County functions with engaging the expertise of the Tourism Manager, if deemed relevant based on the following considerations: - Does this project or decision directly or indirectly affect access to or development of Dufferin County tourism assets? - Does this project or decision influence how visitors or residents engage with the County? - Is there potential for this project or decision to impact tourism initiatives, either positively or negatively? - Could this project or decision influence outside perception of the County?	Ongoing	Tourism considerations are top-of-mind throughout County functions & development that is recognized within the community.	n/a
1.3.2. Include the Tourism Manager within Pre-consultations Meetings, as deemed necessary by the Development & Tourism function.	Ongoing		

**1.4.**

**In collaboration with County municipalities, explore what processes can be created for municipal participation in tourism development decisions and initiatives.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.4.1. Set-up one-on-one meetings with appropriate representatives from each municipality to discuss local tourism priorities, as it fits within the County-wide Strategy & Action Plan; offer ongoing support and guidance to ensure mutual commitment to achieving common goals.	Y1, Q1-2	Relationships established & nurtured between Tourism Manager & key municipal contacts, with open lines of communication & collaboration in place.	n/a
1.4.2. Establish regular meetings (ideally, quarterly, but bi-annual at a minimum) with representatives of the County's municipalities to ensure ongoing alignment of initiatives and open lines of communication, for the purpose of discussing tourism developments, upcoming initiatives, opportunities for collaboration, etc.	Y1, Q1 Ongoing		
1.4.3. Create a regular newsletter to share regular tourism updates with municipal representatives (see Recommendation 1.5); distribute via Mailchimp or a similar system.			

1.5.

Create a communications plan to regularly update tourism stakeholders and municipalities on relevant news, opportunities and initiatives.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.5.1. Invest in CRM software to use in refining & maintaining a County-wide stakeholder database.	Y1, Q1	Relationships established & nurtured between Tourism Manager & key municipal contacts, with open lines of communication & collaboration in place.	\$200 / month
1.5.2. In partnership with the Economic Development Officer, segment the stakeholder database based on various details including tourism readiness, municipality, and business versus municipality.			
1.5.3. Collaborate with the Economic Development Officer to create a newsletter template for monthly distribution. Suggested inclusions are: - Notable progress updates to Tourism Strategy execution - Tourism developments throughout municipalities - Community-building elements to help create relationships between stakeholders, municipalities - Grant & funding opportunities - Social media content (including text + video/ images) that stakeholders can post on their own platforms, showcasing upcoming activities, local events, etc. - Updates & resources from relevant bodies such as TIAO, TIAC, ITO, etc. - Covid-19 recovery updates & resources - Other content such as "Required reading," "Business Spotlight"			
1.5.4. Depending on demand, consider expanding channels through which the County engages and shares updates with stakeholders and municipal representatives, such as incorporating social media (particularly a private Facebook page).	Y2		



**1.6.**

**Commit to following the benchmarks presented in the Tourism Strategy & Action Plan for effective tourism development.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.6.1. Ensure all County functions are aware of the Tourism Strategy & Action Plan, and the role each department lends to its success.	Y1, Q1	Benchmarks as presented here-within are adhered to.	n/a
1.6.2. Hold the Tourism Manager accountable for executing the strategy, or adapting benchmarks based on changing circumstances as necessary.	Ongoing		
1.6.3. Utilize the support and direction of the Tourism Advisory Committee (see Recommendation 2.1).			
1.6.4. Submit an annual report about Dufferin's tourism development to County Council.	Q4, annually	County Council briefed annually on tourism progress.	

**1.7.**

**Implement systems for tracking visitor arrivals and understanding visitor profiles.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.7.1. Utilize the Tourism InDufferin webpages to capture consumer e-mail addresses. Add to a consumer-focused newsletter list; introduce a "welcome" e-mail upon subscription that includes a short survey to gather consumer perceptions, plans to visit Dufferin, etc.	Y1, Q2	Greater understanding of local tourism arrivals (#) and visitor profile; tourism arrivals KPIs should be established in Y4/5 of Tourism Strategy implementation.	TBD
1.7.2. Explore how Dufferin can work with the Town of Orangeville to establish a system by which the Visitors Centre collects visitor data from a County-wide perspective.	Y2		
1.7.3. Monitor best practices for visitor data collection and segmentation utilized by Central Counties and Destination Ontario, to further define target markets and better direct promotional efforts.	Ongoing		

1.8.

Explore the opportunity of working with the Town of Orangeville to combine Visitor Centre services.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
1.8.1. Meet with the Town of Orangeville to explore potential for collaboration in utilizing its existing Visitor Centre services, understanding potential financial commitments, benefits for combining efforts & resources, and a plan to move forward.	Y2	Utilize existing visitors' service resources to the benefit of Dufferin County overall.	TBD
1.8.2. Introduce an online chat function on the Tourism inDufferin webpage whereby prospective visitors can submit questions, overseen by Visitors Centre staff.			
1.8.3. Train & prepare staff and representatives at key tourism assets (i.e., Museum of Dufferin) to effectively serve visitors as required.		Well-developed tourism services at key County assets.	
1.8.4. Invest in digital tourism kiosks to be placed at key spots throughout the municipality, such as: Parking lot at Dufferin County Forest Main Tract, Museum of Dufferin, Orangeville Visitors Centre and/or Opera House; work with supplier, as well as municipal bodies, to develop content as needed (likely to evolve from Recommendation 6.2.0).	Y3-Y5	Digital tourist information kiosks available to enhance visitor experience.	\$6,000 - \$12,000 / each

## 2.0. Community Involvement

2.1.

Form a Tourism Advisory Committee (TAC), prioritizing the culmination of diverse perspectives; include representatives from key tourism areas (i.e. parks, agritourism businesses), community groups, and 2SLGBTQIA+ & Black, Indigenous, People of Colour (BIPOC) stakeholders & residents.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
<p>2.1.1. Identify individuals or groups from which the County should recruit participants for the TAC. Criteria should include but not be limited to:</p> <ul style="list-style-type: none"> <li>i. Participants must live or work in Dufferin County, with some connection to or interest in local tourism development.</li> <li>ii. Participants must be willing to dedicated 1 hour/monthly to sharing insights with the Tourism Manager as needed, and commit to quarterly meetings, approximately 3 hours / each.</li> <li>iii. Participants must bring a unique perspective, representative of a greater community within Dufferin County (i.e. sports, arts &amp; culture, active outdoor experiences, festivals &amp; events, private retail, community development, etc).</li> <li>iv. Participants must not be a sitting member of Council for any of the municipalities.</li> </ul> <p>Those identified should be invited individually by the Tourism Manager. If individuals recruited decline the opportunity, an open call for applicants should be issued. <i>Note: Participation should be voluntary, without remuneration; however, the County should allocate a small budget for an annual gift or dinner as a gesture of appreciation.</i></p>	Y1, Q2	Creative ideas, community connections & tourism enhancements all result from the TAC's contributions.	\$1,000 / year
<p>2.1.2. Define goals, roles &amp; responsibilities for the TAC, building from the following framework.</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>- To offer unique perspectives and recommendations to the Tourism Manager that will guide the implementation of Dufferin's Tourism Strategy &amp; Action Plan</li> <li>- To provide the Tourism Manager with community perspectives and considerations that will ensure a holistic approach to tourism development</li> <li>- To work cooperatively with the Dufferin Tourism Manager to identify opportunities for product development, brand promotion, marketing, etc.</li> </ul>	Y1, Q2		n/a

<ul style="list-style-type: none"> <li>- To liaise with stakeholders and residents within their network, for the purposes of information gathering and tourism promotion, in turn, offering further direction to Action Plan implementation</li> <li>- To participate in the ongoing implementation of the Tourism Strategy &amp; Action Plan, and support modifications as needed throughout the process</li> </ul> <p><b>Role &amp; responsibilities:</b></p> <p>Working directly with Dufferin's newly-appointed Tourism Manager, the Tourism Advisory Committee is intended to be a collaborative body that represents Dufferin stakeholders &amp; the community at large in regional tourism development decisions. The Committee shall:</p> <ul style="list-style-type: none"> <li>- Identify tactics to strengthen Dufferin County tourism experiences, and opportunities for new product development</li> <li>- Be a representative for tourism development within their network, while being a representative for their network on the Committee</li> <li>- Advocate for tourism initiatives &amp; investments which support the implementation of the Tourism Strategy &amp; Action Plan, for the greater good of one's own community</li> <li>- Track the progress of tourism development based on Strategy benchmarks, and guide adaptations to the Strategy &amp; Action Plan as needed based on current circumstances and community understandings</li> <li>- Support the Tourism Manager in foreseeing barriers to tourism development &amp; strategies to overcome said barriers</li> <li>- Offer strategic direction to marketing &amp; promotional activities</li> <li>- Promote tourism growth &amp; wins within Dufferin</li> </ul> <p><b>Considerations:-</b> Engage an individual from Orangeville's Tourism Advisory Committee or Economic Development function to be part of Dufferin's Tourism Advisory Committee, to ensure all areas for collaboration are identified as early on in the tourism development process as possible.</p>			
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2.2.

Dedicate County resources to supporting volunteer organizations responsible, in whole or in part, for managing or maintaining tourism assets (i.e. arts groups, Dufferin County Forest, etc).

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
2.2.1. Meet with community groups and organizations whose work supports tourism development (such as Dufferin County Arts Council, Team Van Go, Athletes Institute, In The Hills magazine) to understand opportunities for collaboration and areas in which Dufferin can provide support.	Y1, Q2	Volunteer groups supporting tourism development initiatives feel supported, appreciated by the County.	\$5,000 - \$8,000 / annually
2.2.2. Determine what internal resources, whether human or financial, can be dedicated to supporting the work of community groups as it impacts tourism development; lean on other County functions when relevant or necessary.			
2.2.3. Develop an internal plan for working with community groups as they are identified to ensure sustainable, ongoing collaboration and mutual benefits. This plan should include benchmarks for success, an allocation of nominal financial resources to be distributed at the discretion of the Tourism Manager, an allotment of hourly commitments from County staff, etc.			
2.2.4. Evolve or adapt support provided to various community groups based on each group's involvement in attracting visitors & enhancing visitor experiences, as the Tourism Strategy & Action Plan is implemented.	Ongoing		

## 2.3.

Explore opportunities for youth involvement through the establishment of internship & volunteer programs.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
2.3.1. Consult with educators from Dufferin-Peel school boards and Georgian College's Hospitality, Tourism and Recreation program on ways secondary and post-secondary students might be engaged in the evolution of Dufferin County as a destination (i.e., partnerships involving internships, completing volunteer hours, summer work positions, etc.).	Y2	Youth involvement in Dufferin's tourism development.	TBD
2.3.2. Develop program structures respective to high school (i.e., volunteer hours, summer jobs) and college (i.e., co-ops, internships, summer jobs) student needs, including:  - Program goals and objectives  - Job/position descriptions (i.e., rates of pay, length of position, etc.)  - Supervisory roles and processes  - Application, recommendation and selections processes  - Measures of completion (i.e., performance review, grading system, etc.)  - Post-position trajectory (i.e., potential for full-time employment, referral letters, etc.)			
2.3.3. Work with Dufferin-Peel school boards and Georgian College to launch programs ahead of each semester; review and evolve the programs based on successes, challenges, and student & faculty feedback.			

**2.4.**

Create and manage a “Local Guides” program whereby residents can volunteer as destination hosts, to guide visitors throughout the duration of their stay or at select sights (based on resident knowledge/expertise).

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
2.4.1. Develop a framework, Code of Conduct and requirements for a Local Guides program.	Y3	Visitors can easily access the knowledge, insights of locals for enhanced tourism experiences.	n/a
2.4.2. Recruit and create a database of diverse local guides, based on their interests and expertise; a focus on offering guides for tourism-ready assets must be priority.			
2.4.3. Dedicate a webpage to featuring local guides, including their headshot, a brief bio, and how they can enhance a visitor’s experience (i.e. accompany on a ride through the County Forest, accompany fly-fishing, guide through the region’s arts scene, a historic walk through Downtown Orangeville, etc).			
2.4.4. Develop a communications channel for Dufferin to connect visitors with guides.			

**2.5.**

Engage with Upper Grand District and Dufferin-Peel school boards to develop outdoor learning programs; with time, expand initiatives to other regional school boards.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
2.5.1. Determine areas of the school curriculum where outdoor learning can be incorporated, based on grade.	Y3/ Y4	Enhanced community engagement with local tourism assets through collaboration with local schools, in turn encouraging students to return to various sights & experiences with their families.	n/a
2.5.2. Engage with school board leaders to discuss opportunities for students to use County assets, such as the Dufferin County Forest, as an outdoor classroom, of sorts.			
2.5.3. With the guidance of school boards, prepare at-home learning programs that allow students to engage their families to explore Dufferin during their evenings and weekends.			

### 3.0. Product Development

3.1.

Create Tourism Readiness toolkits and training programs to support the growth, evolution & refinement of tourism assets throughout the region.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
<p>3.1.1. Drawing from existing Tourism Readiness resources available via TIAO, TIAC, etc., create a general Tourism Readiness toolkit to support the enhancement of existing tourism-ready product. Elements should include but not be limited to:</p> <ul style="list-style-type: none"> <li>- Introduction to tourism benefits</li> <li>- The basics of tourism readiness</li> <li>- Product development &amp; experience creation</li> <li>- Guest services</li> <li>- Brand &amp; storytelling</li> <li>- Marketing &amp; promotion</li> <li>- Measurements of tourism readiness</li> </ul> <p>Offer two versions with modified content to appeal to stakeholders based on their tourism readiness level; one for those who are more advanced and another for those at the beginning of their tourism development journey.</p>	Y1, Q3	Tourism Readiness Toolkits and workshops available to stakeholders; stakeholders find value in the content, support provided.	\$3,000 / annually
3.1.2. Develop a schedule of workshops, available live or via recordings, to support the implementation and utilization of toolkits.			
3.1.3. Utilize the stakeholder newsletter to promote additional tourism readiness learning opportunities available through organizations such as TIAO & TIAC.	Ongoing	Stakeholders feel continuously supported in their ongoing participation in tourism development initiatives	
3.1.4. Offer individual support to stakeholders in guiding their tourism development efforts, as needed; prioritize those stakeholders whose prospective contributions to tourism development are expected to be most impactful.	Y1, Q3 Ongoing		

**3.2.**

Consult with the Dufferin County Cultural Resource Circle, Indigenous Tourism Ontario (ITO), and other Indigenous leaders to determine ways in which Dufferin can integrate Indigenous history & storytelling throughout key sites & experiences.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
3.2.1. Meet with Indigenous Tourism Ontario to present the Tourism Strategy & Action Plan. Garner feedback and discuss opportunities for collaboration.	Y1, Q3	Relationship with Indigenous Tourism Ontario, DCCRC prioritized & developed.	n/a
3.2.2. Invite a representative from the DCCRC to join the Dufferin Tourism Advisory Committee.			
3.2.3. Allocate dollars annually to allow for enlisting Indigenous consultations in carrying-out the Tourism Strategy & Action Plan.			\$5,000 - \$8,000

**3.3.**

Leverage tourism-ready assets to curate thematic packaged experiences and circuit routes, based on the core tourism drivers in the region (i.e. nature & the outdoors, arts & culture and/or agritourism).

