

FEBRUARY 2020

# Dufferin County Business Retention & Expansion Report

Professional, Scientific and  
Technological Sector

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# Project Summary

## Project Background

Business Retention and Expansion (BR+E) projects have been identified in the Dufferin County Economic Development Strategic Plan (2017) as key ways of developing and maintaining relationships with local business owners in Dufferin County. Because the Economic Development function of Dufferin County is so new, this project was a great opportunity to get to know the business owners in Dufferin County, and learn more about the services in which they provide. Additionally, business owners provided great, in depth information about the positives of doing business in Dufferin, as well as the areas that could use some improvement.

The Professional, Scientific and Technological (PST) Sector is identified as a Sector of Focus in the Dufferin County Economic Development Strategic Plan (2017). The three different economic development departments within Dufferin County: Orangeville, Shelburne and Dufferin County, participated in the project by conducting business visits within their own jurisdictions. . This project was a great example of collaboration between the three economic development functions within Dufferin County, and the first of it's kind in Dufferin.

## Project Goal

The primary goals of this project were to build relationships with Dufferin County PST business owners and come to understand the business climate in Dufferin County as it pertains to the PST sector.

## What is a BR+E?

The Business Retention and Expansion (BR+E) project was developed by the Province of Ontario. It was created as an economic development tool to build relationships between local government and business owners, as well as collect data on what business owners believe to be the current business environment. This project was based on the Ontario Ministry of Food and Rural Affairs BR+E program, which outlines four stages to the project: Preparation, Collect and Analyze, Develop Goals and Action Plans and finally, Implement and Monitor. this report was completed to fulfil the Analysis, Goal Development and Action PPlan creation portions of the project.

This report provides details of steps one through three of the PST BR+E. The project timeline has been identified, along with some of the key findings throughout the process. Finally, Action Plans for the County, Town of Orangeville and Town of Shelburne are located at the end of the report.

## Professional, Scientific and Technical Sector:

The PST BR+E focused on businesses in the PST Sector, as outlined by the North American Industry Classification System (NAICS). Businesses in the following areas of the PST Sector were interviewed through this process:

- Legal Services
- Accounting, Tax Preparation, Bookkeeping and Payroll Services
- Advertising and Public Relations
- Architectural, Engineering and Land Surveying Services
- Consulting Services
- Computer Systems Design and Related Services
- Photographers
- Specialized Design Services (graphics, interior and industrial)
- Veterinary Services

## Interview Topics

All businesses interviewed were asked the same series of questions from the OMAFRA BR+E Retention Survey which covered the following topics:

- Business Information
- Business Climate
- Future Plans
- Business Development
- Workforce
- Community Development

## Project Timeline



# Acknowledgements

## Dufferin County PST Businesses:

This project would not have been possible without the assistance from the PST businesses throughout the County. We are appreciative of the time these individuals took out of their busy schedules to provide us with the valuable information that allowed us to put this report together.

## Dufferin County Municipalities:

A special thank you to Orangeville and Shelburne who facilitated the business visits within their own municipalities and have provided us access to their data and findings so we were able to put together an inclusive County-wide report.

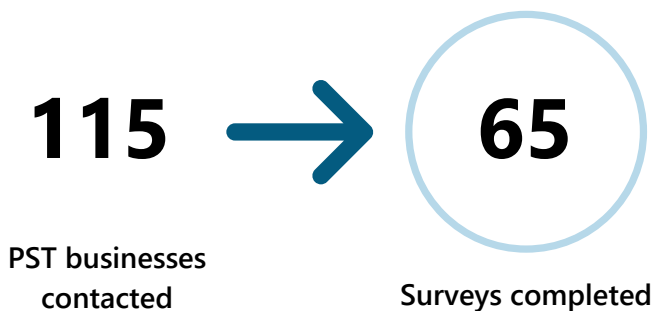
Thank you to our partner municipalities who hosted some of our business visits and coordinated meeting room bookings on our behalf. Additionally, thank you to staff who assisted us in building our business contact lists. We appreciate your participation in this project.

## Business Visitation Team:

- Pete Renshaw ..... Vice Chair, BEDAC – Town of Orangeville
- Buddy Pitt ..... Owner, Orangeville Home Hardware, BEDAC Member – Town of Orangeville
- Philip Rentsch ..... Deputy Mayor, Grand Valley, Dufferin County Councilor
- Carol Maitland ..... Economic Development and Marketing Coordinator – Town of Shelburne
- Melissa Kenney ..... Administrative Assistant – Town of Shelburne
- Ruth Philips ..... Manager of Economic Development – Town of Orangeville
- Katrina Lemire ..... Co-ordinator, Business, Culture, Tourism – Town of Orangeville
- Ellen Sinclair ..... Co-ordinator, Small Business Enterprise Centre – Town of Orangeville
- Sarah Anthony ..... Community Engagement Summer Student, Dufferin County
- Karisa Downey ..... Economic Development Officer, Dufferin County

## OMAFRA:

A special thank you to Rian Omollo and Cheryl Brine at OMAFRA who assisted in the data analysis of this project and provided support throughout.

