



## **COMMUNITY DEVELOPMENT & TOURISM COMMITTEE**

### **AGENDA**

**Thursday, August 24, 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>

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#### Land Acknowledgement Statement

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

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

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

#### Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

Members of the public in attendance are able to ask a question. If you unable to attend and would like to submit a question, please contact us at [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 4:30 p.m. on August 23, 2023.

### **REPORTS**

1. COMMUNITY DEVELOPMENT & TOURISM – August 24, 2023 – ITEM #1  
Museum Visitor and Outreach Statistics – Second Quarter

A report from the Director of Development and Tourism, dated August 24, 2023, to

provide an update on the Museum visitor and outreach statistics for Q2.

**Recommendation:**

**THAT the report of the Director of Development and Tourism, "Museum Visitor and Outreach Statistics Report Q2", dated August 24, 2023, be received.**

2. COMMUNITY DEVELOPMENT & TOURISM – August 24, 2023 – ITEM #2  
2023 International Plowing Match & Rural Expo – Update

A report from the Director of Development and Tourism, dated August 24, 2023, to provide an update on the 2023 International Plowing Match and Rural Expo (2023 IPM).

**Recommendation:**

**THAT the report of the Director of Development and Tourism, "2023 International Plowing Match and Rural Expo – Update", dated August 24, 2023, be received.**

3. COMMUNITY DEVELOPMENT & TOURISM – August 24, 2023 – ITEM #3  
New Dufferin County Tourism Brand

A report from the Director of Development and Tourism, dated August 24, 2023, to provide an update on the development and rollout of the new tourism destination brand for Dufferin County.

**Recommendation:**

**THAT the report of the Director of Development and Tourism, "County Tourism Brand Development", dated August 24, 2023, be received.**

4. COMMUNITY DEVELOPMENT & TOURISM – August 24, 2023 – ITEM #4  
Shared Planning Services with Local Municipalities

A report from the Director of Development and Tourism, dated August 24, 2023, to outline the scope of possible shared planning services.

**Recommendation:**

**THAT the report of the Director of Development and Tourism, "Shared Planning Services with Local Municipalities", dated August 24, 2023, be received;**

**AND THAT staff work with local municipal staff to determine the amount of time required for each type of planning service;**

**AND THAT the terms of the Planning Services Memorandum of Understandings be updated as required.**

5. COMMUNITY DEVELOPMENT & TOURISM – August 24, 2023 – ITEM #5  
Closed Session Report – Municipal Act Section 239 (2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

## **NOTICE OF MOTIONS**

### **Next Meeting**

Thursday, September 28, 2023

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



A community that grows together

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

Meeting Date: August 24, 2023

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**Subject: Museum Visitor and Outreach Statistics Report Q2 2023**

**From: Cody Joudry, Director of Development and Tourism**

### **Recommendation**

**THAT the report of the Director of Development and Tourism, "Museum Visitor and Outreach Statistics Report Q2 2023", dated August 24, 2023, be received.**

### **Executive Summary**

The purpose of this report is to provide an update on the Museum visitor and outreach statistics for Q2 (April, May, June 2023). This report outlines the quarterly statistics for visitorship and outreach, a review of events, and survey results from visitors.

### **Background & Discussion**

As indicated in the Museum of Dufferin (MoD) Strategic Plan, efforts to increase attendance and connect with the public through outreach are strategic priorities. A comparison to 2022 and 2019 statistics are included for context, the years of shut-down due to the COVID-19 pandemic have been omitted. It should be noted that although outreach was not recorded in previous years, it is now tracked because it is a core goal of Museum Services.

The following table shows in-person visitor statistics for Q1 and Q2 from 2019 to 2023, excluding the COVID-19 years.