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
<p>3.3.1. Identify sightseeing and experiential themes within Dufferin that together support a stronger tourism narrative. Examples may include:</p> <ul style="list-style-type: none"> <li>- TV &amp; Film routes: Featuring notable filming locations for various TV shows &amp; movies</li> <li>- A "Trails Trail": Connecting the hiking &amp; cycling experiences throughout Dufferin</li> <li>- Public Art routes: Showcasing the artists, studios and artistic works on display</li> <li>- Fun for the whole family: Activities &amp; experiences which can be combined to entertain and engage young families</li> <li>- Country roads: Visually-stimulating driving routes, connected for various reasons whether it be art, views, fall colours, etc.</li> <li>- Farm to table: Routes that showcase local farm stands, farmers' markets and restaurants that serve locally-grown produce</li> <li>- Dining in Dufferin: Routes showcasing Dufferin restaurants, potentially built out thematically (i.e. desserts, farm-to-table ingredients, unique interiors, etc)</li> </ul>	<p>Y1, Q3</p> <p>Ongoing</p>	Easy, accessible, clear packaged experiences available for visitor consumption	n/a

3.3.2. Develop itineraries accordingly, and work with the GIS function to create comprehensive maps, offering detailed direction and information to ensure one-stop planning for prospective visitors.			
3.3.3. Make itineraries available online via the Tourism inDufferin website, in responsive format			
3.3.4. Ensure relevant stakeholders are aware of itineraries in which they are featured, and encourage cross-promotion.			
3.3.5. Remain up-to-date on new mapping technology via Esri, and utilize as deemed appropriate for continued provision of comprehensive mapping.			
3.3.6. Continue to develop new packages and itineraries as product readiness evolves throughout Dufferin.	Ongoing		
3.3.7. Monitor changes in ownership and development plans of the Rosebud Hotel property, and explore opportunities for collaboration should it be developed for tourism purposes.	Ongoing		n/a

<div> <div>3.4.</div> <div>Explore opportunities to collaborate with stakeholders, RTO6 and municipalities outside Dufferin County for the purposes of experience creation based on tourism themes (i.e. nature &amp; the outdoors, arts &amp; culture and/or agritourism).</div> </div>			
ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
3.4.1. Organize meetings with prospective regional tourism partners to discuss potential for collaboration. Some examples may include Caledon, Alton, Bruce County, Grey County and Uxbridge. Explore opportunities for joint itinerary building, tourism marketing and promotion, and content development; create a plan and process for developing relevant assets & collateral as needed. Involve municipal representatives as appropriate.	Y2	Ongoing collaboration with municipalities, regions outside of Dufferin County that drives tourism arrivals.	TBD
3.4.2. Utilize themes presented in 3.1, and suggestions presented by the TAC, municipalities & stakeholders, as initial direction for potential collaborative efforts.			
3.4.3. Establish agreements that clearly outline brand, promotional and financial expectations from all parties involved prior to carrying-out collaborative plans.			

**3.5.**

**Develop a four-season Activities & Events Plan to feature core tourism assets, help to build the County's tourism narrative, and establish year-round attractions to engage visitors & residents.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
3.5.1. Work with stakeholders, municipalities and Central Counties to map-out activities & events throughout the region, whether private or public.	Y2 / Y3	There are few gaps in the annual events & activities calendar; events & activities supported by content to promote & entice visitation.	TBD
3.5.2. Build an activities & events calendar for the Tourism InDufferin website, showcasing ongoing opportunities for visitors and residents to engage with one another throughout Dufferin.			
3.5.3. Identify gaps within the calendar, and work with the Tourism Advisory Committee, stakeholders and municipalities to conceptualize new, attainable event possibilities.			
3.5.4. Prioritize new ideas for events & activities based on attainability & potential ROI. Identify partners with whom Dufferin can work to make ideas come to life and allocate resources (human, financial) as required/possible.			

**3.6.**

**Align with municipalities to invest in a combined Public Arts Strategy.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
3.6.1. Issue & manage an RFP for a third-party consultancy to develop a Public Arts Strategy for the County; garner buy-in from municipalities.	Y4	New public art displays can be found through Dufferin County, with which visitors are engaging.	\$65,000
3.6.2. Carry-out recommendations of Public Arts Strategy.			TBD
3.6.3. Explore the possibility of establishing a dedicated arts & culture centre.	Y5	Understanding of the feasibility of a dedicated arts & culture centre.	TBD

## 4.0. Infrastructure Development

4.1.

Enhance County-owned tourism assets in an effort to provide holistic and seamless visitor experiences; enlist support from Public Works as needed.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
<p>4.1.1. Develop the visitor experience at Dufferin County Forest - Main Tract, through:</p> <ul style="list-style-type: none"> <li>- Rebuild a "Welcome Stand" for a more refined, professional presence, directed by a clear plan for the use of space prior to breaking ground (how will maps, collateral, announcements, etc. be displayed for effective yet presentable use of space)</li> <li>- Integrate Dufferin County branding to Welcome Stand presence &amp; other Dufferin County signage</li> <li>- Develop comprehensive trail maps for its various uses; cycling, hiking &amp; equestrian</li> <li>- Clearly mark trail openings</li> <li>- Dedicate Public Works resources to maintaining parking lots year-round</li> <li>- Invest in building public restrooms, water stations at Main Tract; dedicate Public Works resources to regular maintenance</li> <li>- Enhance trail markings throughout the forest for more cohesive, on-brand presence</li> <li>- Support volunteers who maintain trails with provision of equipment, financial support or demonstrations of gratitude (i.e. provide lunch, coffee breaks, etc)</li> <li>- Consider parking lot expansion, based on demand with tourism growth</li> </ul> <p>Apply enhancements to Little Tract, as needed.</p>	Y1-Y5	Dufferin County Forest boasts a fully-realized tourism experience.	\$15,000 - \$30,000



<p>4.1.2. Develop the visitor experience at the Museum of Dufferin, as follows:</p> <ul style="list-style-type: none"> <li>- Add historical plaques dedicated to local Indigenous histories throughout the grounds</li> <li>- Dedicate space to a permanent Indigenous history exhibit</li> <li>- Train Museum of Dufferin staff on visitors services, to ensure holistic, well-rounded advice and guidance</li> <li>- Ensure a library of collateral (maps, Visitor Guides, itineraries) are on-hand for visitors to take (both in print and accessible online using QR codes)</li> <li>- When booking private events, include conversations about regional experiences to engage clients on a broader level</li> <li>- With one-off events or visiting exhibits, create packages with relevant local stakeholders that help build the narrative or complement the theme of said event/exhibit</li> </ul>	Y2	Enhancements made to grounds and service at the Museum of Dufferin.	\$15,000 - \$20,000
<p>4.1.3. Develop the visitor experience for fishing in local rivers, as follows:</p> <ul style="list-style-type: none"> <li>- With the direction and input from local anglers, identify areas that can be expanded for side-of-the-road parking or small parking lot spaces near public access points to rivers; work with the municipalities where necessary</li> <li>- Mark these parking points with appropriate signage, and ensure information is available online</li> </ul>	Y2 / Y3	Anglers better-able to access river fishing experiences.	TBD
<p>4.1.4. Identify other areas of tourism asset enhancements that might be made possible by the support of Public Works or local municipalities, such as parking nearby top sites, bike racks within small communities, etc.</p>	Ongoing	Well-rounded, positive local interactions available to visitors.	TBD

**4.2.**

**Work with stakeholders & municipalities to strengthen underdeveloped tourism assets in the region, with the goal of creating new experiences.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
4.2.1. Leverage various community touch points (such as the Tourism Advisory Committee as well as ongoing communication with municipalities & stakeholders) to determine points of priority for asset development.	Y2	New tourism experiences added; existing tourism experiences refined with County support.	\$25,000 / annually
4.2.2. Work with relevant stakeholders and / or municipalities to plan & strategize asset development / enhancements, and determine Dufferin's role in supporting these initiatives.			

**4.3.**

**Create a plan for connecting area hiking & cycling trails, both technically wherever possible, and through signage and branding.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
4.3.1. Connect with Ontario Parks and local Conservation authorities to best-understand possibilities (and limitations) to working together on signage and display plans.	Y3	Visitors can identify and appreciate connections between various Dufferin outdoor experiences.	TBD
4.3.2. Based on these possibilities and with the guidance of the TAC, create uniquely-Dufferin experiences throughout area trails. For example, integrate public art displays throughout trails and use augmented reality (AR) technology to add an additional dimension to the experience.			
4.3.3. Map-out County-wide cycling and hiking trails; collaborate with relevant municipal bodies to determine plans and processes for linking existing trails.			

**4.4.**

In collaboration with Economic Development and Planning functions, conduct an investment attraction assessment, with a particular focus on accommodations potential in Dufferin County.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
4.4.1. Determine potential sites for boutique accommodation; develop SWOT analysis for each.	Y5	Investors express interest in investing in the development of boutique accommodation somewhere in Dufferin County.	n/a
4.4.2. Develop a profile for ideal investors; identify investors who fit said profile & set up meetings. (Consider ownership of other unique accommodation such as The June Motel, Drake Devonshire.)			
4.4.3. Organize site visits for serious prospects, garnering feedback for potential developments.			
4.4.4. Facilitate ongoing communications, as demand dictates.			

## 5.0. Regional & Environmental Considerations

- 5.1.** Create a Tourism Pledge for visitors & residents, written with an inherent respect for people & the environment at its core.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
5.1.1. Utilize community insights and the Tourism Advisory Committee to draw up 5-8 commitments they would like to see visitors make when visiting Dufferin County. Refine as necessary.	Y2	Pledge is widely distributed & promoted by local stakeholders; visitors sign the Pledge & adhere to its commitments.	\$2,000 - \$3,500
5.1.2. Develop the Tourism Pledge into a document visitors can access on all Dufferin digital channels, and while visiting key stakeholders (accommodations, Museum, Visitors Centre, Theatre Orangeville, etc); include a spot where visitors can sign.			
5.1.3. Leverage the Tourism Pledge as a brand awareness tool for the destination, encouraging visitors to use social media as a place to share their pledge and demonstrate their adherence to the Pledge throughout their visit.			

- 5.2.** Update and continue to carry-out the existing wayfinding plan to link tourism experiences and capture the attention of visitors upon arrival to the region, further positioning Dufferin County as a destination with a distinct identity and sense of place.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
5.2.1. Determine areas in which the existing wayfinding plan should be updated based on recommendations within the Tourism Strategy & Action Plan.	Y2	New, illustrative, clear signage throughout the County to direct visitors and entice passers by.	TBD
5.2.2. Continue to carry-out recommendations of wayfinding strategy.			

- 5.3.** Prioritize ongoing management and protection of tourism assets to mitigate overtourism, protect natural assets and ensure positive visitor experiences.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
5.3.1. Task the Tourism Manager with the monitoring and management of tourism assets, to ensure sustainable growth and proactive problem solving as needed.	Ongoing	There is ongoing oversight of regional assets.	n/a
5.3.2. Establish connections with relevant conservation authorities and Ontario Parks; explore best approach to communication & collaboration.			

## 6.0. Brand & Marketing

6.1.

Round-out the current inDufferin brand by creating a Brand Guide to define key elements of brand and location identity.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
6.1.1. Building upon the current “inDufferin” brand, adopt “Dufferin” as the recognizable destination identity with which to reference Dufferin County in tourism materials.	Y1, Q1 Ongoing	New Brand Guidelines developed & accepted by the County.	\$5,000
6.1.2. Enlist the services of a third-party consultant to develop a Brand Guide and Brand Implementation Toolkit, outlining internal and external brand applications.			
6.1.3. Use various channels (virtual presentation, social media, newsletters, etc.) to introduce the new brand to Town Council, stakeholders, Dufferin County, RTO6 and the community, to ensure all involved are aware of Dufferin’s new tourism brand voice.		Brand Guidelines understood and adopted by Dufferin municipalities, stakeholders & partners.	
6.1.4. Integrate new branding across tourism infrastructure, including: social media pages, tourism webpages, marketing & promotional materials, wayfinding, signage, social media, website, etc.		New Brand Guidelines implemented by Dufferin, its municipalities, stakeholders & partners.	
6.1.5. Work with tourism stakeholders to roll-out a cross-Dufferin brand initiative, to ensure the “inDufferin” brand is utilized consistently throughout the region — in person (via signage, decals) and online (logos on website, links to Tourism inDufferin webpage).			

6.2.

Develop interactive tourism collateral that directly appeals to target markets & diverse audiences, and showcases the broad appeal of the region; make Dufferin resources a one-stop shop for visitor planning.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
<p>6.2.1. Determine priorities, and allocate resources, to developing the following assets:</p> <ul style="list-style-type: none"> <li>- Photos &amp; videos: Ensure a library of diverse visitors experiencing the Region &amp; its assets, to be incorporated within all other tourism collateral.</li> <li>- Visitors Guide: Use a content-informed approach (show, don't tell) to adequately showcase the region's tourism assets, communities, people, etc.</li> <li>- Blogs: Develop editorial calendar for content creation based on local activities &amp; events, monthly themes, etc.</li> <li>- Maps: Hiking, cycling, driving routes, themed experiences, equestrian trails, ATV trails, etc.; include recommended routes.</li> <li>- Guidebooks &amp; pamphlets: Provide background information on various sites and experiences as to offer background understanding for visitors during their planning phase and visit to the destination.</li> <li>- Itineraries: Enhance already existing itineraries, and apply a similar format to all new itineraries going forward. Utilize an approach that more actively describes tourism assets, and illustrates the experience for prospective visitors. <a href="#">Refer to this link for a recommended structure.</a></li> </ul>	<p>Y1, Q3</p> <p>Ongoing</p>	<p>A complete library of tourism materials are available to guide &amp; inform visitors before or during their stay.</p>	<p>\$20,000 - \$30,000</p>
6.2.2. Commission the services of a graphic designer to create materials.	Y1, Q4		
6.2.3. Make maps, itineraries, brochures and guides available in print and web format; ensure web formats are mobile responsive and also available for download in PDF form.	Ongoing		
6.2.4. Review collateral annually and update it annually as needed, to remain relevant & accurate.	Ongoing		
6.2.5. Expand itinerary library as new public art, annual events and activities, and tours are added to Dufferin's portfolio of tourism assets.	Ongoing		



### 6.3.

**Build an annual Tourism Marketing Plan, including media relations, content creation, social media promotions, contesting, community engagement & paid advertising (if possible), to enhance the awareness of and engagement with Dufferin as a destination.**

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
6.3.1. Align tourism marketing initiatives & product promotion amongst all County assets, notably the Museum of Dufferin.	Y1, Q3/4	Marketing activities, both paid & earned, are continuously carried out to promote awareness of Dufferin as a destination and interaction with its tourism assets.	TBD
6.3.2. Map-out a marketing plan that can be adapted annually, or as needed, to plan promotional activities based on Dufferin calendar of events, thematic routes, etc; include elements such as an editorial calendar (blog & newsletter content), social media calendar, budget, advertising channels, co-op marketing partners and media & influencer opportunities.	Y1, Q3/4 (for Y2) + annually		
6.3.3. Determine potential to maximize ROI in promoting events and local tourism assets, and decide appropriate marketing channels for each (print, web, radio, social media). Consider social media marketing as primary targeted approach.			
6.3.4. Identify stakeholders and partners, within Dufferin and beyond, with whom to work in carrying out various elements of the marketing plan. Simple criteria for potential co-op marketing partners include stakeholders: who have funds available, whose values align with Dufferin's, and who will directly benefit from marketing initiatives.			
6.3.5. Utilizing the editorial calendar within the marketing plan to guide efforts, create a robust bank of content (written, video and photo content), and establish a Blog section on the Tourism website.			
6.3.6. Further enhancing brand presence and destination awareness, utilize platforms such as TripAdvisor to share content & engage with prospective visitors.			

