



COMMUNITY DEVELOPMENT & TOURISM COMMITTEE

AGENDA

Thursday, April 27, 2023 at 3:00 p.m.

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

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

<https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>

Land Acknowledgement Statement

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

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

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

Declarations of Pecuniary Interest by Members

PUBLIC QUESTION PERIOD

Members of the public in attendance are able to ask a question. If you unable to attend and would like to submit a question, please contact us at info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on April 26, 2023.

DELEGATIONS

1. COMMUNITY DEVELOPMENT & TOURISM – April 27, 2023 – ITEM #1
Walter Kolodziechuk

A delegation from Walter Kolodziechuk regarding a veterans display at the Museum of

Dufferin (MoD).

REPORTS

2. COMMUNITY DEVELOPMENT & TOURISM – April 27, 2023 – ITEM #2
Land Use Planning Application Portal

A report from the Director of Development & Tourism, dated April 27, 2023, to provide an overview of staff activities with regards to digitizing the land use planning application intake process and public reporting requirements.

Recommendation:

THAT the report of the Director of Development and Tourism, “Land Use Planning Application Portal”, dated April 27, 2023, be received;

AND THAT staff be directed to evaluate software options and report back.

3. COMMUNITY DEVELOPMENT & TOURISM – April 27, 2023 – ITEM #3
County’s Role Regarding Residential Tenancy Matters

A report from the Director of Development & Tourism, dated April 27, 2023, to provide information on responsibilities and authorities regarding residential tenancy and property standards matters.

Recommendation:

THAT the report of the Director of Development and Tourism, “County’s Role regarding Residential Tenancy Matters”, dated April 27, 2023, be received.

4. COMMUNITY DEVELOPMENT & TOURISM – April 27, 2023 – ITEM #4
Museum Strategic Plan Implementation

A report from the Director of Development & Tourism, dated April 27, 2023, to update the Committee on the progress and execution of the Museum’s Strategic Plan.

Recommendation:

THAT the report of the Director of Development and Tourism, “Museum Strategic Plan Implementation”, dated April 27, 2023, be received.

5. **COMMUNITY DEVELOPMENT & TOURISM – April 27, 2023 – ITEM #5**
Economic Development Strategy Workshop

A report from the Director of Development & Tourism, dated April 27, 2023, to provide the Committee with an outline of the proposed Economic Development Strategy Workshop, as part of strategic economic development planning process.

Recommendation:

THAT the report of the Director of Development and Tourism, “Economic Development Strategy Workshop”, dated April 27, 2023, be received.

NOTICE OF MOTIONS

Next Meeting

Thursday, May 25, 2023

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



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

Meeting Date: April 27, 2023

Subject: Land Use Planning Application Portal

From: Cody Joudry, Director of Development and Tourism

Recommendation

THAT the report of the Director of Development and Tourism, "Land Use Planning Application Portal", dated April 27, 2023, be received;

AND THAT staff be directed to evaluate software options and report back.

Executive Summary

The purpose of this report is to provide an overview of staff activities with regards to digitizing the land use planning application intake process and public reporting requirements.

Background & Discussion

At the February Community Development & Tourism Committee meeting, staff were requested to report back to the Committee on actions and measures that may be considered for a County-wide land use planning application portal.

In addition, on February 6, 2023, Ministry of Municipal Affairs and Housing (MMAH) released a regulatory proposal that will require 29 municipalities to report specific planning-approval information quarterly, annually, as well as to provide five-year historical data from 2018-2022, inclusive for all datapoints identified, in anticipation to additional municipalities being added to that list.

In order for the County to become more efficient and effective in the delivery of its services, staff believe that leveraging current and future investment in technology with

standardized and digitized processes are fundamental to a well-run municipality through:

- Improving Customer Service: online intake self-service portal and payment where service availability is 24/7
- Improving Service Delivery: real time status update on project and business process
- Reduce Process Cycle: improving service delivery and services offering efficiency.
- Revenue Generation: increase the existing revenue streams and exploring new revenue opportunities

As part of the Service Delivery Review (SDR), the identification and exploration of joint planning initiatives like a single land use planning application portal was identified. With new legislation, the SDR, and an opportunity to streamline services, staff have been exploring software solutions with Municipalities. Presentations have been made to Planners of Dufferin (PoD) and some municipalities are independently exploring implementing their own solutions.