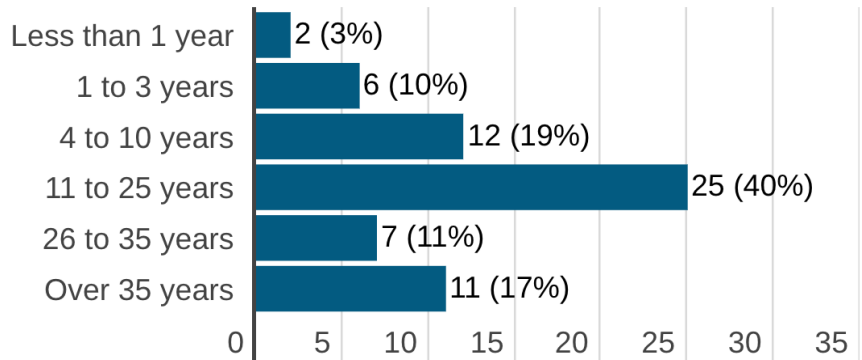


Based on a sample of 65 PST businesses, we are 95% confident that the results in this study accurately represent the PST sector in Dufferin County.

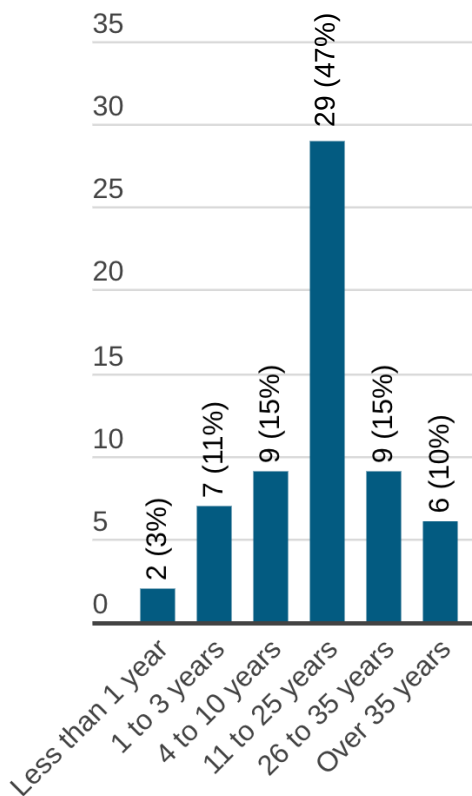
# Business Information

**68%**  
of PST businesses  
have been in operation  
in Dufferin County for  
11 years or more

## Years in operation in Dufferin County



## Years in operation by the current business owner

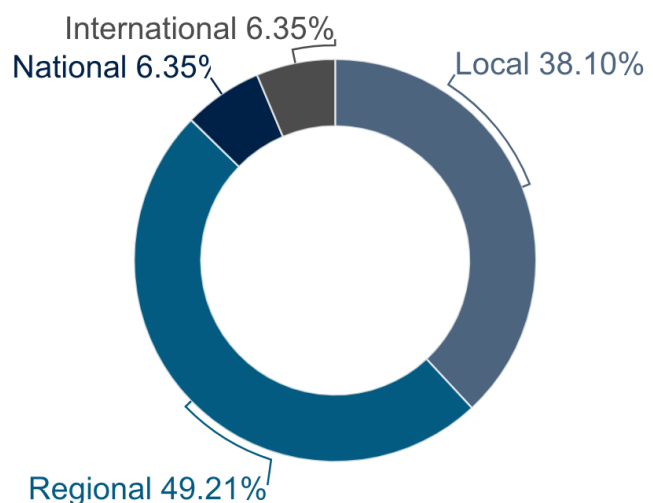


**72%**  
of PST businesses  
have been operated  
by the current owners  
for 11 years or more



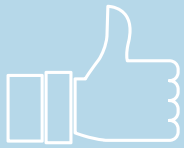
**85%** of businesses have less than 10 employees