## 6.4.

Create a tourism website strategy based upon new brand principles & acquire a dedicated tourism URL, with the intent to launch a stand-alone portal.

ACTION ITEM	TIMELINE	GOALS / KPIS	BUDGET
6.4.1. Enhance the current Tourism inDufferin web strategy to offer a more refined visitor experience and to: more actively showcase local tourism experiences; to include an Events Calendar; to include blog & video content; and to showcase tourism collateral, with a particular focus on itineraries.	Y1, Q1	Enhanced online content available to showcase and promote Dufferin product to prospective visitors.	\$60,000 - \$80,000
6.4.2. Create a site map for a dedicated tourism website, to exist separately from the County's main web presence. Build the site (using third-party services, if needed), and launch it using <a href="http://tourismindufferin.ca">tourismindufferin.ca</a> as the URL.	Y3	Engaging, content-rich website with a unique appearance from other County pages, dedicated to tourism promotion.	

# Appendix A

## Comparable analysis

### Introduction

This competitive analysis supports the Dufferin County Destination Development Strategy. Findings and recommendations outlined in this document will be incorporated in the overall strategy. To complete the competitive analysis, our team reviewed the strategies and performance of four relevant destinations:

- Perth County (ON)
- Peterborough & the Kawarthas (ON)
- Norfolk County (ON)
- Huron County (ON)

Tourists in Ontario don't struggle for choice in finding a destination that offers them incredible locally-grown culinary options, access to exceptional arts, culture and heritage, and a bucolic, natural landscape just a short jaunt from Toronto — all central tenets of the Dufferin County tourism offering and appeal.

That is why it is crucial that Dufferin County has a more comprehensive appreciation for competing regions within Ontario as we work to establish a sustainably-minded tourism strategy. A more thorough understanding of the paths already charted by similar regions and an examination of their respective successes and struggles will provide a considered base on which to build a thoughtful and distinctive strategy.

Following, we pull out a few key lessons and place recommendations in the context of the experiences and strategies of analogous destinations. A detailed table of findings, statistics and documents sourced can be [accessed here](#).

## Leveraging Natural Resources

Positioning outdoor spaces and agri-tourism industries as a key demand generator is a logical move for many Ontario destinations. It's a popular choice for rural counties in particular — which are agrarian by nature — as the trappings of pastoral, rural living is often synonymous with a relaxing escape for many target tourist markets.

Dufferin County's proximity to the GTA, supportive business community and customer base, and rich agriculture landscape makes it well-suited for this very approach. But this form of destination development goes beyond having access to acres of forest and field-to-table offerings. To marry agriculture or conservation with tourism, developers must remove or alleviate operational barriers and lay the groundwork to ensure all concerned parties have the tools in place to succeed. Often, training local business owners in tourism practices is required, as is encouraging synergies and partnerships among local organizations. From there, programming must be created — and then effectively promoted — to complement stakeholder offerings while attracting visitors.

Ontario regions that have successfully capitalized on their natural landscapes — not only as a base for brand identity and programming but as a way to improve the quality of life for residents and communities — have done so only through workforce collaboration, long-term strategy implementation, and dynamic, targeted promotions.

Perth County is one example of how a well-balanced strategy can lead to well-rounded success. In an effort to build on the popularity of its main draw, the City of Stratford, Perth County has most recently encouraged visitors to "Discover More" beyond Stratford by promoting its natural resources. In 2019, it invested in The Canadian Experiences Fund (CEF), a grant-based program that helps Canada's tourism sector innovate and grow by providing targeted investments based on regional priorities. Staff provided experience development training to regional tourism-oriented businesses to create memorable rural tourism activities, enhance product, improve service planning and elevate visitor experience implementation. Perth also set about raising awareness of its offerings by way of a "Hike and Bike Map" in 2018, a "FarmGate Map" in 2019 (designed to help visitors and locals access the fresh, local food available), and now has plans to launch an agri-tourism mapping project and toolkit for 2020.

Given that Food for Thought, Dufferin County's report on the agriculture and food sector, found that 57% of survey respondents engage in farm retail or farm gate sales and 74% indicated there are barriers expanding said sales, a "FarmGate" map or agri-tourism marketing campaign may be a direction to take in future.

Norfolk County has consistently taken a more ground-up approach to building its "Ontario's Garden" identity by prioritizing workforce engagement, funding and collaboration. In 2018, staff visited approximately 300 businesses in the agriculture, manufacturing and tourism industries, with the intention of assisting businesses, identifying challenges and subsequently, possible solutions. In 2019, 12 projects in downtown Simcoe were funded with incentives for non-residential property owners via a one-time only Urban Renewal Partnership of \$24,000 and an ongoing Community Improvement Plan tax levy incentives budget of \$95,000 funded eight projects.

Norfolk County staff also hosted the 12th annual Economic Development Symposium in 2019, which welcomed 258 registrations to attend (up from 200 in 2018), and last year also worked on the "Guide for Starting and Operating an Alternative Accommodations Business" project in collaboration with Haldimand and Eglin Counties and the Southwest Ontario Tourism Corporation. These efforts, while markedly centered on community economic development, specifically underscore its 2019 tourism goals, which include increasing tourism infrastructure,

putting greater effort on product development and incorporating agricultural initiatives.

When it comes to harnessing its natural resources, Huron County, arguably more established in its identity as an agri-tourism destination, committed to more product development and promotion ahead in its 2020-2023 tourism strategy, with intention to develop an “Experiential Trails” campaign featuring an interactive, digital map outlining discovery trails for the visitor to explore. It also plans to introduce wayfinding signage to guide visitors around the region, and published a vacation guide promoting all attractions and services available within the County - which stakeholders later confirmed resulted in direct sales.

Finally, Peterborough & the Kawarthas (PK) demonstrates how creative product development can serve to elevate natural resources — once workforce and community cohesion, destination identity and visitor awareness is well-established. In 2018, the region curated paddling routes connecting the region’s canoe culture to the Trent-Severn Waterway. It also promoted its local craft beer industry through a “Brews, Bites and Barns Brewery Discovery Route” — a hand-picked itinerary of the region’s unique attractions. Finally, it blended the beauty of PK’s lock system and natural waterways with the allure of an exclusive culinary experience with its award-winning “Under Water Dining at Lock 21” experience.

While PK is at a point where its natural resources are synonymous with its reputation as a destination, its Economic Development team also recognizes the importance of encouraging ongoing collaborations to ensure future asset relevance. In 2018, it hosted a Rural Business Summit, bringing together business owners, experts and community leaders to discuss challenges being faced by rural businesses. As well, its 2018 Business Plan outlines the objective to improve investment readiness, including a “Communities in Transition” project, designed to equip the community for future changes to the local industry.

### Considerations:

- Conduct an analysis of available natural resources and agricultural assets, and determine which are ready to receive visitors and which require additional development
- Prioritize developing a rural business symposium to address the ongoing actions resulting from the 2020 “Food for Thought” report and encourage cross-collaboration of agricultural businesses
- Engage in provincial and federal funding incentives designed to assist business product development
- Consider available programs (i.e. The Canadian Experiences Fund) and offer tourism training programs to prepare rural business owners for managing and meeting visitor experience expectations
- Determine which assets can be packaged and promoted immediately to potential visitors
- Engage in creative product development around available assets

### The Power of Partnerships

In today’s economy, all manner of collaboration and partnerships are often essential to most County tourism strategies, as they allow regions to combine and share available resources to elevate assets, capitalize on campaigns, and acquire additional funding, ultimately strengthening a destination’s tourism offerings. Opportunities offered through inter-municipal and inter-regional associations can include workforce training programs, cross-industry experience package and event development, and broader promotional opportunities via cost-sharing.

There are a number of ways to take advantage of such opportunities, and Dufferin County's approach should be informed by its own strengths and challenges — i.e., not only what it stands to gain from collaboration, but what it can bring to the table, as well.

Perth County capitalizes on its own assets, namely Stratford, which enjoys its own reputation as an iconic Canadian cultural destination. As of 2018, Perth County entered a partnership with Stratford Tourism Alliance, which has resulted in inclusion in Stratford's Fall Road Trips blog series. Its 2020 strategy indicated Perth would continue the partnership in an effort to encourage Stratford tourists to go beyond the city and "Discover More" of Perth County. Looking further afield, Perth County also partnered with the University of Waterloo's Tourism program, whereby students developed seven thematic "Plan Your Trip" online tourism itineraries in 2019.

Norfolk County has been adept at positioning its own assets as a value-add to larger entities. Having recognized its popularity among motorcycle road-trippers, the county partnered with the Ontario South Coast Tourism Alliance in 2019 on "Cruise the Coast," a project targeting motorcyclists at trade shows. Staff also worked with the Ontario South Coast Wineries & Growers Association to promote the area's wine and craft brewing industry, leveraging the Association's organizational and promotional resources for broader reach in exchange for portfolio growth. As mentioned above, Norfolk County staff also contributed to the "Guide for Starting and Operating an Alternative Accommodations Business" in cooperation with peers in Halidmand County, Elgin County and the Southwest Ontario Tourism Group. The guide, which will offer comprehensive insights derived from a variety of regions and business owners, will be released in 2020.

Partnerships can also be more than a way to share resources — when harnessed correctly, they can dig deep beneath the skin of a destination and ignite a sense of pride and connection among visitors and residents, which in turn, increases its attractiveness to outside visitors. After all, the best destinations in the world are also excellent places to live.

Huron County accomplishes this by facilitating networking events, such as its annual Tourism Symposium, which encourages small businesses synergies via face-to-face engagement, as well as Tourism Day and Brochure Swap, a former event that attracted 100 registrants as of 2014. Huron County also excels at finding promotional opportunities where parallels exist between local cultural, natural and experiential groups and its tourism offerings. More recently, its 2020-2030 strategy outlines plans to develop and build on existing partnerships with groups such as Ontario by Bike, Taste of Huron, Explore Beyond the Shore, Maitland Trail Association, Culinary Tourism Alliance and G2G Rail Trail. Such efforts not only capitalizes on these groups' resources to the benefit of Huron's tourism — it also validates their own central mandates of encouraging community exploration.

Peterborough & the Kawarthas (PK) achieves a sense of ownership among its residents by collaborating directly with them. In an attempt to appeal to visiting friends and relatives in 2019, PK increased digital interactions and engagement on social media, encouraging residents to be ambassadors for the region by showcasing their own experiences with local attractions, restaurants and activities. Via its tourism website, [thekawarthas.ca](http://thekawarthas.ca), visitors and locals can create their own itinerary through a trip planner tool, and have direct connections to tourism partners. Users can also access a live chat feature as well as a mobile visitor services program that includes over 30 pop-up locations throughout the city and county of Peterborough.

### Considerations:

- Align Dufferin County's strengths as a destination with those of Orangeville, and determine ways in which the two can complement and build on each other's offerings
- Work with post-secondary tourism programs to design creative experiences and build out Dufferin County's product portfolio



- Identify niche markets and target them by cooperating with membership groups on promotions and events
- Work with neighbouring counties to collaborate on creative professional development opportunities in broad-reaching sectors such as accommodation and touring.
- Create annual County-wide networking events where businesses can exchange ideas, opportunities and resources
- Hold community engagement discussions to determine points of pride within Dufferin County
- Form Ambassadorship campaigns incentivising residents to promote their favourite experiences around Dufferin County via social media
- Identify special interest groups with parallels in the Dufferin County visitor experience (e.g. cycling, hiking) and partner with them to create and promote new activities and events

### Finding an Identity

A sense of identity is essential to a destination's ability to capitalize on its strengths and appeal to the public. A clear understanding and implementation of its own character allows a destination to instill a pride of place among its residents and business owners, which in turn fuels the sort of storytelling and engagement that entices visitors to explore a place for themselves. Destinations that are able to effectively tell their own story have historically done so by developing distinct and verifiable tourism brands that spring from understanding their greatest assets, and a good destination identity is one which resonates with long-time locals, new residents and visitors in equal measure.

Huron County, embracing its reputation as one of the most thriving agricultural regions in Ontario, places a strong emphasis on cross-promotion of community events — particularly those which align with that identity such as music festivals, municipal fairs, the Barn Dance Jamboree and Campout Weekend and Ciderfest. One example is the annual Taste of Huron Culinary Event, which began in 2010 and attracts approximately 1500 participants (40% locals and 60% visitors) from Ontario and the US each year. The Alice Munro Festival of the Short Story, which celebrates local Nobel Prize winner Alice Munro, is another event that appeals to a broader audience due to the notoriety of the Nobel Prize. By investing time and resources in these local attractions to make them tourism draws as well, Huron County is able to consistently uphold its identity as a pastoral retreat while bolstering the efforts of its stakeholders and communities.

Norfolk County is another destination that not only recognizes the importance of consistent, creative promotional work, but also that an identity should evolve over time. In 2019, as part of its ongoing work to amplify its identity as an agri-culinary destination, Norfolk attended the Culinary Tourism Alliance Terroir Symposium in Toronto, positioning itself as well as its community of farmers, vitners, brewers and restaurateurs front and centre as the premier destination for foodies. Nearly 950 hospitality and food influencers and professionals attended to discuss the latest industry trends, and Norfolk's presence boosted its image into a new sphere of culinary appreciation. On the homefront in 2019, staff created "Passionate Folks of Norfolk," a promotional video focused on citizens who are passionate about supporting their community in Norfolk County, effectively instilling pride of place among residents while extolling the virtues of the destination across social media.

Peterborough & the Kawarthas (PK), which has enjoyed an increasingly well-established identity as a home to cultural heritage and cottagers over the years, endeavours to keep that brand

strong by connecting with residents and media in equal measure. It has continued work on its Ambassador Program, which shared business success stories and worked to partner with local and Canadian influencers, and created a “Pride of Place” marketing initiative to further collaborate with residents on their favourite aspects of living in PK. Its 2018 Business Plan committed to raising awareness of PK among visitors and residents alike, which it managed via masterful external media engagement: in 2019, PK hosted 14 travel media — including a group of influencers from the Toronto Bloggers Collective — and secured coverage in major publications such as the National Post, Food & Drink Magazine, West Jet Magazine, National Geographic, Ignite Magazine, Canadian Cycling Magazine and the Weather Network morning show.