Staff received a quote for a County-wide single portal solution for all planning applications that is approximately \$300,000. The quote includes training, implementation, and software maintenance for the first year. Annual fees, including licences, are estimated to be approximately \$30,000 per year thereafter.

Recent announcements from both the provincial and federal governments have indicated a desire to modernize and streamline the development approval processes. AMO has also been working closely with a vendor to bring forward a standardized solution. If there is a desire to create a more cohesive solution additional research into various options, in coordination with the local planners is the most appropriate next step.

Financial, Staffing, Legal, or IT Considerations

None at this time.

In Support of Strategic Plan Priorities and Objectives

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

Respectfully Submitted By:
Cody Joudry
Director of Development & Tourism

Prepared By:
Silva Yousif, PMP. RPP. MCIP
Senior Planner

Reviewed by: Sonya Pritchard, Chief Administrative Officer



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

Meeting Date: April 27, 2023

Subject: County's Role Regarding Residential Tenancy Matters

From: Cody Joudry, Director of Development and Tourism

Recommendation

THAT the report of the Director of Development and Tourism, "County's Role regarding Residential Tenancy Matters", dated April 27, 2023, be received.

Executive Summary

The purpose of this report is to provide information on responsibilities and authorities regarding residential tenancy and property standards matters.

Background & Discussion

Prior to 2019, the County of Dufferin provided by-law enforcement services to some of the local municipalities. During the May 10, 2018 Council meeting, a motion was carried to receive a report by the Clerk/Director of Corporate Services, dated April 26, 2018, to discontinue the by-law enforcement agreements with the local municipalities effective December 31, 2018. As such, effective January 1, 2019, all municipalities within the County of Dufferin assumed enforcement services for by-laws including property standards within their municipality.

The Municipal Act provides powers to municipalities to adopt their own by-laws and appoint officers to investigate complaints relating to all by-laws, including property standards. Municipal appointed officers should receive certification by a provincially recognized association in Municipal Law Enforcement Officers Association (MLEOA) and/or Ontario Association of Property Standards Officers (OAPSO) to be adequately

trained within this field of enforcement, in addition to be considered a credible witness in a court of law.

The following outlines what Building Inspectors are responsible for versus what a by-law or property standards officer could be responsible for when it comes to residential tenancy matters.

Duties of a Building Inspector vs. a By-law/Property Standards officer

- *Building Inspector*, inspects and enforces construction for all buildings defined under the Building Code Act. Inspections are conducted to the minimum standards of the Ontario Building Code.
 - "Building", as defined in the Building Code Act:
 - a) A structure occupying an area greater than ten square metres consisting of a wall, roof and floor or any of them or a structural system serving the function thereof including all plumbing works, fixtures and service systems appurtenant thereto,
 - b) A structure occupying an area of ten square metres or less that contains plumbing,
 - c) Plumbing not located in a structure,
 - d) A sewage system or structure designated in the building code.
 - Division C of the Ontario Building Code, provides a list of prescribed inspections mandated by the province that must be inspected for each building under construction, this does not include maintenance of a property.
- *By-law Enforcement/Property Standards Officer*, is an employee of a municipality appointed by by-law to enforce all municipal by-laws including property standards matters with regards to the maintenance and improvement of property as outlined within the Municipal Property Standards By-law.
 - A property standards by-law addresses standards and conditions a property must adhere to, to ensure properties are properly maintained and repaired to protect the health and safety of people. Items included in this by-law include, but not limited to:
 - Noxious weeds
 - Waste and debris

- Derelict vehicles
- Dead or decaying trees
- Long grass
- Vacant buildings
- Dilapidated buildings

A property standards by-law may also incorporate a standard of condition within a building, items including but not limited to:

- The maintenance of all plumbing, heating, ventilation, electrical, lighting, and all interior & exterior finishes in buildings.

Enforcement Under the Residential Tenancies Act

In accordance with section 224.1 of the Residential Tenancies Act, sentence (2) covers provisions on complaints and investigations. Upon receiving a complaint under this section, the local municipality shall cause a by-law or property standards inspector/officer to investigate a complaint under this section of the act and the municipal property standards by-law. Section 226.1 allows for municipalities to appoint an officer for the purposes of investigation and enforcement. To carry out enforcement of the conditions of a building under the residential tenancies act, this act must be referenced within the body of the property standards by-law. If this act is not incorporated into a property standards by-law, all complaints must be referred to the Landlord and Tenant Board, where any landlord and tenant disputes will be reviewed and dissolved.