	Q1 2019	Q2 2019	Q1 2022	Q2 2022	Q1 2023	Q2 2023
<b>In-Person Visitors</b>	633	798	382	762	1055	1323
	1431		1144		2378	
<b>Outreach</b>					245	1204

A significant increase in attendance at the Museum can be attributed to the following events, tours, and exhibitions in Q1:

- Dufferin County Multicultural Event and Exhibition
- MoD-Tots Programs
- Tour Groups (Probus, Bus Tours and Holiday Weekend tours)
- Powerful Pollinators PA Day Camp
- School Programs (Grade 3)

Outreach numbers climbed significantly, with the success being attributed to the following events:

- Orangeville Farmer’s Market
- Orangeville Blues and Jazz Festival
- Celebrate Your Awesome
- Centre Dufferin District High School Career Fair
- Orangeville Lion’s Club Home & Garden Show

A focus on collecting qualitative data via short survey’s reveal in Q2:

- 43% of visitors were “first time” visitors, 57% have visited before
- Most visitors live in Orangeville and “outside of Dufferin County”

Looking forward into Quarter 3 (July-September), Museum Services will be participating in several major outreach events, including the International Plowing Match, Orangeville Farmer’s Market, Mono Bi-Centennial Event, and several presentations and talks with local interest groups. The MoD will also welcome participants for the following programs onsite: Archeology Camp, cyanotype workshops, kids' art workshops and additional MoD-Tot programs. Finally, the following exhibitions will launch in Quarter 3: Treasures from the MoD and Rooted in Nature.

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

Currently, admission revenues are higher than average, sitting at 46% of the \$7,000 revenue goal for 2023. Admission typically spikes in Quarter 3 (July-September); therefore, the expectation is to exceed target by the end of the next quarter. With paid admission goals on track, it should be noted that offering several "admission by donation days" throughout the year on holiday weekends (i.e. Family Day, Victoria Day) has encouraged visitorship as well. This incentive is popular with visitors who are driving by and have indicated they are on their way to Wasaga Beach, Collingwood and Creemore.

Staff turnover has resulted in some scheduling difficulties; however, all programs, camps and events continue to be delivered as planned. The Programming and Outreach Coordinator positions are in the final stages of recruitment, which will allow for increased offerings for the Fall/Winter quarters.

We will also be investigating additional marketing and promotion opportunities at events such as the International Plowing Match.

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

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

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Respectfully Submitted By: Cody Joudry, Director of Development & Tourism

Prepared By: Sarah Robinson, Museum Services Manager

Reviewed by: Sonya Pritchard, Chief Administrative Officer



A community that grows together

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

Meeting Date: August 24, 2023

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**Subject: 2023 International Plowing Match and Rural Expo – Update**

**From: Cody Joudry, Director of Development and Tourism**

### **Recommendation**

**THAT the report of the Director of Development and Tourism, “2023 International Plowing Match and Rural Expo – Update”, dated August 24, 2023, be received.**

### **Executive Summary**

This report is to provide an update on the 2023 International Plowing Match and Rural Expo (2023 IPM) that will be held on September 19-23, 2023, in Bowling Green, as it relates to Council’s commitments and the County’s regulatory role.

### **Background & Discussion**

As Council is aware, the 2023 IPM will be held in Dufferin County this coming September. On February 9, 2023, Council approved a motion to add \$787,000 to the 2023 Budget to support the 2023 IPM. That commitment was to support costs related to policing, fire protection, paramedics, temporary road entrances, traffic management plans, emergency management plans, permits, a County tent, and a staff person to coordinate the County’s work related to the 2023 IPM.

Initial indications are the policing, paramedics, and fire services costs will be lower than was budgeted, but exact numbers will not be known until after the event has concluded.

The traffic management plan, emergency management plan, and risk assessment are expected to be finalized by August 25, 2023 or shortly thereafter.

All permits related to the IPM have been obtained. Building inspections for the tents still need to be conducted.

All temporary road entrances have been installed and the traffic management plan indicated several road closures may be the best way to keep concerns to a minimum.

It should be noted that based on the current IPM Organizers plan, it may take up to 9 hours for evacuate the site at the height of the event if that becomes necessary.

The IPM's education tent will include Waste Services, Climate & Energy, Museum, and Forest related booths. The IPM did require the County to pay for these booths and electric outlets above and beyond its existing financial contribution.