Not only is a dynamic, unique and authentic identity crucial to effectively appealing to potential visitors, it can also galvanize the community pride and engagement of its residents, which pays dividends when it comes to evolving that identity over time.

Perth County is one region that is lacking in a clearcut identity, perhaps due to its positioning of itself as an afterthought to the Stratford experience. While using a popular draw as a springboard for destination growth can be a great way to build interest, it should not be employed as a substitute for exploring and embracing a county’s own singular identity. Rather, any partnering identities should complement and serve to build on one another, so that the potential for storytelling and experience-building continues to be dynamic and evolve at every opportunity.

#### Considerations:

- Launch campaign to engage with Dufferin County residents and business owners in helping to build its brand by sharing what Dufferin County means to them. Use feedback to inform brand identity encompassing Dufferin County’s greatest assets
- Determine Dufferin County’s top defining experience (e.g. agri-culinary, nature trails, etc.)
- Use new brand to develop buy-in from local stakeholders and drive tourism advocacy efforts in the region
- Create a collection of experiences that highlight the essence of Dufferin County (the brand) for the uninitiated and introduce additional tourism products to those who feel they already “know” the destination
- Determine how Dufferin County’s identity and story proposition can complement that of Orangeville.
- Create a media engagement strategy to promote defining experiences and brand development

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## REPORT TO COUNCIL

**To:** Warden and Members of County Council

**From:** Aimee Raves, Acting Treasurer

**Meeting Date:** December 10, 2020

**Subject:** **Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream**

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

**Good Governance** – ensure transparency, clear communication, prudent financial management

---

### **Purpose**

The purpose of this report is to seek Council authorization to apply for Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream (ICIP).

### **Background & Discussion**

On October 28, 2020, Ontario announced the COVID-19 Resilience Infrastructure Stream ("COVID stream") under the Investing in Canada Infrastructure Program (ICIP) in Ontario. This stream of funding includes, \$250 million in combined federal-provincial funding dedicated to local governments across the province.

The funds are meant to support public infrastructure, defined as tangible capital assets, including temporary infrastructure related to pandemic response, primarily for public use and/or benefit. Eligible projects must fall within one of the following categories:

- **Retrofits, Repairs and Upgrades** for municipal, provincial, territorial and indigenous buildings, health infrastructure and educational infrastructure;
- **COVID-19 Response Infrastructure**, including measures to support physical distancing;

- **Active Transportation Infrastructure**, including parks, trails, foot bridges, bike lanes and multi-use paths; and
- **Disaster Mitigation and Adaptation**, including natural infrastructure, flood and fire mitigation, tree planting and related infrastructure.

As this is a federal-provincial funding opportunity the applications will first be reviewed by the province. All acceptable applications will then be passed on to the federal government for final approval. A Council resolution is required to go with successful applications to the federal government and it is recommended these be included with the initial application.

It is expected that projects will be approved by the Spring of 2021. The parameters around the funding are quite tight including the timelines. Projects must be started no later than September 30, 2021 and completed by December 31, 2021. No work shall be completed prior to application approval including the award of any tender or contract.

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

The County has been allocated \$132,040. Intentions are to utilize the funding under one of the first two categories, Retrofits, Repairs and Upgrades or COVID-19 Response Infrastructure. For example, automatic door openers and touchless bathroom fixtures at the Edelbrock Centre. Staff are currently reviewing options on how best to utilize this funding and intend to submit an application by the December 21 deadline. There are additional streams of this funding including Education and Long Term Care. The County will also be submitting an application for the Long Term Care stream.

A requirement of this funding agreement is also to adopt a value for money procurement approach. As most procurements can take a month or more to complete staff will begin initial work prior to the announcement ensuring that any tenders or RFPs that are issued include the caveat that award will be subject to final approval of this funding.

### **Recommendation**

**THAT the report of the Acting Treasurer, dated December 10, 2020, regarding Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream, be received;**

**AND THAT that Council support the application for Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream.**



Respectfully Submitted By

Aimee Raves, CPA, CMA  
Acting Treasurer



## **REPORT TO COUNCIL**

**To:** Warden and Members of Council

**From:** Sonya Pritchard, Chief Administrative Officer

**Meeting Date:** December 10, 2020

**Subject:** **Monthly Update from Outside Boards**

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

**Good Governance** - ensure transparency, clear communication, prudent financial management

---

### **Purpose**

The purpose of this report is to provide Council with an update of activities from outside boards and agencies.

### **Background & Discussion**

#### **Wellington Dufferin Guelph Health Unit**

Representative(s): Councillor Guy Gardhouse and Ralph Manktelow  
Meeting date: December 2, 2020

Highlights: The Board was presented with the following staff reports:

Well Water Research Project and Program Update  
COVID 19 Cases + Outbreaks within Schools  
Clinical Services During the COVID 19 Pandemic  
Racism as a Public Health Issue

Documents attached: [Board of Health Agenda – December 2, 2020](#)

Next Meeting date: TBA

**Niagara Escarpment Commission (NEC)**

Representative(s): Councillor Janet Horner

Meeting date: November 18, 2020

Highlights: The Board was presented a staff report on policy guidelines for Dwelling Units and Accessory Uses & Facilities, Short-term Vacation Rentals, Secondary Dwelling Units and Dwelling Units Accessory to Agriculture.

Documents attached: [NEC Agenda – November 18, 2020](#)

Next meeting date: November, 2020

**Dufferin Board of Trade (DBOT)**

Representative(s): Councillor Sandy Brown

Highlights: The Dufferin Board of Trade launched their Business Issues Survey. This is the third annual Business Issues Survey conducted and it closes on December 3rd, 2020.

Documents attached: DBOT Email - December

**Headwaters Communities in Action**

Representative: Warden Darren White

Highlights: A grant application was submitted in collaboration with DC Climate Change Coordinator Sara Wicks for Climate Action and Awareness Fund from Environment and Climate Change Canada, to fund a project "Growing the Carbon Farming Movement in Headwaters".

Documents attached: HCIA Meeting Report – October 2020

Next meeting date: TBA

**Western Ontario Wardens' Caucus (WOWC)**

Representative(s): Warden Darren White, Chief Administrative Officer Sonya Pritchard

WOWC CAOs met November 27 to plan for upcoming multi-minister delegation at ROMA and the 2021 meeting schedule including the AGM and strategic planning session.

For more information on the activities of the WOWC visitnews section of the [website](#) to read the November Newsletter and to see the recent press release with respect to the grant of RED funding to help execute three components of the Regional Economic Development Strategy: updating the website, providing monthly job search and job demand reports and housing regional data from Townfolio.

Next Meeting date: TBD

**SWIFT Board of Directors**

Representative: Chris Gerrits

**Recommendation**

**THAT the report of the Chief Administrative Officer, dated December 10, 2020, with respect to Reports from Outside Boards, be received.**

Respectfully Submitted by:

Sonya Pritchard, C.P.A., C.M.A  
Chief Administrative Officer

**Michelle Hargrave**

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**From:** Diana @ the Dufferin Board of Trade <diana@dufferinbot.ca>  
**Sent:** Wednesday, December 2, 2020 10:05 AM  
**To:** information  
**Subject:** Sonya, News You Can Use

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the contents to be safe.



## Happy December

Sonya,

As we near the end of 2020, I have been reflecting on the journey businesses have been on. I am struck at the incredible resilience business owners and this community have shown.

DBOT has undertaken many initiatives to help our members thrive this year including:

- Covid19 Resource website
- Opening of the Dufferin Biz Hub – Co Working Space
- Distribution of support information to members
- Virtual Business Excellence Awards
- Cost savings programs
- Personal Member contact
- Virtual networking
- Open for Business Campaign with Free Toolkit
- Local business advocacy- see below
- Business Issues Survey
- #ThinkLocal public awareness campaign
- Business spotlight advertising packages.

New initiatives to promote members coming for 2021! Please reach out and let us know how we can help.

Sincerely

Liz Skorski  
Chair - Dufferin Board of Trade

**Think Local Business Spotlights**



**Shelburne Optometry**  
Personalized eye care and  
unique eyewear – taking  
care of your gift of sight so  
that you can feel  
*spectacular!*



**Cricket Creek Farm**  
Farm fresh, certified organic,  
cut-your-own Christmas  
trees



**Rural rescue**  
Dufferin County's leading  
first aid training company,  
now offering a full line of  
PPE, sanitizer, and  
disinfectant with free local  
delivery!



**Olympic Forest  
Products**  
your local source for fine  
quality hardwood flooring –  
buy direct from the  
manufacturer and save!



**EVO Electrical Contracting**  
with 17 years under our belt,  
we offer high quality  
workmanship done right the  
first time



**Matthews House Hospice**  
Living life full & dying with  
dignity



**Plumb Perfect**  
It's not perfect until it's  
plumb perfect!



**RLB Chartered  
Professional Accountants**  
Where people and  
communities count



**Georgian College,  
Career and Employment  
Community Services**  
connecting you with job  
search and second career  
training help

Stay tuned for even bigger and better advertising bundles coming in 2021!





## Business Issues Survey

The Third Annual Business Issues Survey closes on December 3rd, 2020.

Help us help your business - tell us what issues are keeping you up at night, and how Covid has impacted you.

[www.dufferinbot.ca/survey](http://www.dufferinbot.ca/survey)

## Petition: Support Dufferin Small Business

The Dufferin Board of Trade has sent a letter to Premier Doug Ford calling on our local officials to make evidence-based decisions that thoroughly balance businesses' need for survival with the need for public safety.

To read the letter, and download a copy to send to local officials, visit:

[Letter to Doug Ford](#)

To sign our petition to tell the Premier and local officials that Dufferin supports its small businesses, and we need decisions that keep our community safe *and* allow businesses to succeed, click here:

[Petition](#)

## The Dufferin Biz Hub



**Spaces are available from \$25/day**

Tired of working from home? Want professional office space? Need a boardroom for a small socially distanced meeting?

Book your space today online at [dufferin.biz](http://dufferin.biz)

dufferin.biz

## Welcome our newest DBOT Members



Cricket Creek Farm



Nicol Insurance



S. Burnett & Associates

## How can we help you?

Hello Sonya,

We are all in this together. If there is something you need please reach out to us.

Diana Morris, Executive Director  
[diana@dufferinbot.ca](mailto:diana@dufferinbot.ca) | 519-941-0490 x 202

Lisa Thompson, Membership Coordinator  
[lisa@dufferinbot.ca](mailto:lisa@dufferinbot.ca) | 519-941-0490 x 209

**dufferin**  
**bizhub**



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## REPORT TO COUNCIL

### Headwaters Communities in Action

Representative: Warden Darren White

Meeting report of October 2020

### Primary Activities:

#### HCIA Admin:

- Updated HCIA-Dufferin County Partnership Agreement Schedules A and B have been prepared for presentation to General Government Services Committee, hoping to present at the November 26, 2020 GGS meeting. Details have been discussed and agreed with Sonya Pritchard.
- Attended and assisted with communications for DC Agriculture Roundtables and Climate Action in Dufferin.
- Continuing collaboration with Dufferin Community Foundation and DC Community Safety and Well-Being Plan Advisory Committee on data gathering, public survey design and information sharing.
- Coordinated Team Headwaters for The People's EcoChallenge Oct. 7-28, 2020. Team Headwaters ranked #4 out of 14 teams from Canada, and #87 of 467 teams worldwide. See our social and environmental impact here: <https://peoples.ecochallenge.org/dashboards/teams/team-headwaters>
- HCIA Annual General Meeting scheduled for December 9, 2020 from 7-8pm.
- Monthly newsletter and weekly/ad hoc social media shares of own content or others, including projects and partners. Community check-in polls continue to get a healthy response:
  - **October 2020** – How would you describe your sense of belonging to your local community? (71 responses received)
    - 42% - Very strong
    - 41% - Somewhat strong
    - 13% - Somewhat weak
    - 4% - Very weak

### Project Reports:

#### County Granting Process

- HCIA will submit recommendations for application form design and functionality specifications for DC to build and host the intake form online. We will aim to have it ready to go once the county budget is approved in January and a new round intake period is decided. As a new element to the grant process starting with the 2021 round, HCIA will follow up with grantees after completion of their funded activities and collect stories to share publicly, showing the impact of these grants.

### **Volunteer Dufferin**

- **Volunteer Dufferin Stats**

- Website
  - Users in September- 618 verses 585 in 2019
  - Sessions in September - 745 verses 785 in 2019
  - Registered Organizations – 126 verses 85 in 2019
  - Registered Volunteers – 1740 verses 1,691 in August and 1,030 in 2019
  - Current Active Opportunities – 48
- Social Media - 1,881 Volunteer Dufferin followers (Facebook, Twitter & Instagram)

- **Communications**

- Member organization newsletter: We sent member organization newsletter on October 9<sup>th</sup>. It asked for feedback for planning our volunteer survey and encouraged them to think outside of the box regarding postings they may put on the site.
- We promoted the Volunteer Canada Impact of COVID-19 on Volunteer Engagement - Fall Survey, the Emergency Community Support Fund and Team Headwaters in The People's Eco-Challenge in our newsletter and on social media.

### **HFFA and Farm to School (F2S)**

- A follow up survey to teachers is in progress to help assess needs and inform plans for remote education workshops for teachers and students, including virtual farmer visits, lesson plans and kits.
- Local Food Club took place October 28, 2020. 34 packs were packed with 7 seasonal products including produce from 5-6 local farms.

- Grant application submitted in collaboration with DC Climate Change Coordinator Sara Wicks for Climate Action and Awareness Fund from Environment and Climate Change Canada, to fund a project "Growing the Carbon Farming Movement in Headwaters".
- Next HFFA meeting scheduled for December 11, 2020.

### **DC MOVES**

- The DC MOVES 2020 Q3 report has been submitted.
- **WOTM What's On The MOVES** bi-weekly emails and **DYK Did You Know** monthly bulletins both continue, sharing information, announcements and achievements to a mailing list of over 350 community members. **DCMOVES.org** serves as a repository with content and actions from our events, links to supporting websites and tools and promoting Dufferin sites such as *Join in Dufferin, My Dufferin, Volunteer Dufferin* and the *Dufferin Community Foundation*.
- Dufferin County Equity Collaborative: Received County Council Proclamation for Oct 17<sup>th</sup> Poverty Eradication day. Basic Income infographic and link to national petition shared via WOTM.
- Plans are under way for a DC MOVES training and development event on December 10, 2020, 9am-noon, on the topic of Equity.





November 25, 2020

Hon. Sylvia Jones  
Solicitor General  
George Drew Building, 18th Floor  
25 Grosvenor St.  
Toronto, ON M7A 1Y6

**Re: Schedule 6 of Bill 229 - Open Letter to the Honourable Sylvia Jones, MPP for Dufferin-Caledon**

Dear Honourable Sylvia Jones:

Mono Council unanimously passed a resolution at its meeting of November 24, 2020 and we append a copy of it to this letter. Mono is a member of three conservation authorities – Toronto Region, Credit and the Nottawasaga. We value the services provided – all services but in particular the assistance in making planning decisions that protect our drinking water, that protect us from developing in flood-prone areas and that protect our wetlands and aquifers.