Financial, Staffing, Legal, or IT Considerations

None at this time.

In Support of Strategic Plan Priorities and Objectives

Service Efficiency & Value – determine the right services for the right price.

Respectfully Submitted By:

Cody Joudry
Director of Development & Tourism

Prepared By:
Becky MacNaughtan
Chief Building Official

Attachments:

- Motion to discontinue by-law enforcement services to municipalities
- Residential Tenancy Act, PART XV Administration and Enforcement

Reviewed by: Sonya Pritchard, Chief Administrative Officer

31. GENERAL GOVERNMENT SERVICES – April 26, 2018 – ITEM #7
2017 Healthy & Safety Review

THAT the report of the Human Resources Manager, dated April 26, 2018, regarding the 2017 Health and Safety Review, be received.

32. GENERAL GOVERNMENT SERVICES – April 26, 2018 – ITEM #10
BUSINESS ARISING FROM CLOSED SESSION

THAT the confidential report of the Clerk/Director of Corporate Services dated April 26, 2018, be received;

AND THAT the agreements with the local municipalities for by-law enforcement be discontinued as of December 31, 2018 and the local municipalities be given the required notice under the current agreement.

33. Community Services/Dufferin Oaks Minutes- April 26, 2018

Moved by Councillor Aultman, seconded by Councillor McGhee

THAT the minutes of the Community Services/Dufferin Oaks meeting held on April 26, 2018, and the recommendations set out, excluding Item #8, be adopted.

-Carried-

34. COMMUNITY SERVICES/DUFFERIN OAKS – April 26, 2018 – ITEM #1
Update on Corn Flower Glass Gallery Capital Funding

THAT the report of the Director of Economic Development, Planning and Culture, dated April 26, 2018, regarding an Update on Corn Flower Glass Gallery Capital Project be received.

35. COMMUNITY SERVICES/DUFFERIN OAKS – April 26, 2018 – ITEM #2
Summary of Western Ontario Warden’s Caucus Discussion Paper on Long Term Care in Southwestern Ontario

THAT the report of the Administrator, Dufferin Oaks titled Long Term Care in Southwestern Ontario, dated April 26, 2018, be received;

AND THAT Council support continued analysis and evaluation of long-term care funding by the WOWC.

**PART XV
ADMINISTRATION AND ENFORCEMENT**

Duties of Minister

227 Except for section 224 and except as otherwise provided in sections 224.1 and 226.2, the Minister shall,

- (a) monitor compliance with this Act;
- (b) investigate cases of alleged failure to comply with this Act; and
- (c) where the circumstances warrant, commence or cause to be commenced proceedings with respect to alleged failures to comply with this Act. 2006, c. 17, s. 227; 2016, c. 25, Sched. 5, s. 7.

Section Amendments with date in force (d/m/y) [+]

Delegation

228 The Minister may in writing delegate to any person any power or duty vested in the Minister under this Act, subject to the conditions set out in the delegation. 2006, c. 17, s. 228.

Investigators

229 The Minister may appoint investigators for the purpose of investigating alleged offences under this Act, other than alleged offences described in clause 226.2 (b). 2016, c. 25, Sched. 5, s. 8.

Section Amendments with date in force (d/m/y) [+]

Inspections by municipal inspectors

230 (1) Subject to subsection (6), an inspector appointed by a local municipality under section 226.1 may, at all reasonable times and upon producing proper identification, enter any property for the purpose of carrying out his or her duty under Part XIV and may,

- (a) require the production for inspection of documents or things, including drawings or specifications, that may be relevant to the inspection;
- (b) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
- (c) require information from any person concerning a matter related to the inspection;
- (d) be accompanied by a person who has special or expert knowledge in relation to the subject-matter of the inspection;
- (e) alone or in conjunction with a person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection; and
- (f) order the landlord to take and supply at the landlord's expense such tests and samples as are specified in the order. 2006, c. 17, s. 230 (1); 2016, c. 25, Sched. 5, s. 9.