### **County Tent**

The County Tent will be focused on tourism, and as such staff refer to it as the Dufferin County Tourism Tent. The tent will include 4 main components – two of which are meant to draw people in and two of which are focused on “selling” visitors on things to see and do in Dufferin County.

#### Draw-In & Marketing

There will be a stage that includes live music as well as the Country 105 van. The live music is meant to help draw people into the tent. Country 105 will be live broadcasting from tent during the IPM and will be doing interviews with the musicians, local food and drink vendors, and tourism ambassadors in the tent. There will also be social media advertising to reinforce these activities.

#### Vendors

Food and drink vendors from across Dufferin County were invited to participate in the tent. Approximately 10 vendors answered the call and will be present over the course of the 5-day event. The vendors will be offering their food and drinks for free, as they are not permitted to sell from the County tent due to IPM rules. Vendors were offered a flat-rate per-day contribution to cover their time and supplies.

#### Ambassadors

A team of tourism ambassadors has been formed, including some Councillors and local municipal staff. The ambassadors' job is to greet people who enter the tent and then identify their interests in addition to collecting visitor and contact information (if the visitor is willing). The ambassadors would then provide recommendations to the visitors,



based on their stated interests, of things to see and do in Dufferin County. Municipalities with collateral material were invited to share that information with staff, to be given to the visitors. For example, if a Municipality provided a hiking guide, the ambassador would provide it to visitors who have expressed an interest in hiking and trails. Economic Development staff will also follow-up with visitors who supplied contact information to try and quantify the effectiveness of the tent/strategy, e.g., “did that information influence your decision”, “did you visit XYZ”, etc.

In addition to these primary components the tent will host local art, banners welcoming visitors in, live musical performances, and screen showcasing photography of various Dufferin County landscapes.

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

Contributions and costs associated with the IPM will be within the approved budget. Final costs will not be known until October or November.

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

**Governance** - improve the County’s internal and external communication

**Economy** - advance County-wide economic development workforce development

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Respectfully Submitted By:

Cody Joudry  
Director of Development & Tourism

Reviewed by: Sonya Pritchard, Chief Administrative Officer

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

Meeting Date: August 24, 2023

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**Subject: New Dufferin County Tourism Brand**

**From: Cody Joudry, Director of Development and Tourism**

### **Recommendation**

**THAT the report of the Director of Development and Tourism, "County Tourism Brand Development," dated August 24, 2023, be received.**

### **Executive Summary**

The purpose of this report is to give an update on the development and rollout of the new tourism destination brand for Dufferin County.

### **Background**

Logos combined with a tagline form the foundation of most brands. Some brands imply wording without including it, but those are often the ones that have significant history and are already widely recognized. An example of this would be Google going from their multicoloured "Google" logo to a multicoloured "G."

Logos must be simple and yet memorable, original but not too out of the ordinary, visually pleasing, and balanced, and versatile in their usage. The logos must be all these things while also relaying a simple and authentic message about "who you are." Those that uphold the brand (e.g., residents and businesses) also must be able to see themselves or their experiences in the brand or the message the brand relays. Taglines need to reinforce this authentic message without being long or have an inadvertent double-meaning that is inconsistent with the brand. Simply put brands are as much an art as they are a science.

In the winter of 2023, a survey was developed and disseminated in partnership with the Dufferin Board of Trade. The purpose of the survey was to help us identify what residents and visitors viewed as authentic characteristics of Dufferin County. The answers to those questions informed the direction of the brand. The responses to the survey indicated that the County is strongly associated with its natural assets and the experiences they offer and a sense of calm to visitors, especially for visitors from the Greater Toronto Area (GTA). Outdoor activities, such as hiking and biking within stunning landscapes, were prominent responses. Agri-tourism, art, history, and local culinary experiences also ranked high among visitor activities. These mostly fresh-air, outdoor activities painted a clear picture of an active-living, balanced, and environmentally sustainable visitor experience.

Based on the information from the survey, the County embarked on a brand development exercise with assistance from a third-party marketing agency with significant brand development experience.