In 2021 Mono will spend \$133,365 on conservation authorities. If we had to hire our own employees – engineers, planners, ecologists, hydrogeologists, foresters, outdoor educational staff, etc. – to do its own work, we would spend much more than \$133,365 for these services.

We were not impressed with Schedule 6 to Bill 229. It undermines the power of conservation authorities to do their job. And we were particularly unimpressed when your government slipped these proposed changes to the Conservation Authorities Act into a Budget Bill.

We are concerned that Schedule 6 undermines the ability of conservation authorities to make non-political, technical decisions based on science. It does this by allowing the Minister to overrule the decisions of conservation authorities. Schedule 6 will also interfere with the fiduciary duty of a conservation authority board member. Board members have to think of watershed-wide interests in making decisions. We are also concerned that Schedule 6 limits the enforcement powers of conservation authorities.

We have to agree with the Canadian Environmental Law Association (CELA) assessment of Schedule 6 of Bill 229, *“the package of amendments as proposed are likely to set back watershed planning and implementation of an ecosystem-based approach by decades. As such, CELA recommends*

*that Schedule 6 not be enacted in its present form and instead be withdrawn in its entirety from Bill 229.”*

Sincerely,

**The Council of the Town of Mono**

Mayor Laura Ryan

Deputy Mayor John Creelman

Councillor Ralph Manktelow

Councillor Sharon Martin

Councillor Fred Nix

**Attachments:**

- I. Town of Mono Resolution 6-VC17-2020 passed November 24, 2020

CC: Hon. Doug Ford, Premier  
Hon. Rod Phillips, Minister of Finance  
Hon. Jeff Yurek, Minister of the Environment, Conservation and Parks  
Andrea Horwath, Leader, Official Opposition  
Steven Del Duca, Leader, Ontario Liberal Party  
Mike Schreiner, Leader, Green Party of Ontario  
Sandy Shaw, Critic, Finance and Treasury Board  
Ian Arthur, Critic, Environment  
Peter Tabuns, Critic, Climate Crisis

Email copies to: NVCA, CVC, TRCA, Canadian Environmental Law Association, AMO & all Ontario municipalities

Resolution #6-VC17-2020

Moved by Ralph Manktelow, Seconded by Fred Nix

**WHEREAS** the Province has introduced Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 – Conservation Authorities Act;

**AND WHEREAS** the Legislation introduces several changes and new sections that could remove and/or significantly hinder conservation authorities' role in regulating development, permit appeal process and engaging in review and appeal of planning applications;

**AND WHEREAS** we rely on the watershed expertise provided by local conservation authorities to protect residents, property, and local natural resources on a watershed basis by regulating development and engaging in reviews of applications submitted under the Planning Act;

**AND WHEREAS** the changes allow the Minister to make decisions without conservation authority watershed data and expertise;

**AND WHEREAS** the Legislation suggests that the Minister will have the ability to establish standards and requirements for non-mandatory programs which are negotiated between the conservation authorities and municipalities to meet local watershed needs;

**AND WHEREAS** the \$133,365 that Mono spends on three conservation authorities (1% of budget) is a bargain for the services provided and begs the question as to why Mono would have to enter into three separate agreements for services it now happily receives - without further red tape;

**AND WHEREAS** municipalities believe that the appointment of municipal representatives on conservation authority boards should be a municipal decision; and the Chair and Vice Chair of the conservation authority boards should be duly elected;

**AND WHEREAS** it is sometimes not practical for the Town of Mono to appoint **only** council members (particularly if this excludes mayors and deputy mayors) to each of the three conservation authorities that service our municipality;

**AND WHEREAS** it has been the Town of Mono's experience with the Nottawasaga Valley Conservation Authority that having a chair or vice-chair serve for more than one year has produced experienced individuals;

**AND WHEREAS** the changes to the 'Duty of Members' contradicts the fiduciary duty of a conservation authority board member to represent the best interests of the conservation authority and its responsibility to the watershed;

**AND WHEREAS** conservation authorities have already been working with the Province, development sector and municipalities to streamline and speed up permitting and planning approvals through Conservation Ontario's Client Service and Streamlining Initiative;

**AND WHEREAS** changes to the legislation will create more red tape and costs for the conservation authorities, their municipal partners, and potentially result in delays in the development approval process;

**AND WHEREAS** municipalities value and rely on the natural habitats and water resources within conservation authority jurisdictions for the health and well-being of residents; municipalities value conservation authorities' work to prevent and manage the impacts of flooding and other natural hazards; and municipalities value conservation authorities' work to ensure safe drinking water;

**THEREFORE, BE IT RESOLVED THAT:** (i) the Province of Ontario repeal Section 6 of the Budget Measures Act (Bill 229), and (ii) that the Province continue to work with conservation authorities to find workable solutions to reduce red tape and create conditions for growth;

**AND FURTHER THAT** while we would prefer that Bill 229, Schedule 6 be repealed in its entirety, Council for the Town of Mono recommends the following amendments (in descending order of importance):

1. Delete the option for a person to appeal to LPAT or directly to the Minister;
2. Maintain the proposed stop work orders and property access;
3. Allow non mandatory programs as deemed advisable by each Conservation board;
4. Allow appointment of a member of the public to the Board and specify 'municipally elected official' rather than 'municipal councillor' which may exclude mayors, and continue to allow board chairs and vice chairs to serve more than one consecutive term.

**"Carried"**

This motion was passed unanimously.



November 25, 2020

Hon. Sylvia Jones  
Solicitor General  
George Drew Building, 18th Floor  
25 Grosvenor St.  
Toronto, ON M7A 1Y6

RE - Bill 229 and the Conservation Authorities

Dear Honourable Sylvia Jones:

Shelburne Town Council passed the following resolution unanimously at its Council meeting held Monday November 23, 2020:

Moved By Councillor Walter Benotto  
Seconded By Councillor Kyle Fegan

WHEREAS the Province has introduced Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 - Conservation Authorities Act; and

WHEREAS the Legislation introduces a number of changes and new sections that could remove and/or significantly hinder the conservation authority's' role in regulating development, permit appeal process and engaging in review and appeal of planning applications; and

WHEREAS we rely on the watershed expertise provided by local conservation authorities to protect residents, property and local natural resources on a watershed basis by regulating development and engaging in reviews of applications submitted under the Planning Act; and

WHEREAS the changes allow the Minister to make decisions without conservation authority watershed data and expertise; and



WHEREAS the Legislation suggests that the Minister will have the ability to establish standards and requirements for non-mandatory programs which are negotiated between the conservation authorities and municipalities to meet local watershed needs; and

WHEREAS municipalities believe that the appointment of municipal representatives on Conservation Authority Boards should be a municipal decision, and the Chair and Vice Chair of the Conservation Authority Board should be duly elected; and

WHEREAS the changes to the 'Duty of Members' contradicts the fiduciary duty of a Conservation Authority Board member to represent the best interests of the conservation authority and its responsibility to the watershed; and

WHEREAS conservation authorities have already been working with the Province, development sector and municipalities to streamline and speed up permitting and planning approvals through Conservation Ontario's Client Service and Streamlining Initiative; and

WHEREAS changes to the legislation will create more red tape and costs for the conservation authorities, and their municipal partners, and potentially result in delays in the development approval process; and

WHEREAS municipalities value and rely on the natural habitats and water resources within our jurisdiction for the health and well-being of residents; municipalities value the conservation authorities work to prevent and manage the impacts of flooding and other natural hazards; and municipalities value the conservation authority's work to ensure safe drinking water;

NOW THEREFORE BE IT RESOLVED:

1. That the Province of Ontario repeal Schedule 6 of the Budget Measures Act (Bill 229);
2. THAT the Province continue to work with conservation authorities to find workable solutions to reduce red tape and create conditions for growth;
3. THAT the Province respect the current conservation authority and municipal relationships; and



4. THAT the Province embrace their long-standing partnership with the conservation authorities and provide them with the tools and financial resources they need to effectively implement their watershed management role.

**CARRIED, Mayor Wade Mills**

This motion was passed unanimously.

Thank You

*J. Willoughby*

Jennifer Willoughby  
Director of Legislative Services/Clerk  
Town of Shelburne

CC: Hon. Doug Ford, Premier  
Hon. Rod Phillips, Minister of Finance  
Hon. Jeff Yurek, Minister of the Environment, Conservation and Parks  
Andrea Horwath, Leader, Official Opposition  
Steven Del Duca, Leader, Ontario Liberal Party  
Mike Schreiner, Leader, Green Party of Ontario  
Sandy Shaw, Critic, Finance and Treasury Board  
Ian Arthur, Critic, Environment  
Peter Tabuns, Critic, Climate Crisis

Email copies to: NVCA, CVC, TRCA, Canadian Environmental Law Association, AMO & all Ontario municipalities





November 27, 2020

To all Dufferin County municipalities

**RE: Concern about Bill 229 and impact on Conservation Authorities**

Conservation Authorities (CAs) are unique to Ontario. While other agencies aimed at conservation and watershed management exist across the country, Ontario is the only province that has promoted the establishment of conservation authorities through legislation and financial support. Today, over 95 percent of Ontario's population lives within the borders of a conservation authority's jurisdiction. Ontario CAs protect and manage the impacts on our natural resources in partnership with residents, businesses, not-for-profit organizations, and all levels of government.

While we certainly agree that Ontario should be home to a prosperous economy, with jobs close to home and housing that is attainable we understand that we cannot achieve our ambitions without a healthy environment.

Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020 significantly limits or completely changes the role of conservation authorities to protect Ontario's environment and ensure people and property are safe from flooding and other natural hazards. The changes risk watering down or limiting the conservation authorities' ability to ensure a watershed-based approach needed to conserve and restore Ontario's important natural resources.

In 2006, the Highland Companies, funded by a Boston based hedgefund Baupost, represented by civil engineer John Lowndes, started buying up properties in the Melancthon area (100km North of Toronto), eventually accumulating 8,500 acres of farmland – purportedly for growing potatoes. But, after the company started drilling in the area, local people became suspicious and began organizing. At the time Baupost had assets worth 23 billion dollars.

In 2009, Highland revealed plans for the mega-quarry at a public meeting. In March 2011, Highland filed its application with the Ontario Ministry of Natural Resources (MNR) to excavate 2,400 acres of prime agricultural land located at the headwaters of five major rivers. This area is in the Grand River Conservation Authority Region where more than 1 million people rely on source water.

When completed, the mega-quarry was to have been the second largest quarry in North America. It would have extended 200 feet below the water table, with the company pumping out 600 million litres of groundwater daily in order to excavate the aggregates (rock and gravel) used to make concrete.

Citizens mobilized and were very effective in stopping this, but what really helped seal its fate was a technical report prepared by SLR dated May 2014 for the Grand River Conservation Authority (copy attached). Several issues were identified in this report including, “insufficient investigation”, “insufficient address of potential impacts to the environment”, “does not allow for informed decisions”. The fact that no legislation has changed to protect prime agricultural land and source water, this report is the only thing that will prohibit someone from filing for a license for this exact aggregate operation.

**OUR ASK:**

- Repeal Schedule 6 of the Budget Measures Act (Bill 229)
- Continue to work with conservation authorities to find workable solutions to reduce red tape and create conditions for growth
- Respect the current conservation authority/municipal relationships
- Embrace their long-standing partnership with the conservation authorities and provide them with the tools and financial resources they need to effectively implement their watershed management role

Submitted on behalf of the Board by Karren Wallace, Chair  
North Dufferin Agricultural and Community Taskforce (NDACT)

Box 875  
Shelburne, ON  
L9V 3M1  
[info@ndact.com](mailto:info@ndact.com)

CC:  
Premier Doug Ford  
Minister of Environment and Conservation and Parks  
Minister of Finance  
Minister of Natural Resources and Forestry  
Minister of Municipal Affairs and Housing  
Sylvia Jones, MPP  
Nottawasaga Valley Conservation Authority  
Credit Valley Conservation  
Grand River Conservation Authority  
Saugeen Valley Conservation Authority  
Toronto Region Conservation Authority  
Conservation Ontario  
Simcoe County Greenbelt Coalition  
AWARE Simcoe  
Environmental Defence

## **BACKGROUND - NDACT**

North Dufferin Agricultural and Community Taskforce (NDACT) is a grassroots group formed in 2009 by local farmers and residents to defend Melancthon's prime farmland at the headwaters of 5 rivers from a proposed mega-quarry. An outline of the proposal is attached as Schedule A. After a successful campaign, NDACT continues to fight for farmland and source water by developing awareness, encouraging people power, and by promoting better legislation. Food & Water First is a campaign of NDACT.

## **FACTS:**

*"Only about 10,800 hectares of the 56,200 hectares available was developed between 2006 and 2016-leaving 80% of land still available."* (source: Neptis Foundation)

*"Ontario is home to almost 46,900 farms that grow more than 200 agricultural commodities. Ontario's family farm and food processing businesses contributed \$47.5 billion each year to the province's economy supports 837,000 jobs. Agriculture and agri-food processors are the number one economic contributor to Ontario's overall economy. (Source: October 7, 2019 Province of Ontario news release)*

*"...prime agricultural lands, Classes 1, 2, and 3 and specialty croplands, are a very limited resource in Canada. Only 5% of the Canadian land mass is made up of prime land. Only 0.5% of it is Class 1. 50% of that land is in Southern Ontario and 20% of that is Class 1-the best of the best and extremely rare. (Source: <http://www.neptis.org/publications/agriculture-central-zone/chapters/where-are-significant-agricultural-lands-located>)*



**TOWNSHIP OF EAST GARAFRAXA**

065371 DUFFERIN COUNTY ROAD 3 • UNIT 2

EAST GARAFRAXA • ON • L9W 7J8

T: 226-259-9400 • TOLL FREE: 877-868-5967 • F: 1-226-212-9812

[www.eastgarafraxa.ca](http://www.eastgarafraxa.ca)

---

December 2, 2020

Honourable Doug Ford  
Premier of Ontario  
823 Albion Rd.  
Etobicoke, ON  
M9V 1A3  
[doug.fordco@pc.ola.org](mailto:doug.fordco@pc.ola.org)

Attention: Honourable Doug Ford,

RE: *Bill 229: Protect, Support and Recover from COVID-19 Act (Budget Measures)*

On November 5, 2020, through Bill 229 Protect, Support and Recover from COVID-19 Act (Budget Measures), the province introduced amendments to the Conservation Authorities Act (Schedule 6) and the Planning Act. If enacted, some changes will significantly impact the role of a Conservation Authority Board to establish programs and services.

The Council for the Township of East Garafraxa is concerned that these changes will inadvertently increase red tape and erode Conservation Authorities' ability to preserve and protect critical natural features.