Samples

(2) The inspector shall divide the sample taken under clause (1) (e) into two parts and deliver one part to the person from whom the sample is taken, if the person so requests at the time the sample is taken and provides the necessary facilities. 2006, c. 17, s. 230 (2).



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

Meeting Date: April 27, 2023

Subject: Museum Strategic Plan Implementation

From: Cody Joudry, Director of Development and Tourism

Recommendation

THAT the report of the Director of Development and Tourism, "Museum Strategic Plan Implementation", dated April 27, 2023, be received.

Executive Summary

The purpose of this report is to update the Committee on the progress and execution of the Museum's Strategic Plan. This report, and the attached appendix, demonstrate how the museum's goals and action items outlined in the Strategic Plan will be implemented over the next 5 years.

Background & Discussion

In 2022, Council approved the Museum of Dufferin's 5-Year Strategic Plan, providing the museum with a fresh direction and new goals with which to direct their efforts. Since we've begun implementing the strategic plan at the beginning of this year, we have made great progress towards the completion of our goals and laying the foundation for larger projects.

The museum has made the following improvements and frameworks to achieve its goals:

- Completed the review of fees and charges
- Developed three new series programs: Mini MoD, MoD Minds, and MoD Masterclass
- Completed both an annual programs and an annual outreach calendar
- Revised the archive hours and reinstated the Archivist on the Road program

- Improved the membership program to offer more benefits to MoD Members
- Aligned the gift shop products and sales with exhibition and seasonal content

There are early signs of success in the visitor attendance for Q1.

January 1 – March 10	2023	2022
Visitors – in person	831	296
Outreach	196	0
Percent of Increase	181%	196%

The museum will continue to report on the progress of its strategic goals each year in its annual report. This report will include each strategic action area and report on progress of specific goals and targets within these areas for a more fulsome picture of the museum's achievements.

Financial, Staffing, Legal, or IT Considerations

The first step in implementing the strategic plan was the hiring the Museum Manager (completed in January 2023). To meet the goals of more outreach programs, increased adult and children programming, and more community engagement, the MoD is working to hire the Museum Interpreter (referred to in the Strat Plan originally as 'Historian'). The position was created and is currently at the interview stage of the recruitment process.

To meet our goals, some financial considerations should be taken into account when developing budgets going forward into the next few years. This will include allotting funding towards the purchase and licensing of a Customer Management Software system, increasing the budget for exhibitions to allow for more interactives and technology (ex. Touchscreens, projectors, etc.), and budgeting for a regular summer staff position to enable the museum to offer a full 7-week summer camp.

In Support of Strategic Plan Priorities and Objectives

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

Respectfully Submitted By:

Cody Joudry
Director of Development & Tourism

Prepared by:

Jasmine Proteau

Museum Services Manager

Attachment: Appendix A – Strat Plan Implementation

Reviewed by: Sonya Pritchard, Chief Administrative Officer

Strategic Plan Implementation - 2023

Strategic Plan Implementation - 2023				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Development & Planning				
Interpreter Role	Working on it	Q1	Critical	Action 1.1.1
Develop Land Acknowledgement	Stuck	unknown	Medium	Action 1.1.6
Gift Shop - Add new merchandise	Done	Q1	Medium	Action 2.1.11
New Membership Plan	Done	Q1	High	Action 3.3.1 ; 2.1.9 ; 2.1.10
Review Fees and Charges	Done	Q1	High	Action 5.1.7; 5.1.8
Manager Position	Done	Q1	Critical	Action 5.2.1
Review Staff Capacity & Job Descriptions	Working on it	Q1	Medium	Action 5.2.7
Improve Staff Cohesion	Working on it	n/a	High	Action 2.2.2
Facilities Optimization Plan	Not Started	Q4	Medium	Action 2.3.2
Review Hours of Operation - Main building & Archives	Working on it	Q2	High	Action 2.1.1 ;
Visitor Stats Collection - People Counter	Working on it	Q2	Medium	Action 1.4.1 ; 1.4.2 ; 2.1.1
Gift Shop Policy	Working on it	Q2	Medium	Action 2.1.11
Gift Shop Vendor Contract Template	Working on it	Q2	High	Action 2.1.11
MailChimp Reorganization	Stuck	Need to wait for CRM	High	Action 2.2.5 ; 3.3.2
Annual Gift Shop Plan	Working on it	Q3	Low	Action 2.2.1
Membership List Review	Not Started	Q3	Medium	Action 3.3.3 ; 3.3.2
Music Licensing Software	Done	Q1	Medium	Action 2.2.1
CRM and Ticketing/Booking Software	Working on it	Q4 - 2024	Critical	Action 1.4.3
Social Media Scheduling Software	Done	Q1	High	Action 3.1.6
Anti-Oppressive Statement for the MoD	Working on it	Q2	Low	Action 1.1.6
Revise Hours of Operation	Working on it	Q2	High	Action 3.1.5
Youth Volunteers	Ongoing	Q1-Q4	Low	Action 3.3.4
Exhibitions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Digital Meteorite Exhibit	Done	Q1	Medium	Action 3.1.4
Our Story: Past and Present	Done	Q1	Medium	Action 3.1.3
Ordinary Women	Working on it	Q2	Medium	Action 3.1.3
Snow Place Like Home: Winter Photographs	Done	Q1	Medium	Action 2.1.6
Multicultural Art Show	Working on it	Q3	Medium	Action 3.1.3 ; 4.2.3
Florigin	Not Started	Q2	Medium	Action 2.1.6
Food & Drink	Working on it	Q3	Medium	Action 2.1.7
Mental Health Youth Art Show	Not Started	Q4	Medium	Action 3.1.3 ; 3.3.7 ; 3.3.4
Schitty Art: Schitt's Creek	Not Started	Q2 - 2024	Medium	Action 2.1.7

3-Year Exhibition Plan	Working on it	Q1 - 2024	Critical	Action 2.1.4 ; 2.1.6 ; 2.1.7; 2.1.1
Collections & Archives				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Inventory Isles Small Collection Storage - 15 &16	Not Started	Q1	Medium	Action 4.1.1 ; 4.1.2
Firearms Inventory	Not Started	Q2	High	Action 4.1.1 ; 4.1.2
Digitization Strategy	Not Started	Q2	Medium	Action 1.2.2
Policy Updates - Collections & Exhibitions	Working on it	Q2	Critical	Action 4.1.1 ; 4.1.2
2023 Accessions - Report	Not Started	Q4 - 2023	Low	Action 4.1.1 ; 4.1.2
Renew Firearms Business License	Working on it	Q1	Critical	Action 4.1.1 ; 4.1.2
2023 Deaccessions Report - minimum 50 objects	Not Started	Q4	High	Action 4.1.1 ; 4.1.2
New Collections Management Software	Not Started	Q1 - 2023	High	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Inventory Large Collections Storage	Not Started	Q3 - 2025	Medium	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Photograph Inventory	Not Started	Q4	Medium	Action 4.1.2; 4.2.2
Archive Donations Backlog	Not Started	Q4	Low	Action 4.1.1
Cline Photograph Collection - Scan 3 Boxes	Not Started	Q4	High	Action 1.1.4
British Home Child Project	Working on it	Q3	Low	Action 1.1.5
Marketing & Promotions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Annual Marketing Strategy	Done	Q1	High	Action 1.3.3 ; 1.3.4 ; 1.3.6 ; 1.3.5
Wedding Guide	Working on it	Q1	Medium	Action 3.1.5
Social Media	Ongoing	Q4	Medium	Action 3.1.6
Booking Rentals	Ongoing	Q4	Medium	Action 3.3.3
Website Updates	Ongoing	Q4	Medium	Action 3.1.6
New E-Newsletter - Sent out monthly	Ongoing	Q4	High	Action 3.1.6
Create Seasonal Event Calendar for In the Hills Magazine	Ongoing	Q2-Q4	High	Action 1.3.3 ; 1.3.4 ; 1.3.6
Programming & Events				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Annual Events Plan	Done	Q1	Critical	Action 2.1.5
Annual Programming Plan	Done	Q1	Critical	Action 2.2.4; 5.2.2; 2.1.8 ; 2.2.6 ; 3.1.5 ; 3.2.2 ; 3.2.5
Annual Outreach Plan	Done	Q1	Critical	Action 2.1.5 ; 3.1.3
Holiday Treasures Event	Not Started	Q4	Medium	Action 3.3.4
Holiday Treasures Workshops	Not Started	Q4	Medium	Action 3.1.5
Evergreen Programs (3 programs - Glass, Clay, and Hands on History)	Not Started	Q3	High	Action 2.1.2 ; 2.2.4; 3.1.5 ; 3.1.3
Black History Month - Flag Raising	Done	Q1	High	Action 3.1.3
Our Story: Past and Present - Exhibition Opening	Done	Q1	High	Action 3.1.5 ; 3.1.3
Black History Month - Offsite Event	Done	Q1	High	Action 3.1.5
New Adult Programs - MoD Masterclass	Done	Q1	Medium	Action 2.1.2 ; 2.2.4; 3.1.5
New Speaker Series: MoD Minds	Done	Q1	Medium	Action 1.1.3 ; 5.3.3; 1.3.6 ; 2.2.4
Archives Outreach - Speaking/Bookings offsite	Done	Q1	Medium	Action 1.1.3 ; 3.3.1
New Baby/Tot Program - Mini MoD	Done	Q1	Medium	Action 3.1.5
Multicultural Festival	Working on it		Medium	Action 3.1.3