The difficulty with deploying a new brand is that it is unfamiliar, and like any art, it can be subjective. To address this issue, the key is to use the brand consistently over the long term so that it becomes recognizable and normalized.

Through this process, the tagline “Naturally Centred” was created to relay the duality of Dufferin County’s central geographical location in Ontario, and the serene allure of the region’s natural landscape and assets. The tagline was developed along with a dynamic logo design which captured the region’s most prominent visitor experiences. Following the development of an initial draft design concept, the County engaged with staff at the local municipalities and key stakeholders to solicit feedback on the design and direction of the brand. The feedback received helped inform the development of the finalized brand logo (attached). A white-background version is also nearing completion.

The Accessibility Committee also reviewed a previous version and provided feedback. The feedback was used to make further edits and are incorporated in the version attached to this report.

The County will be using a slow rollout approach as a way of gently introducing residents and visitors to the brand. The new brand will be rolled out in three main phases over the next six months. The first phase will begin with a soft launch of the brand at the upcoming International Plowing Match (IPM). The new brand logo will be featured on posters, banners, and marketing material at the IPM as part of the County’s broader tourism promotion efforts. The next phase will be marked by the creation of a Dufferin County tourism website in Winter 2024. The website will heavily feature the new brand and is

expected to be most people's first encounter with the brand imagery. The 2024 edition of the Explore Dufferin Guide will mark the third and final phase of the brand rollout. The 2024 Guide, which will heavily feature the new brand, and will be printed and distributed to all households and tourism hubs in the County in Spring 2024. This final phase will mark the strongest push to firmly establish awareness of the brand inside the County.

There will be ongoing efforts to further establish brand awareness. This will involve the creation of a County-wide tourism working group which will be made up of representatives from local municipalities, Business Improvement Areas (BIAs), prominent tourism businesses, and relevant community groups. This working group will help identify tourism marketing opportunities and reinforce the brand's reach. This working group will also help identify challenges with growing the visitor economy within local municipalities and assist staff in developing long-term strategies that address these challenges.

It is important to note this brand is not replacing the Dufferin County corporate brand, i.e., the logo seen at the top of each report. That brand remains the identity of the corporate government entity. The new brand being shared through this report will be utilized for tourism related content and marketing. The goal of the brand is to be widely recognized across Ontario, with a focus on GTA residents.

Next steps for the brand, beyond its rollout will also include trademarking the design so the County can maintain authority and control over its usage.

**Financial, Staffing, Legal, or IT Consideration**

Costs for the brand development and creation of a tourism website are funded through Central Counties Tourism (CCT) at 100% funding and through an OMAFRA Rural Economic Development (RED) grant at 50% funding. Additional marketing efforts in 2024 will be included in the draft budget.

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

**Economy** - advance County-wide economic development workforce development

**Equity** – align programs, services and infrastructure with changing community needs

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Respectfully Submitted By:

Cody Joudry  
Director Development and Tourism

Prepared by:  
Yaw Ennin  
Manager Economic Development

Attachments: Dufferin County Tourism Brand Design

Reviewed by: Sonya Pritchard, Chief Administrative Officer



# DUFFERIN

NATURALLY CENTRED



A community that grows together

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

Meeting Date: August 24, 2023

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**Subject: Shared Planning Services with Local Municipalities**

**From: Cody Joudry, Director of Development and Tourism**

### **Recommendation**

**THAT the report of the Director of Development and Tourism, "Shared Planning Services with Local Municipalities", dated August 24, 2023, be received;**

**AND THAT staff work with local municipal staff to determine the amount of time required for each type of planning service;**

**AND THAT the terms of the Planning Services Memorandum of Understandings be updated as required.**

### **Executive Summary**

Several local Municipalities have indicated they may benefit from shared planning services. This report outlines the scope of services. Depending on the level of service requested the Planning Services Memorandum of Understandings (MOUs) will require an update. There may also be a requirement to expand the planning staff compliment should the requested services exceed the capacity of the current staff.