The Township of East Garafraxa's key concerns are:

1. Proposed changes to the *Conservation Authorities Act* would authorize the Minister of Natural Resources and Forestry to issue an order to take over and decide a development permit application in place of a conservation authority. Additionally, a permit applicant can request that the Minister review a conservation authority's decision about a permit application (approved with conditions or denied), at which point the Minister can make any decision, including issuing a permit. All Ontario conservation authorities are science-based, non-partisan public sector organizations that review permit applications consistently through the requirements set forth under section 28 of the *Conservation Authorities Act*. Granting permitting authority to the Minister of Natural Resources and Forestry risks taking science out of the equation and effectively politicizes the permitting process which could allow for development that may be considered unsafe or damaging to the natural environment. Conservation authorities regulate lands containing natural hazards and wetlands at the watershed level because natural systems cross municipal and property boundaries. Questionable development decisions can have significant and lasting impacts to a property, adjacent properties and downstream communities.
2. Proposed changes would remove the un-proclaimed provision for conservation authorities to issue stop work orders, a new tool that conservation authorities and municipalities have long requested from the province. This tool will provide the ability

to stop significant threats to life, property and environmentally sensitive areas before having to resort to costly legal procedures such as injunctions and prosecution.

3. Conservation Authority Board members act on behalf of the watershed and its residents to ensure good corporate operations and management. Proposed changes would direct Board members to act only on behalf of the appointing municipalities they represent rather than on behalf of the watershed and its residents. This is contrary to proper board governance and contradicts section 134 of the Ontario Business Corporations Act. Furthermore, it creates a much more convoluted process in places such as East Garafraxa, where our representative would need to consult all five of the appointing municipalities on any decision. This is far too onerous, time-consuming, and unworkable.
4. Consequential changes to the *Planning Act* would bar conservation authorities from appealing a municipal planning decision to the Local Planning Appeal Tribunal (LPAT), unless requested through an agreement with the municipality or the Minister of Municipal Affairs and Housing.

The Township of East Garafraxa respectfully requests that the Province address the concerns outlined above or remove Section 6, for further consultation with the municipalities and Conservation Authorities, before the bill is enacted.

Trusting you will find this satisfactory.

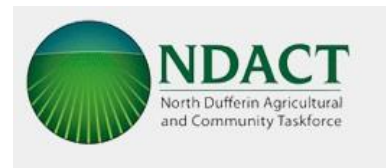
Regards,

*Guy Gardhouse*

Mayor Gardhouse  
**Corporation of the  
Township of East Garafraxa**

Cc: Ontario MPP's  
AMO [amo@amo.on.ca](mailto:amo@amo.on.ca)  
Dufferin County Municipalities

---



November 27, 2020

All Dufferin County municipalities

### **RE: Concern about MZO applications across Ontario**

Like you, we want to ensure that Ontario is home to a prosperous economy, with jobs close to home and housing that is attainable for all. At the root of that goal is an understanding that we cannot achieve our ambitions without a healthy environment, nor without full participation by and consultation with community members. As outlined in a government briefing document about the Planning Act, the purpose of the act is “to promote sustainable economic development in a healthy natural environment within a provincial policy framework, provide for planning processes that are fair by making them open, accessible, timely and efficient, and to encourage co-operation and coordination among various interests.”

However, changes to the Planning Act, brought about through Bill 197, have turned a once rarely used tool, a Minister’s Zoning Order (MZO), into a supposed fix-all that expedites development applications and changes to zoning. The concern we have is the use of such a tool in places like Dufferin County where there are robust local planning controls and bylaws and where the application of it reduces or eliminates the open and accessible goals of the planning process outlined above.

Some key impacts as a result of an MZO

#### **Minister Zoning Orders Reduce Municipal Influence and Control**

MZOs essentially take a short cut by imposing zoning controls that override any municipal policy that could conflict with the new zoning. This means that bylaws that were put in place to protect local economies, water resources or sustainable planning can now be overridden. This is not a nuanced tool where you can keep some things in force while others will be ignored.

Once a MZO is issued, the municipality is relegated to site specific approvals to implement the MZO, leaving municipal councils without much recourse or ways to adjust course. If a large public concern comes forward, councils cannot revoke the MZO once it has been issued. There is no opportunity to request further studies or to reject the work underway beyond site plan control and permitting. So when councils use or support an MZO, they need to be aware that, come what may, they are forfeiting a lot of control which is normally there to address public concerns.

#### **Minister Zoning Orders Eliminate Genuine Public Consultation**

Public consultation is a statutory requirement under the Planning Act when engaging in certain activities such as official plans and official plan amendments. It is expected that the public

consultation process allows residents to share their concerns and vision for the project or ask questions of technical experts. However, once a MZO is issued, the components that are generally a public concern (water, land use, environmental concerns, traffic, archeological concerns, impacts on neighbouring properties or businesses), and are guided by a statutory consultation process, are considered settled. A municipality may choose to still engage the public, but the impacts of that consultation are quite limited and mostly irrelevant under a MZO.

### Minister Zoning Orders Do Not Consider Impacts to Local Economies

As previously mentioned, MZOs do not require fulsome study or technical reports for approval. That level of detail is at the behest of the municipality. It seems to make little sense to ensure full protocol is followed under a MZO when the tool is there simply to bypass and overrun the standard planning process. As a result, MZOs can be issued without any clear understanding of the impact that they have on existing economies.

Of note, the Ontario Federation of Agriculture (OFA) has been outspoken about the use of MZOs and how they impact agriculture. "...OFA expresses its deep-seated concerns with the recent proliferation of Municipal Zoning Orders (MZOs) issued for municipalities with robust planning systems, Official Plans and Zoning By-laws. We are seeing MZOs issued for municipalities with robust planning systems at a frequency never-before seen. This frequent use undermines Ontario's long-established system of land use planning under the Planning Act, Provincial Policy Statement (PPS) and municipal Official Plans and Zoning By-laws." We have included the full letter at the end of this document for you to understand their full position.

OFA is not the only farming body that opposes the use of MZOs. Ontario Farmland Trust and the Christian Farmers' Federation of Ontario (CFFO) have also made public statements and written letters to the province outlining their concern about MZOs and their impact on agriculture for good reasons. Since agriculture is a key component of our rural economies and the provision of our food, it should make councils pause to know voices concerned about food security and our agricultural community have expressed such opposition to MZOs.

### Minister's Zoning Orders Do Not Include Thorough Study of Environmental Impacts

It is our understanding that a MZO is determined to be in conformity with the host municipality's Official Plan since there is no appeal process to deem it in conformity outside of minor variances. Without the necessary study to determine and ensure conformity with local, regional and provincial policies, what levers will the municipality have to ensure conformity? How will a municipality protect biodiversity with a MZO? How will a municipality enact provincial legislation on a site when those policies have virtually been ruled moot? How will a municipality assuage concern about water quantity and quality when it doesn't have a proper assessment of site specific impacts to contemplate? How does a municipality reconcile climate action when it removes arable lands, forests and wetlands - key elements to help prevent flooding and mitigate the impacts of climate change? What sort of liability will the municipality face when it does not have the necessary studies to ensure that its decision making is consistent with protecting public health and our shared environment?

Recent examples of MZOs issued in the province demonstrate that even Provincially Significant Wetlands (PSW) - one of the last ecological features that were strongly protected from site alteration, are now viable locations for warehouses and housing. Through MZOs, we have lost at least 6 PSWs within the last year. Most of Ontario's ecological features are much less protected in policy than PSWs. So if we know that MZOs can override these provincial treasures, what



hope is there to protect our forests, unevaluated wetlands, river valleys or other sensitive habitats?

A MZO sends a very clear message to the public - private interests override the public interest. Without the due process to demonstrate that proper studies have assured it is a net benefit to the community and without ensuring that local concerns are heard in a meaningful way, it's easy to come to that conclusion. Moreover, knowing the high level of public concern about climate change and environmental protection, choosing sprawl and infrastructure over nature may well backfire on councils who are under the assumption that housing is their constituents' main concern.

#### Minister Zoning Orders Remove the Certainty from Phased Development and Planned Infrastructure Investments

Although the province had once said that the MZO was only eligible for "shovel-ready" projects, the reality is that many of the MZOs considered or requested are far from "shovel-ready". In some cases, new applications without proper technical study are jumping the queue in the approval process. This disrupts the certainty that landowners, who have been following the process, were promised. The message that gets sent is that there is no advantage to following the process. How does a municipality assuage landowner concerns about timelines for planned infrastructure investments if now they're competing against new developments that have hopped over them in the approval process?

We are asking your municipality to not request or approve any MZO that comes before your council. The cost to local democracy, regional planning, environmental protection and smart growth is too great. MZOs breed chaos, not prudent planning.

We are also asking that your Council pass the following resolution:

THAT (name of your municipality) supports the Province developing criteria that a municipality must meet prior to requesting an MZO;  
AND FURTHER THAT part of the qualifying criteria must include public consultation;  
AND FURTHER THAT the a copy of this resolution be forwarded to the Premier of Ontario, Minister of Municipal Affairs and Housing, Sylvia Jones MPP

Submitted on behalf of the Board by Karren Wallace, Chair  
North Dufferin Agricultural and Community Taskforce (NDACT)

Box 875  
Shelburne, ON  
L9V 3M1  
[info@ndact.com](mailto:info@ndact.com)

CC:Premier Doug Ford [doug.fordco@pc.ola.org](mailto:doug.fordco@pc.ola.org)  
Minister Steve Clark [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)  
Sylvia Jones, MPP [sylvia.jones@pc.ola.org](mailto:sylvia.jones@pc.ola.org)  
Association of Municipalities of Ontario  
Simcoe Greenbelt Coalition  
AWARE Simcoe  
Environmental Defence

## **BACKGROUND - NDACT**

North Dufferin Agricultural and Community Taskforce (NDACT) is a grassroots group formed in 2009 by local farmers and residents to defend Melancthon's prime farmland at the headwaters of 5 rivers from a proposed mega-quarry. An outline of the proposal is attached as Schedule A. After a successful campaign, NDACT continues to fight for farmland and source water by developing awareness, encouraging people power, and by promoting better legislation. Food & Water First is a campaign of NDACT.

## **FACTS:**

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*"Ontario is home to almost 46,900 farms that grow more than 200 agricultural commodities. Ontario's family farm and food processing businesses contributed \$47.5 billion each year to the province's economy supports 837,000 jobs. Agriculture and agri-food processors are the number one economic contributor to Ontario's overall economy. (Source: October 7, 2019 Province of Ontario news release)*

*"...prime agricultural lands, Classes 1, 2, and 3 and specialty croplands, are a very limited resource in Canada. Only 5% of the Canadian land mass is made up of prime land. Only 0.5% of it is Class 1. 50% of that land is in Southern Ontario and 20% of that is Class 1-the best of the best and extremely rare. (Source: <http://www.neptis.org/publications/agriculture-central-zone/chapters/where-are-significant-agricultural-lands-located>)*

# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW 2020-70**

### **A BY-LAW TO APPOINT KRISTINA MILLAR AS A BUILDING INSPECTOR UNDER THE BUILDING CODE ACT AND TO REPEAL BY-LAW #2014-24.**

WHEREAS the Council of the Corporation of the County of Dufferin deems it desirable that Shawn Parkins be appointed as a Building Inspector under the Building Code Act;

AND WHEREAS it is necessary to appoint the staff by by-law;

NOW THEREFORE THE CORPORATION OF THE COUNTY OF DUFFERIN BY THE MUNICIPAL COUNCIL THEREOF ENACTS AS FOLLOWS:

1. That Kristina Millar be, and is hereby appointed as Building Inspector under the Building Code Act, S.O. 1992 C.23, for the County of Dufferin;
2. That the Building Inspector shall perform all duties assigned by the Chief Building Official in accordance with the provisions of the Building Code Act;
3. That the Building Inspector shall be responsible to the Chief Building Official.
4. That By-Law #2014-24 be repealed.

READ a first, second and third time and finally passed this 10<sup>th</sup> day of December, 2020.

---

Warden



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Michelle Dunne, Deputy Clerk

# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW NUMBER 2020-71**

### **A BY-LAW TO AUTHORIZE THE WARDEN AND THE CLERK TO EXECUTE AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND THE TOURISM INDUSTRY ASSOCIATION OF ONTARIO. (Regional Relief and Recovery Fund – Amending Agreement)**

BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AS FOLLOWS:

1. That the agreement between the Corporation of the County of Dufferin and Tourism Industry Association of Ontario, in a form substantially the same as attached hereto as Schedule "A" be approved.
2. That the staff of the County of Dufferin is hereby authorized to take such actions as are appropriate, and the Warden and Clerk are hereby authorized to execute such documents as are appropriate to implement the agreement referred to herein.

READ a first, second and third time and finally passed this 10<sup>th</sup> day of December, 2020.

---

Warden



Michelle Dunne, Deputy Clerk

## REGIONAL RELIEF AND RECOVERY FUND

### AMENDING AGREEMENT NO. 1

This Amending Agreement is made as of November 12, 2020

**BETWEEN:** **TOURISM INDUSTRY ASSOCIATION OF ONTARIO**  
 (“**TIAO**”) a not-for-profit corporation incorporated under the laws of  
 Canada

**AND:** **DUFFERIN COUNTY**  
 (“**Recipient**”) a Destination Marketing Organization incorporated  
 under the laws of **Ontario**.

**WHEREAS** the Federal Economic Development Agency for Southern Ontario (“**Agency**”) was created to strengthen southern Ontario's economic capacity for innovation, entrepreneurship and collaboration, and promote the development of a strong and diversified southern Ontario economy;

**WHEREAS** as part of the Regional Economic Growth Through Innovation program, the Federal Economic Development Agency for Southern Ontario has established the *Regional Relief and Recovery Fund* to support rural communities and small and medium-sized enterprises to enable their recovery from economic disruptions associated with the COVID-19 outbreak;

**WHEREAS HER MAJESTY THE QUEEN IN RIGHT OF CANADA** (“**Her Majesty**”) through the Agency has engaged TIAO in respect of certain aspects of the Regional Relief and Recovery Fund;

**WHEREAS** TIAO, pursuant to a Contribution Agreement between TIAO and the Recipient dated in or about June 2020 (the “**Original Agreement**”) agreed to make a non-repayable contribution to the Recipient in support of the Recipient’s Eligible Costs (as defined in the Original Agreement) of the Project (as defined in the Original Agreement);

**WHEREAS** the Recipient and TIAO wish to amend the Original Agreement in order to make minor adjustments to eligible cost categories and milestone payments;

**NOW THEREFORE**, in accordance with the mutual covenants and agreements herein, TIAO and the Recipient agree as follows:

1. **Purpose of The Agreement**

- 1.1 The purpose of this Amending Agreement is to set out minor adjustments to the terms and conditions under which TIAO will provide funding in support of the Project (as defined herein).

2. **Interpretation**

- 2.1 All capitalized terms used and not otherwise defined herein have the meaning given to them in the Original Agreement.