Strategic Plan Implementation - 2024

Development & Planning				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Collect Visitor and User Data	Ongoing	n/a	High	Action 1.4.2; 1.4.1; 2.1.1
Customer Relationship Management Software (CRM)	Working on it	Q2	Critical ⚠	Action 1.4.3
MoD Ambassador Group	Not Started	Q2	Low	Action 3.1.1
Fundraising and Sponsorship Plan	Not Started	Q3	High	Action 3.1.2 ; 5.1.2; 5.1.3 ; 5.1.4 ; 5.1.5 ; 5.1.6
Outreach and Engagement Plan	Not Started	Q2	High	Action 3.2.1 ; 3.2.3 ; 3.2.4 ; 3.2.6; 3.3.4
New Floor Plan for Main Gallery	Not Started	Q4	High	Action 4.1.1 ; 4.1.2
Volunteer Development	Not Started	Q3	Critical ⚠	Action 1.1.3 ; 1.1.4
Annual Report - 2023	Not Started	Q4	High	Action 3.3.5 ; 3.3.6 ; 3.3.7
Brand Style Guide	Not Started	Q2	Medium	Action 1.3.2
Exhibitions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
3-Year Exhibition Plan (2024-2027)	Not Started	Q1	Medium	Action 2.1.4 ; 2.1.6 ; 2.1.7
Review Corn Flower Display	Not Started	Q3	Low	Action 2.1.6
Indigenous Artist - Solo	Not Started	Q2	Medium	Action 4.2.3
Schitt's Creek: Schitty Art	Not Started	Q3	Medium	Action 2.1.4
Beadwork Artists Past and Present	Not Started	Q4	Medium	Action 4.2.3
Historic Exhibit - TBD	Not Started	Q3	Medium	Action 2.1.7
Collections & Archives				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Collect Digital "Objects" for Collection	Ongoing	Q4	Medium	Action 1.2.3
Photograph Inventory Project	Not Started	Q4	High	Action 4.1.1
Municipal Documents	Not Started	Q4	Low	Action 4.1.1
Archive Inventory	Not Started	Q4 - 2025	High	Action 4.1.1
2024 Accessions - Report	Not Started	Q4	Medium	Action 4.1.1 ; 4.1.2
New Collections Management Software	Not Started	Q1 - 2024	High	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Inventory Large Collections Storage	Not Started	Q3 - 2025	Medium	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Deaccession minimum of 50 objects	Not Started	Q4	High	Action 4.1.3
Marketing & Promotions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Annual Marketing Plan	Not Started	Q1	High	Action 1.3.3 ; 1.3.4 ; 1.3.6
Social Media Scheduling Content for the Year	Not Started	Q1	High	Action 1.3.5; 1.3.3; 1.4.2
Website Updates	Ongoing	Q4	Medium	Action 1.3.5; 1.3.3; 1.4.2
Create 4 full-page event calendar ads for In the Hills	Not Started	Q1	High	Action
Roll out bookable programs - advertise to schools, senior's homes, community living, etc.	Not Started	Q4	High	Action
Establish Marketing Targets	Not Started	Q4	High	Action
Membership Development Campaign	Not Started	Q2	High	Action
Programming & Events				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Annual Events Plan	Not Started	Q1	Critical ⚠	Action 2.1.5