### **Background & Discussion**

The demand for development resources has increased in recent years. Development overall has increased from previous years and planners are in short supply. Planning consulting firms also have limited capacity to take on new clients or additional work as several local municipalities have discovered in the last year.

Smaller municipalities have expressed varying challenges in their delivery of planning services, they include: an inconsistent volume of work to substantiate a permanent full-time staff person position, an increase in the complex nature of development application requests requiring more thorough analysis and time dedication, and internal capacity pressures inadvertently being placed upon supporting staff that do not have formal planning backgrounds or expertise.

To address these pressing concerns, staff are proposing a collaborative and resource-sharing approach to land use planning services that catering to each municipality's unique needs. This approach aims to utilize shared resources effectively, resulting in efficient and cost-effective planning services that not only meet local requirements but also foster local capacity building.

## **Planning Services**

There are three types of planning services Municipalities require. The three types are outlined below:

### Planning Coordinator

- Respond to development related enquiries
- Update web-related content on municipal website
- Circulate planning applications and coordinate commenting
- Send notices to appropriate media and stakeholders as required
- Coordinator pre-consultation and consultation meetings with developers and reviewers/commenters

### Policy Planner

- Draft Official Plan Amendments and reports as requested, or directed by Council or the CAO, this includes any conformity work (i.e., Municipal Comprehensive Review)
- Develop or amend secondary Official Plans as requested, or directed by Council or the CAO
- Review and develop internal procedures related to land development applications, commenting processes, or other related matters

### Development Planner

- Review development and planning applications and permits, including building permits and all Committee of Adjustment matters
- Provide comments on planning applications received by the municipality



- Prepare reports for Council related to development activity and planning applications
- Liaise with developers and construction community as directed by the CAO
- Respond to planning enquiries forwarded from the Planning Coordinator and most appropriately respond to by a Registered Professional Planner
- Attend and give witness testimony at the Ontario Land Tribunal for appeals, as necessary

Each municipality’s needs are likely to vary. As such, staff will work with each municipality to determine their requirements.

The following table outlines an example scenario:

	<b>Planning Coordinator</b>	<b>Development Planner</b>	<b>Policy Planner</b>
<b>Municipality A</b>	1.5 days/week	3.0 days/week	2.0 days/week
<b>Municipality B</b>	3.0 days/week	4.0 days/week	2.0 days/week
<b>Municipality C</b>	0.5 days/week	3.0 days/week	1.0 days/week
<b>Total</b>	5.0 days/week	10 days/week	5 days/week

In this case the County would hire 1 Planning Coordinator, 2 Development Planners, and 1 Policy Planner. The County would then invoice each municipality based on a cost-recovery model for the different position types based on hours of services provided. This is the same model currently used with Melancthon and East Garafraxa.

This model benefits the municipalities by:

- Ensuring they have dedicated planning services staff available to do the work without requiring other staff to take on these duties or coordinate with a private consulting firm.
- Only pay for actual costs for staff. This includes avoiding costs that include profit for private planning consulting firms.
- Capacity that matches their needs, while benefitting from the pooled nature of shared resources, in allowing any spikes in demands to be accommodated and shared amongst the group as needed.
- Build local knowledge and capacity in addition to being easily available as to other municipal staff as a resource.
- Planning staff that are familiar and up to date on planning matters across and within the County.

This model benefits the County by:

- Ensuring local municipalities have sufficient planning staff resources to receive and process applications, make amendments to their Official Plan (i.e., MCR), and respond to enquiries on a timely basis.
- Create standardized level of planning services and processes across municipal jurisdictions.
- Increase the level of communication between planning at the local municipality and the County.
- Most municipalities have some form of cost recovery associated with planning services, and this would provide a consistent approach to applying a fixed-user fee.

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

The financial and staffing impact will be determined following discussions with local municipalities. The intent is for each municipality to cover the costs of the services used.

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

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

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Respectfully Submitted By:

Cody Joudry  
Director of Development & Tourism

Reviewed by: Sonya Pritchard, Chief Administrative Officer