3. **Amendment**

- 3.1 **Annex 1 THE PROJECT – STATEMENT OF WORK** to the Original Agreement is hereby deleted in its entirety and replaced by a new **Annex 1 Rev 1 THE PROJECT – STATEMENT OF WORK** attached to this Amending Agreement as Schedule 1.
- 3.2 In **Annex 3 REPORTING REQUIREMENTS** to the Original Agreement, Section 1, line 3, the date “December 31, 2020” is deleted and replaced with “February 28, 2021”.

4. **General**

- 4.1 The Original Agreement and this Amending Agreement will henceforth be read together and will have effect as if all the provisions of such agreements were contained in one instrument.
- 4.2 Except for the amendments expressly set out in this Amending Agreement, the other terms and provisions of the Original Agreement remain unchanged.
- 4.3 This Amending Agreement is governed by the laws of the Province of Ontario.


- 4.4 This Amending Agreement shall endure to the benefit of and be binding upon, each of the Parties hereto and their respective successors and permitted assigns.
- 4.5 No modification, supplement or amendment to this Amending Agreement shall be binding unless executed in writing by all of the Parties hereto.
- 4.6 Each of the Parties shall, at the request of the other Party, execute such other documents and do such other acts as may be reasonably required to carry out the terms hereof.
- 4.7 This Amending Agreement may be executed in counterparts, each of which shall be deemed to be an original and both of which taken together shall be deemed to constitute one and the same instrument. The Parties agree that electronic signatures will have the same legal effect as original (i.e., ink) signatures and that an electronic, scanned, or duplicate copy of any signatures will be deemed an original and may be used as evidence of execution.
- 4.8 The Recipient agrees that unless TIAO receives a duly executed duplicate copy of this Agreement within two (2) business days of the date of execution by TIAO, this Agreement is revocable at the discretion of TIAO. TIAO understands that Recipient may need council or other approvals in accordance with Recipient's governance requirements. TIAO will not exercise its discretion to revoke this Agreement if, within two (2) business days of execution by TIAO, Recipient has contacted TIAO and made, and performed in accordance with, other timing for due execution and delivery of this Agreement by Recipient to TIAO.

*(Intentionally left blank)*


DUFFERIN COUNTY

IN WITNESS WHEREOF the Parties hereto have executed this Agreement through authorized representatives.

TOURISM INDUSTRY ASSOCIATION OF ONTARIO

Per:  \_\_\_\_\_  
Beth Potter  
President & CEO

Date: \_November 13, 2020\_\_\_\_\_

 \_\_\_\_\_  
David MacLachlan  
Treasurer

Date: \_\_November 13, 2020\_\_\_\_\_

We have authority to bind the corporation

DUFFERIN COUNTY

Per: \_\_\_\_\_  
Name:  
Title:

Date: \_\_\_\_\_

[Per: \_\_\_\_\_  
Name:  
Title:]

[Date: \_\_\_\_\_]

[I][We] have authority to bind the corporation



Schedule 1 to Amending Agreement No. 1

Annex 1 Rev 1

REGIONAL RELIEF AND RECOVERY FUND

THE PROJECT - STATEMENT OF WORK

Project Location: Southern Ontario  
Project Start Date: June 23, 2020  
Project Completion Date: February 28, 2021

Project Milestones

Project Milestones	Estimated Completion Date	Amount of Contribution to be Disbursed
Milestone 1: Delivery by Recipient (in electronic format) to TIAO of signed Contribution Agreement complete with all supporting documents	June 23, 2020	N/A
Milestone 2: Funding released (90%) to Recipient	June 30, 2020	\$ \$ 35 482.50
Milestone 3: Delivery by Recipient (in electronic format) to TIAO of interim report, including budget update	September 15, 2020	N/A
Milestone 4: Participation by Recipient in three DMO specific workshops at the Ontario Tourism Summit	October 31, 2020	N/A
Milestone 5: Memorandum of Understanding signed by Recipient with Culinary Tourism Alliance and payment made by Recipient to Culinary Tourism Alliance in the amount of \$1000.00	November 30, 2020	N/A
Milestone 6: Delivery by Recipient (in electronic format) to TIAO of final reporting attestations – 100% of Contribution to be spent by Recipient on or before February 28, 2021	February 28, 2021	N/A
Milestone 7: Final funding released (10%) to Recipient	March 15, 2021	\$ 3 942.50

Expected Results of the Project

Key Project Impacts

Measurement	At Project End
Number of organizations supported	_____
Number of jobs (FTEs) maintained	_____
Value of investments in rural areas	_____

Project Financing

COSTS	Eligible & Supported <sup>1,2</sup>		Eligible & Not Supported <sup>3</sup>	Ineligible	Total	
Recipient Funding	\$ 39 425.00	100%	\$ _____	\$ _____	\$ 39 425.00	100%

- Notes:
- 1. Eligible and Supported Costs include the amount of the harmonized sales tax (HST), net of any refund or eligible credits due from the Canada Revenue Agency.
  - 2. The Recipient shall not redirect funding amount between cost categories without the prior written consent of the Minister.
  - 3. Eligible Costs is the sum of Eligible and Supported Costs and Eligible and Not-Supported costs.

# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW NUMBER 2020-72**

### **A BY-LAW TO AUTHORIZE THE WARDEN AND THE CLERK TO EXECUTE AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND TD BANK GROUP. (SWIFT Phase 3 Funding Guarantee)**

BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AS FOLLOWS:

1. That the agreement between the Corporation of the County of Dufferin and TD Bank Group, in a form substantially the same as attached hereto as Schedule "A" be approved.
2. That the staff of the County of Dufferin is hereby authorized to take such actions as are appropriate, and the Warden and Clerk are hereby authorized to execute such documents as are appropriate to implement the agreement referred to herein.

READ a first, second and third time and finally passed this 10<sup>th</sup> day of December, 2020.

\_\_\_\_\_  
Warden



\_\_\_\_\_  
Michelle Dunne, Deputy Clerk



This **Guarantee** is made as of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Whereas the undersigned (each hereinafter referred to as the "Guarantor") has agreed to provide The Toronto-Dominion Bank (hereinafter referred to as the "Bank") with a guarantee of the Obligations (as hereinafter defined) of  
SOUTHWESTERN INTEGRATED FIBRE TECHNOLOGY INC.  
(the "Customer");

And whereas the Guarantor has agreed that if the guarantee herein is not enforceable, the Guarantor will indemnify the Bank or be liable as primary obligor.

**NOW THEREFORE**, in consideration of the Bank dealing with the Customer now or in the future and/or for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Guarantor agrees with the Bank as follows:

**1. Obligations Guaranteed**

The Guarantor unconditionally and irrevocably guarantees payment of all debts and liabilities, present or future, direct or indirect, absolute or contingent, matured or not, wheresoever and howsoever incurred of the Customer to the Bank, whether arising from dealings between the Bank and the Customer or from other dealings or proceedings by which the Bank may be or become in any manner whatsoever a creditor of the Customer, in any currency, whether incurred by the Customer alone or jointly with another or others and whether as a indemnitor or surety, including interest thereon and all amounts owed by the Customer for fees, costs and expenses (collectively referred to as the "Obligations").

**2. Extent of Guarantor's Liability**

In no event shall the amount recoverable by the Bank from the Guarantor under this Guarantee exceed  
ONE MILLION, THREE HUNDRED AND THIRTEEN THOUSAND  
dollars in lawful money of Canada (Cdn. \$ 1,313,000.00), plus the costs and expenses of the Bank in enforcing this Guarantee and interest as provided in Section 7.

**3. Indemnity/Primary Obligation**

If (i) any Obligations are not duly paid by the Customer and are not recoverable under Section 1 for any reason, the Guarantor will, as a separate and distinct obligation, indemnify and save harmless the Bank from and against all losses resulting from the failure of the Customer to pay such Obligations, and (ii) any Obligations are not duly paid by the Customer and are not recoverable under Section 1 or the Bank is not indemnified under clause (i) above of this Section 3, for any reason, such Obligations will, as a separate and distinct obligation, be paid by and recoverable from the Guarantor as primary obligor.

The liabilities of the Guarantor under Section 1 and each of clauses (i) and (ii) of this Section 3 are separate and distinct from each other, but the provisions of this Agreement shall apply to each of such liabilities unless the context otherwise requires.

**4. Nature of Guarantor's Liability**

The liability of the Guarantor under this Guarantee is continuing, absolute and unconditional and will not be affected by any act, omission, event or circumstance that might constitute a legal or equitable defence (any and all such legal and equitable defences are hereby expressly waived by the Guarantor) to or a discharge, limitation or reduction of the liability of the Guarantor hereunder, other than as a result of the indefeasible payment in full of the Obligations, including:

- (a) the unenforceability of any of the Obligations for any reason, including as a result of the act of any governmental authority;

- (b) any irregularity, fraud, illegality, defect or lack of authority or formality in incurring the Obligations, notwithstanding any inquiry that may or may not have been made by the Bank;
- (c) failure of the Bank to comply with or perform any agreements relating to the Obligations;
- (d) any discontinuance, renewal, extension, increase or reduction in the amount, or any other variance of any loans or credits now or hereafter made available to the Customer by the Bank or guaranteed by the Customer to the Bank or any other change to any of the terms or conditions of any of the Obligations (including, without limitation, respecting rates of interest, fees or charges, maturity dates), or any waiver by the Bank respecting any of the Obligations;
- (e) the taking of or the failure by the Bank to take a guarantee from any other person;
- (f) any release, compromise, settlement or any other dealing with any person, including any other Guarantor;
- (g) the reorganization of the Customer or its business (whether by amalgamation, merger, transfer, sale or otherwise); and in the case of an amalgamation or merger, the liability of the Guarantor shall apply to the Obligations of the resulting or continuing entity and the term "Customer" shall include such resulting or continuing entity;
- (h) the current financial condition of the Customer and any change in the Customer's financial condition;
- (i) any change in control or ownership of the Customer, or if the Customer is a general or limited partnership, any change in the membership of that partnership or other entity;
- (j) any change in the name, articles or other constating documents of the Customer, or its objects, business or capital structure;
- (k) the bankruptcy, winding-up, dissolution, liquidation or insolvency of the Customer or any proceedings being taken by or against the Customer with respect thereto, and any stay of or moratorium on proceedings by the Bank against the Customer as a result thereof;
- (l) a breach of any duty of the Bank (whether fiduciary or in negligence or otherwise) and whether owed to the Guarantor, the Customer or any other person;
- (m) any lack or limitation of power, capacity or legal status of the Customer, or, if the Customer is an individual, the death of the Customer;
- (n) the Customer's account being closed or the Bank ceasing to deal with the Customer;
- (o) any taking or failure to take any security by the Bank, any loss of or diminution in value of any security, the invalidity, unenforceability, subordination, postponement, release, discharge or substitution, in whole or in part, of any security, or the failure to perfect or maintain perfection or enforce any security; or
- (p) any failure or delay by the Bank in exercising any right or remedy respecting the Obligations or under any security or guarantee.

## **5. Continuing Guarantee**

The obligations of the Guarantor hereunder will constitute and be continuing obligations and will apply to and secure any ultimate balance due or remaining due to the Bank and will not be considered as wholly or partially satisfied by the payment or liquidation at any time of any sum of money for the time being due or remaining unpaid to the Bank. This Guarantee will continue to be effective even if at any time any payment of any of the Obligations is rendered unenforceable or is rescinded or must otherwise be returned by the Bank as a result of the occurrence of any action or event, including the insolvency, bankruptcy or reorganization of the Customer or the Guarantor, all as though such payment had not been made.

## **6. Demand for Payment**

The Guarantor shall make payment to the Bank under this Guarantee immediately upon receipt of a written demand for payment from the Bank. If any Obligation is not paid by the Customer when due, the Bank may treat all Obligations as due and payable by the Customer and may demand immediate payment under this Guarantee of all or some of the Obligations whether such other Obligations would otherwise be due and payable by the Customer at such time or whether or not any demands, steps or proceedings have been made or taken by the Bank against the Customer or any other person respecting all or any of the Obligations. If any stay of or moratorium on proceedings by the Bank against the Customer is imposed in respect of any Obligation, the Bank may nevertheless demand immediate payment of such Obligation from the Guarantor as if such Obligation was due and payable by the Customer.

**7. Interest**

If the Guarantor does not make immediate payment in full of the Obligations when demand for payment has been made by the Bank, the Guarantor shall pay interest on any unpaid amount to the Bank at the highest rate of interest per annum that is charged on any Obligations for which payment has been demanded hereunder and which remain unpaid.

**8. State of Account**

The records of the Bank in respect of the Obligations will be prima facie evidence of the balance of the amount of the Obligations that are due and payable by the Customer to the Bank.

**9. Application of Moneys Received**

The Bank may, without notice and demand of any kind and at any time, apply any money received from the Guarantor, the Customer or any other person (including arising from any security that the Bank may from time to time hold) or any balance in any account of the Guarantor held at the Bank or any of the Bank's affiliates, to such part of the Obligations, whether due or to become due, as the Bank in its sole and absolute discretion considers appropriate, or may, in its sole and absolute discretion, refrain from applying any such money. The Bank may also revoke and alter any such application in whole or in part. If any amount that is to be applied is in a currency other than the currency of the Obligation to which such amount is to be applied, then the amount that is applied shall be converted from one currency to another using the rate of exchange for the conversion of such currency as determined by the Bank or its agents and the Bank or its agent may earn revenue on such conversion.

**10. No Set-off or Counterclaim**

The Guarantor will make all payments required to be made under this Guarantee without claiming or asserting any right of setoff or counterclaim that the Guarantor has or may have against the Customer or the Bank, all of which rights the Guarantor waives.

**11. Exhausting Recourse**

The Bank is not required to take any proceedings, exhaust its recourse against the Customer or any other Guarantor or person or under any security the Bank may from time to time hold, or take any other action, before being entitled to demand payment from the Guarantor under this Guarantee, and the Guarantor waives all benefits of discussion and division.

**12. No Representations**

There are no representations, warranties, terms, conditions, undertakings or collateral agreements, express, implied or statutory, between the parties except as expressly set forth herein. The Bank will not be bound by any representations or promises made by Customer to the Guarantor and possession of this Guarantee by the Bank will be conclusive evidence against the Guarantor that this Guarantee was not delivered in escrow or pursuant to any agreement that it should not be effective until any condition precedent or subsequent has been complied with, and this Guarantee will be binding on each Guarantor who has signed this Guarantee notwithstanding the non-execution thereof by any proposed guarantor.

**13. Postponement and Assignment**

The Guarantor hereby postpones payment of all present and future debts and liabilities of the Customer to the Guarantor, and as security for payment of the Obligations, the Guarantor hereby assigns such debts and liabilities to the Bank and agrees that all moneys received from the Customer by or on behalf of the Guarantor shall be held in trust for the Bank and forthwith upon receipt paid over to the Bank, all without prejudice to and without in any way limiting or lessening the liability of the Guarantor to the Bank under this Guarantee. This assignment and postponement is independent of the guarantee, indemnity and primary obligor obligations contained in this Guarantee and will remain in full force and effect until, in the case of the assignment, the liability of the Guarantor under this Guarantee has been discharged or terminated and, in the case of the postponement, until all Obligations are performed and indefeasibly paid in full.