Earth & Fire: Glass and Pottery Fair
Museum Building and Grounds Tour Manual Updates
Participate in Culture Days
Participate in Doors Open
Multicultural Festival

Annual Programming Plan

Annual Outreach Plan

Not Started
Not Started
Not Started
Not Started
Not Started
Not Started
Not Started

Q3

Q1

Q2

Q4

Q3

Q1

Q1

High	Action 5.2.2; 2.1.8 ; 2.2.6 ; 3.1.5 ; 3.2.2 ; 3.2.5
High	Action 3.2.6 ; 1.2.2; 2.2.2 ; 4.2.3
Medium	Action 2.1.1
Medium	Action 2.1.1
Medium	Action 2.1.1
Critical ⚠	Action 2.2.4; 5.2.2; 2.1.8 ; 2.2.6 ; 3.1.5 ; 3.2.2 ; 3.2.5
Critical ⚠	Action 2.1.5

Strategic Plan Implementation - 2025

Development & Planning				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Facility Needs Assessment	Not Started	Q1	Critical	Action 2.3.2
Gallery Floor Plan Reassessment	Not Started	Q2	High	Action 2.3.2
Hire a Cultural Development Officer	Not Started	Q3	Medium	Action 5.3.4
Launch Fundraising Campaign	Not Started	Q4	High	
Exhibitions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
3-Year Exhibition Plan (2025-2028)	Not Started	Q1	Medium	Action 2.1.4 ; 2.1.6 ; 2.1.7
Developing new interactives/exhibitions	Not Started	Q4	High	Action 2.1.6
Collections & Archives				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Digitization Strategy	Not Started	Q4	Medium	Action 1.2.1
Collections Development Plan - Includes Archives	Not Started	Q4 - 2026	Critical	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Archive Inventory	Not Started	Q4 - 2025	High	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Inventory Large Collections Storage	Not Started	Q3 - 2025	Medium	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
2025 Accessions - Report	Not Started	Q4	Medium	Action 4.1.1 ; 4.1.2
Deaccession minimum of 50 objects	Not Started	Q4	High	Action 4.1.3
Marketing & Promotions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Use CRM Data to Create Targeted Marketing Strategy	Not Started	Q4	High	Action 1.4.1
Annual Marketing Plan	Not Started	Q1	High	Action 1.3.3 ; 1.3.4 ; 1.3.6
Social Media Scheduling Content for the Year	Not Started	Q1	High	Action 1.3.5 ; 1.3.3 ; 1.4.2
Website Updates	Ongoing	Q4	Medium	Action 1.3.5 ; 1.3.3 ; 1.4.2
Programming & Events				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Annual Programming Plan	Not Started	Q1	Critical	3.1.5 ; 3.2.2 ; 3.2.5
Annual Outreach Plan	Not Started	Q1	Critical	Action 2.1.5
Multicultural Festival	Not Started	Q3	Medium	Action 2.1.1
Annual Events Plan	Not Started	Q1	Critical	Action 2.1.5
Earth & Fire: Glass and Pottery Fair	Not Started	Q3	High	Action 5.2.2 ; 2.1.8 ; 2.2.6 ; 3.1.5 ; 3.2.2 ; 3.2.5
Participate in Culture Days	Not Started	Q2	Medium	Action 2.1.1
Participate in Doors Open	Not Started	Q4	Medium	Action 2.1.1
Fall Heritage Festival	Not Started	Q3	Medium	Action 2.1.1