## The primary market of PST businesses



**87%** of PST businesses conduct their business in and around Dufferin County

# Business Climate



**85%** of respondents think that Dufferin County is a good - excellent place to do business



**75%** say that support from local residents is good - excellent



**66%** say support from other businesses is good - excellent



**89%** say that quality of life is good - excellent



**69%** say that availability of health and medical services is good - excellent

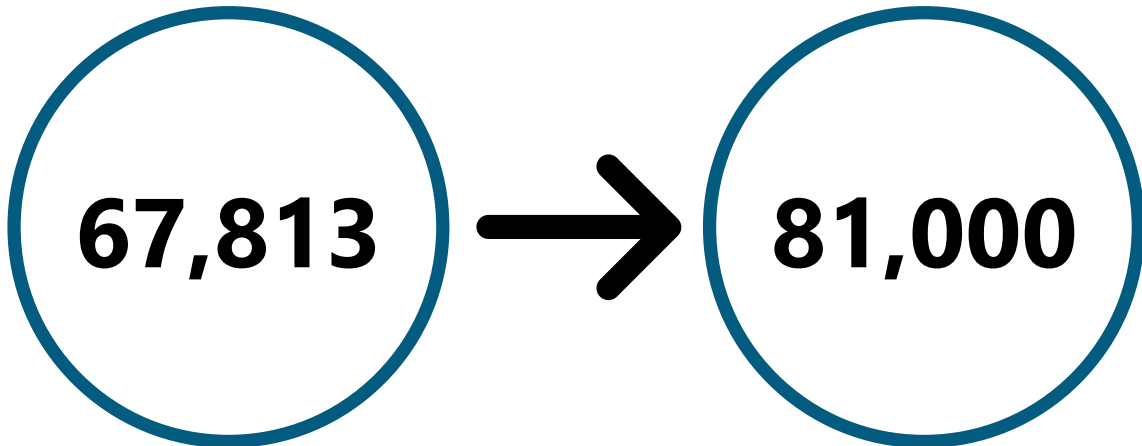


**69%** say that local roads and streets are good - excellent

# Growth in Dufferin



The growth of our community supports the growth of our businesses!



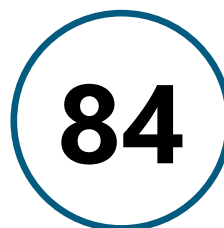
Population 2019

Expected population 2036

**90%** of PST businesses plan on remaining the same size, or expanding within the next 18 months.



24 PST businesses indicated they will be expanding in the next 18 months.



NEW employment opportunities (jobs) will be created in Dufferin County in the PST sector in the next 18 months.

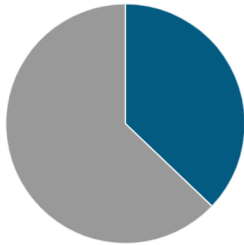


# Workforce

**42%** of PST businesses rated workforce as poor - fair

**88%** of PST businesses are able to retain employees.

“  
*It is difficult to find skilled and entry level (seasonal) workers*  
”



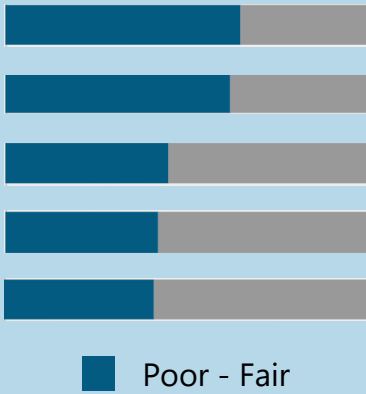
**62%** of PST businesses in Dufferin County are not participating in co-op, internship or apprenticeship programs

“  
*We use sub-contractors opposed to hiring employees due to inconsistency of work*  
”

## Hard to Fill Positions in the PST Sector



# Areas for Improvement



65% say that **property taxes** are poor - fair

62% say that **availability of qualified workers** is poor - fair

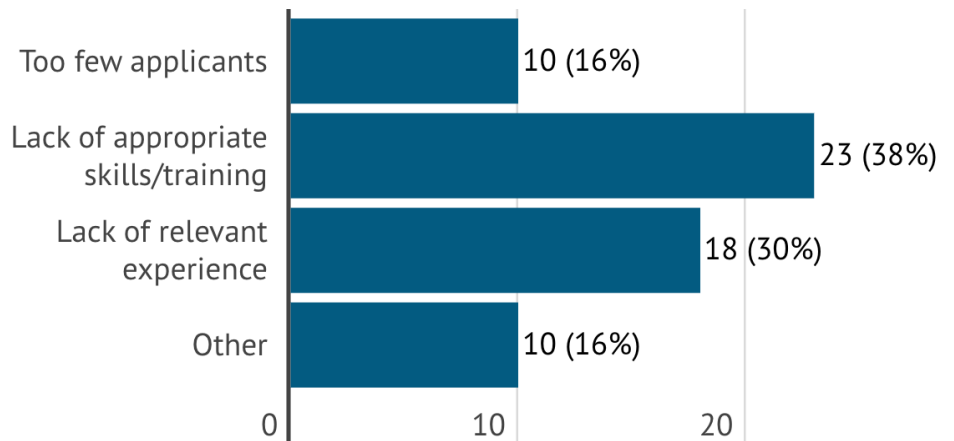
45% say that **internet service** is poor - fair