**14. Subrogation**

The Guarantor will not be entitled to be subrogated to the rights of the Bank against the Customer, to be indemnified by the Customer or to claim contribution from any other Guarantor until the Guarantor makes indefeasible payment to the Bank of all amounts owing by the Guarantor to the Bank under this Guarantee and the Obligations are indefeasibly paid in full.

## **15. Bankruptcy of Customer**

Upon the bankruptcy or winding up or other distribution of assets of the Customer or of any surety or Guarantor for the Obligations, the Bank's rights shall not be affected by the Bank's failure to prove its claim and the Bank may prove such claim if and in any manner as it deems appropriate in its sole discretion. The Bank may value as it sees fit or refrain from valuing any security held by the Bank without in any way releasing, reducing or otherwise affecting the liability of the Guarantor to the Bank, and until all the Obligations of the Customer to the Bank have been indefeasibly paid in full, the Bank shall have the right to include in its claim the amount of all sums paid by the Guarantor to the Bank under this Guarantee and to prove and rank for and receive dividends in respect of such claim, any and all right to prove and rank for such sums paid by the Guarantor and to receive the full amount of all dividends in respect thereto being hereby assigned and transferred to the Bank.

## **16. Costs and Expenses**

The Guarantor agrees to pay all costs and expenses, including legal fees, of enforcing this Guarantee including the charges and expenses of the Bank's in-house lawyers. The Guarantor will pay all legal fees on a solicitor and own client basis.

## **17. Other Guarantees and Security**

The liability of the Guarantor under any other guarantee or guarantees given to the Bank in connection with the Obligations shall not be affected by this Guarantee, nor shall this Guarantee affect or be affected by the endorsement by the Guarantor of any note or notes of the Customer, the intention being that the liability of the Guarantor under such other guarantee or guarantees and this Guarantee, and under such other note or notes and this Guarantee, shall be cumulative. Nor shall the Bank be required to marshal in favour of the Guarantor other guarantees granted by other persons or any security, money or other property that the Bank may be entitled to receive or may have a claim upon.

## **18. Amendment and Waivers**

No amendment to this Guarantee will be valid or binding unless set forth in writing and duly executed by the Guarantor and the Bank. No waiver by the Bank of any breach of any provision of this Guarantee will be effective or binding unless made in writing and signed by the Bank and, unless otherwise provided in the written waiver, will be limited to the specific breach waived. No delay in the exercise of any right or remedy by the Bank shall operate as a waiver thereof. No failure to exercise a right or remedy or partial exercise of a right or remedy by the Bank shall preclude other or further exercise thereof or the exercise of any other right or remedy by the Bank.

## **19. Discharge**

The Guarantor will not be released or discharged from its obligations hereunder except by a written release or discharge signed by the Bank.

## **20. General**

This Guarantee shall be binding on the successors of the Guarantor or, if the Guarantor is an individual, the heirs, executors, administrators and other legal representatives of the Guarantor, and shall enure to the benefit of the successors and assigns of the Bank.

If more than one Guarantor has signed this Guarantee, each Guarantor shall be jointly and severally liable under this Guarantee.

To the extent that any limitation period applies to any claim for payment hereunder of the Obligations or remedy for the enforcement of such payment, the Guarantor agrees that any such limitation period is excluded or waived, but if such exclusion and waiver is not permitted by applicable law, then any limitation period is extended to the maximum length permitted by applicable law.

Any notice or demand which the Bank may wish to give under this Guarantee may be personally served on the Guarantor or sent by ordinary mail or electronic mail to the last known address of the Guarantor. Any notice that is sent by ordinary mail shall be conclusively deemed to have been received on the fifth day following the day on which it is mailed. Any notice that is sent by electronic mail shall be conclusively deemed to have been received on the day it is sent.

If any provision of this Guarantee is determined by any court of competent jurisdiction to be invalid or unenforceable in any respect, such invalidity or unenforceability will not affect the validity or enforceability of the remaining provisions of this Guarantee.

This Guarantee shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

Any word herein contained importing the singular number shall include the plural and any word importing a person shall include a corporation, partnership, firm and any other entity.

Subject to Section 17, this Guarantee constitutes the entire agreement between the Guarantor and the Bank with respect to the subject matter hereof and cancels and supersedes any prior understandings and agreements between the parties with respect thereto.

Each of the undersigned acknowledges receipt of a copy of this Guarantee.

## THE CORPORATION OF THE COUNTY OF DUFFERIN

Per: \_\_\_\_\_

Name/Title:

Per: \_\_\_\_\_

Name/Title:



# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW NUMBER 2020-73**

### **A BY-LAW TO AUTHORIZE THE WARDEN AND THE CLERK TO EXECUTE AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND HEADWATERS COMMUNITIES IN ACTION. (Partnership Renewal Agreement)**

BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AS FOLLOWS:

1. That the agreement between the Corporation of the County of Dufferin and Headwaters Communities In Action, in a form substantially the same as attached hereto as Schedule "A" be approved.
2. That the staff of the County of Dufferin is hereby authorized to take such actions as are appropriate, and the Warden and Clerk are hereby authorized to execute such documents as are appropriate to implement the agreement referred to herein.

READ a first, second and third time and finally passed this 10<sup>th</sup> day of December, 2020.

Warden



Michelle Dunne, Deputy Clerk

## Partnership Agreement

### January 1, 2021 – December 31, 2023

Headwaters Communities in Action (HCIA) promotes and convenes community conversations providing citizens with information about emerging issues and opportunities. HCIA supports the start-up of collaborative projects that enhance community well-being. Project areas have been chosen from priorities identified in our Community Well-Being Report and the follow up Community Well-Being Refresh project. This work is done in collaboration with community and government partners that share similar goals and aspirations.

HCIA is headed by a Leadership Council made up of community leaders who:

- Act as ambassadors for HCIA within the community
- Identify and engage citizens to join the organization
- Ensuring that all committees and projects are true to HCIA's vision and mandate
- Monitor the work of the Working Groups and project areas
- Select and monitor consultants and other resources to support the work of HCIA
- Keep an eye out for new initiatives, partnerships and connections
- Approve an annual budget and oversee financial management of HCIA

The Leadership Council currently supports the following projects:

- Volunteer Dufferin
- Headwaters Food and Farming Alliance (HFFA), including Farm to School Programs
- Community Well-being research and awareness/education
- County of Dufferin Community Grants program administration
- DC MOVES and supporting the not-for-profit sector
- Other activities in support of citizen priorities

HCIA and the County of Dufferin have strong a relationship and work together on various projects. In the past the County of Dufferin has provided financial and technical support and HCIA has provided community leadership and project management. Many projects have been introduced by HCIA while others have started as County of Dufferin initiatives. This partnership agreement recognizes the strong relationship that has evolved over many years and formalizes the partnership.

#### **Obligations of Headwaters Communities in Action (HCIA):**

HCIA:

- Shall provide support, community leadership and project management in the project areas and activities outlined in Schedule B HCIA - Dufferin County Partnership Agreement Activities and Funding Allocation.
- Shall provide regular communication to the public and community stakeholders on the status of

## Partnership Agreement January 1, 2021 – December 31, 2023

their work, project activities, events, and opportunities for engagement. HCIA shall seek community input in a variety of forms.

- Shall provide an interim report to the County Chief Administrative Officer by June 30<sup>th</sup> of each year. An annual report shall be provided by December 31st of each year to be followed by a presentation to Council at the January Council meeting. Reports shall include a summary of activities completed, illustrate progress achieved on any specified indicators, provide a financial overview, and detail any changes to the previously approved project areas.

### **Obligations of the County of Dufferin:**

The County of Dufferin:

- Agrees to work in collaborative manner, to be an advocate for the HCIA role, and to recognize the mutual value derived from this partnership agreement.
- Shall provide annual funding of \$45,000 to be paid in two equal installments in January and June of each year.
- Will provide letters of reference and support for any additional funding sought by HCIA that leverages the funding from the County. Such opportunities must also be in support of overall County goals and objectives.
- Shall endeavor to participate in community engagement activities led by HCIA.

### **Insurance & indemnity:**

Headwaters Communities in Action agrees to obtain and maintain at its own expense, throughout the terms of this Agreement:

- i. comprehensive general liability insurance that will include but not be limited to, non-owned automobile liability; personal injury; broad form property damage; blanket contractual liability; owners and contractors' protective liability; products and completed operations liability; contingent employers' liability; and severability of interest and cross liability clauses.
- ii. liability insurance shall have a limit of not less than \$2,000,000 for any one occurrence; be comprehensive liability insurance covering the operations and liability assumed under this Agreement; be endorsed to provide that the policy shall not be eligible to be cancelled or allowed to lapse without 30 days prior written notice.

Headwaters Communities in Action shall indemnify and save harmless, the County of Dufferin including the elected officials, employees, agents and contractors, from and against any loss, cost and expense in connection with loss of life, personal injury, damage to property or any other loss or injury whatsoever arising from or out of this Agreement, occasioned wholly or in part by any act or omission of the Headwaters Communities in Action but only if such loss, claim, action, damages, liability,

## Partnership Agreement

### January 1, 2021 – December 31, 2023

expense or injury arose by reason of the breach of the Agreement with Headwaters Communities in Action or as a result of the illegal or willful or negligent action of Headwaters Communities in Action or its agents, employees or other persons for whom Headwaters Communities in Action is in law responsible.

The County of Dufferin shall indemnify and save harmless Headwaters Communities in Action, its officers, employees, agents and contractors, from and against any loss, cost and expense in connection with loss of life, personal injury, damage to property or any other loss or injury whatsoever arising from or out of this Agreement, occasioned wholly or in part by any act or omission of the applicable municipal partner or partners but only if such loss, claim, action, damages, liability, expense or injury arose by reason of the breach of the Agreement by the partner or partners, or as a result of the illegal or willful or negligent action of the partner or partners or its/their agents, employees or other persons for whom the municipal partners is/are in law responsible.

#### **Terms of agreement & provisions for amendment:**

This Agreement commences on the date hereof and continues in full force and effect for a period of three years, subject to earlier termination of this Agreement as provided herein.

This Agreement may be amended as necessary following the presentation of the Annual Report. Amendments shall be recommended to County Council via a staff report from the Chief Administrative Officer or designate.

Six months prior to the termination date of December 31, 2023, a review of this Agreement shall be initiated by Headwaters Communities in Action. The review shall consist of an evaluation of each project area and an overall assessment of the value and effectiveness of the agreement. A review of current community priorities in relation to the project areas shall also be conducted.

Notwithstanding the above, either party may terminate this Agreement with 120 days written notice.

## Partnership Agreement

### January 1, 2021 – December 31, 2023

In witness whereof the Parties have caused to be affixed their corporate seals under the hands of their duly authorized officers on that behalf.

**On behalf of the County of Dufferin:**

\_\_\_\_\_  
**Warden**

\_\_\_\_\_  
**Dated:**

\_\_\_\_\_  
**Clerk**

\_\_\_\_\_  
**Dated:**

**On behalf of Headwaters Communities in Action:**

\_\_\_\_\_  
**Chair, Leadership Council**

\_\_\_\_\_  
**Dated:**

\_\_\_\_\_  
**Executive Director**

\_\_\_\_\_  
**Dated:**

**SCHEDULE B**
**HCIA - Dufferin County Partnership Agreement Activities and Funding Allocation for 2021**

HCIA Projects and action areas	Activities	Funding allocation
<b>Volunteer Dufferin</b>	Ongoing management of website and portal including feature and functionality upgrades, new member communications, outreach and promotion of this as a community asset. Target annual net increase in usership and engagement on the site. Where feasible, add activities that align with the offerings of other Volunteer Centres such: <ul style="list-style-type: none"> <li>- as supporting members with tools and resources</li> <li>- training or networking opportunities</li> <li>- outreach and events</li> <li>- advocating for volunteerism</li> </ul>	\$ 15,000.00
<b>Headwaters Food and Farming Alliance (HFFA)</b>	Support for the HFFA Hub activities, including: <ul style="list-style-type: none"> <li>- meeting coordination and reporting</li> <li>- website administration and updates, social media, communications including bi-monthly newsletter and ad hoc, targeted promotions, event support</li> <li>- coordination of activities that further the goals and actions in the Headwaters Food Charter in Dufferin, both independently and in coordination/collaboration with County initiatives under Economic Development, Tourism, Climate Action or other divisions, as appropriate.</li> </ul>	\$ 5,000.00
<b>Dufferin County Community Grants</b>	HCIA will administer the grant process as follows: <ul style="list-style-type: none"> <li>- recommend updates to intake form</li> <li>- refine application and screening criteria</li> <li>- form an assessment committee</li> <li>- ensure connection to County priorities</li> <li>- draft decisions/recommendations report and submit to council according to schedule</li> <li>- follow up with grantees to collect and share stories via appropriate communications channels.</li> </ul>	\$ 10,000.00
<b>HCIA Management and Administration</b>	HCIA will maintain ongoing operations through the following activities: <b>Project Management:</b> Overseeing and ensuring the above project commitments are met and reports submitted according to the active partnership agreement contract and schedule. <b>Fundraising:</b> Supporting project and general fundraising efforts to ensure sustainability and impact. <b>Strategy and Finance:</b> Serving as a community backbone organization by offering mentorship, networking, governance and back office support for citizen-led projects which align with our values and charitable purpose. <b>Marketing and Communications:</b> Promoting HCIA-supported projects, community groups/actions and County initiatives through our general channels or targeted communications, sharing public announcements or by request from DC. <b>Municipal and Community Outreach and Engagement:</b> Supporting local initiatives through participation on advisory committees and task forces, coordination of community conversations and gathering the citizen voice/lived experience, potentially through the project areas and in collaboration with the County, as appropriate.	\$ 15,000.00
<b>TOTAL</b>	<b>Annual Funding for Partnership Agreement: Year 1 Jan. 1, 2021 - Dec. 31, 2021</b> Total commitment for 3-year agreement 2021-2023: \$45,000/year x 3yrs = \$135,000	\$ 45,000.00

<b>Other projects operated by HCIA and funded by Dufferin County</b>		
<b>DC Moves</b>	Funded through Community Services. Does not fall under this Partnership Agreement.	

# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW NUMBER 2020-xx**

### **A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AT ITS MEETING HELD ON DECEMBER 10, 2020.**

WHEREAS Section 5 (1) of the *Municipal Act, 2001*, as amended, provides that the powers of a municipality shall be exercised by its Council;

AND WHEREAS Section 5 (3) of the *Municipal Act, 2001*, as amended, provides that municipal powers shall be exercised by by-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN ENACTS AS FOLLOWS:

1. All actions of the Council of the Corporation of the County of Dufferin at its meetings held on December 10, 2020 in respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Warden of the Council and the proper officers of the Corporation of the County of Dufferin are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

READ a first, second and third time and finally passed this 10<sup>th</sup> day of December, 2020.

\_\_\_\_\_  
Warden



\_\_\_\_\_  
Michelle Dunne, Deputy Clerk