Strategic Plan Implementation - 2026

Development & Planning				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Facility Needs Assessment - Implement Changes	Not Started	Q4	High	Action 2.3.2
New Gallery Floor Plan - Based on assessment in 2025	Not Started	Q4	Medium	Action 2.3.2
Exhibitions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
3-Year Exhibition Plan (2025-2028)	Not Started	Q1	Medium	Action 2.1.4 ; 2.1.6 ; 2.1.7
New Exhibition Interactives/Fabrication	Not Started	Q4	High	
Collections & Archives				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Digitization Strategy	Not Started	Q4	Medium	Action 1.2.2
Deaccession minimum of 50 objects	Not Started	Q4	High	Action 4.1.3
2026 Accessions - Report	Not Started	Q4	Medium	Action 4.1.1 ; 4.1.2
Collections Development Plan - Includes Archives	Not Started	Q4 - 2026	Critical ⚠	Action 1.2.1 ; 1.2.2 ; 2.1.3 ; 3.2.4
Marketing & Promotions				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Use CRM Data to Create Targeted Marketing Strategy	Ongoing	Q4	High	Action 1.4.4 ; 1.4.1
Annual Marketing Plan	Not Started	Q1	High	Action 1.3.3 ; 1.3.4 ; 1.3.6
Social Media Scheduling Content for the Year	Not Started	Q1	High	Action 1.3.5; 1.3.3; 1.4.2
Website Updates	Ongoing	Q4	Medium	Action 1.3.5; 1.3.3; 1.4.2
Programming & Events				
Project	Status	Projected Completion	Priority	Strat Plan Action Item
Annual Programming Plan	Not Started	Q1	Critical ⚠	Action 2.2.4; 5.2.2; 2.1.8 ; 2.2.6 ; 3.1.5 ; 3.2.2 ; 3.2.5
Annual Outreach Plan	Not Started	Q1	Critical ⚠	Action 2.1.5
Multicultural Festival	Not Started	Q3	Medium	Action 2.1.1
Annual Events Plan	Not Started	Q1	Critical ⚠	Action 2.1.5
Earth & Fire: Glass and Pottery Fair	Not Started	Q3	High	Action 5.2.2; 2.1.8 ; 2.2.6 ; 3.1.5 ; 3.2.2 ; 3.2.5
Participate in Culture Days	Not Started	Q2	Medium	Action 3.1.5
Participate in Doors Open	Not Started	Q4	Medium	Action 3.1.5



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

Meeting Date: April 27, 2023

Subject: Economic Development Strategy Workshop

From: Cody Joudry, Director of Development and Tourism

Recommendation

THAT the report of the Director of Development and Tourism, “Economic Development Strategy Workshop”, dated April 27, 2023, be received.

Executive Summary

The purpose of this report is to provide the Committee with an outline of the proposed Economic Development Strategy Workshop, as part of strategic economic development planning process.

Background

Staff are proposing an Economic Development Strategy Workshop for the Community Development and Tourism Committee, along with senior management and leaders of the County and Municipal staff, all elected officials, and leadership of stakeholder organizations.

The purpose of this workshop is to introduce a modern perspective of economic development, which takes into account the interdependent nature of economic, social, and environmental factors. Brock Dickinson, one of the leading minds in modern economic development and adjunct professor at the University of Waterloo, will lead and facilitate this workshop. The knowledge shared in this workshop would form the foundational components of the Economic Development Strategy that will be developed later in the year. The desired outcome is that this workshop-to-strategy development framework will be taught and duplicated across the lower-tier municipalities in Dufferin

County who are willing to create a local community and economic development strategy.

The workshop will take place in early June, details to follow as facilitators to support Mr. Dickinson are confirmed. The workshop will be broken down into 3 sections:

- Presentation on Modern Economic Development
- Presentation on Facts and Figures of Dufferin County's Economy
- Identification and Priorizations of SMART Economic Development Goals

The proposed economic development workshop for Dufferin County aims to provide participants with a more holistic and modern perspective on economic development that considers social, economic, and environmental factors. The group activity will encourage collaboration and engagement, providing participants with an opportunity to apply the concepts learned in the workshop to a real-world scenario.

Once the committee workshop is completed, staff in partnership with Headwaters Communities in Action (HCIA) and the Dufferin Board of Trade (DBOT) will approach each Municipality to offer similar styled sessions with leadership and local community members and relevant stakeholders. The purpose of these meetings will be to develop a local list of priorities and actions. These local plans, once completed, would serve as the foundation of a County-level economic development strategy & action plan.

Financial, Staffing, Legal, or IT Considerations

\$65,000 for strategic economic development planning work was approved in the 2023 budget. This workshop is only expected to use a small portion of that allocation.

In Support of Strategic Plan Priorities and Objectives

Economic Vitality – promote an environment for economic growth & development

Respectfully Submitted By:

Cody Joudry
Director of Development and Tourism

Prepared By:
Yaw Ennin
Manager of Economic Development

Reviewed by: Sonya Pritchard, Chief Administrative Officer