42% say that **workforce** is poor - fair

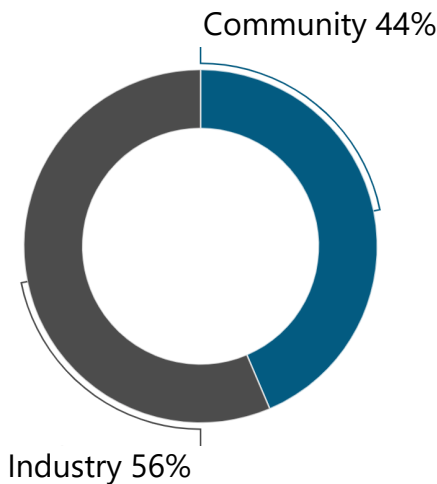
41% say that **availability of land for rent/lease** is poor - fair

“  
**We are short  
 staffed due to  
 attraction  
 issues and  
 high housing  
 prices**  
 ”

## Challenges in hiring new employees



Are the hiring challenges specifically related to the community or industry?



1 in 4 respondents say **internet speed** is a barrier to doing business in Dufferin

“  
**Internet is oxygen for  
 the tech sector**  
 ”

# Conclusion

## Top advantages and disadvantages of doing business in Dufferin County



### Advantages

1. Growing Community
2. Quality of Life
3. Location



### Disadvantages

1. Internet availability
2. Cost of living
3. Workforce



**66%** of PST businesses in Dufferin County said they use personal networks and referrals from friends and family to hire new employees



### Networking Sessions

The number ONE request from employers in the PST sector along with:

E-marketing, social media and online content workshops

Partnerships - Joint advertising and marketing

Workforce planning, employee attraction and retention

**“ We need assistance accessing qualified employees and subcontractors ”**

**“ We need to teach people how to network to help build our business community ”**

# Action Plan

## DUFFERIN COUNTY

	ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
BUSINESS ATTRACTION & SUPPORT	Attract PST businesses to Dufferin County to strengthen the local network of local PST businesses	Ongoing	Dufferin County	<ul style="list-style-type: none"> <li>Social Media Analytics (inDufferin)</li> <li>Inquiries from entrepreneurs</li> </ul>
	Support networking opportunities specific to the PST sector, and home based businesses	Ongoing	SBEC, DBOT	<ul style="list-style-type: none"> <li>Event attendance</li> </ul>
	Improve communication with SBEC to ensure full support and promotion of services	Ongoing	Dufferin County	<ul style="list-style-type: none"> <li>Increased County Referrals</li> <li>Enhanced presence on County social media and website</li> </ul>
	Continue to advocate for enhanced internet services and build relationships with service providers	6 - 12 months	Dufferin County	<ul style="list-style-type: none"> <li>Enhanced internet service</li> </ul>
	Investigate the opportunity of creating internet hubs in existing County infrastructure	6 - 12 months	Dufferin County	<ul style="list-style-type: none"> <li>Feasibility Report</li> </ul>
WORKFORCE DEVELOPMENT	Seek opportunities to partner with the Newcomer Association of Peel to host an event	0 - 6 months	Dufferin County, Newcomer Centre of Peel, Town of Orangeville, Town of Shelburne	<ul style="list-style-type: none"> <li>Event held in Dufferin</li> </ul>
	Invest in regional job-board and workforce information system	0 - 6 months	Dufferin County, WPBWWD, Region of Waterloo, City of Guelph, Wellington County	<ul style="list-style-type: none"> <li>Launch of job board</li> </ul>

# DUFFERIN COUNTY

	<b>ACTION</b>	<b>TIME FRAME</b>	<b>LEAD/PARTNER</b>	<b>MEASURE</b>
<b>WORKFORCE DEVELOPMENT</b>	Utilize Commute Ontario as a platform for employers to enhance their workforce	0 - 6 months	Dufferin County, Commute Ontario	<ul style="list-style-type: none"> <li>• Number of business participants</li> </ul>
<b>MARKETING</b>	Brand Dufferin County as a place to start a PST business	Ongoing	Dufferin County	<ul style="list-style-type: none"> <li>• Social media analytics</li> <li>• Increased business start-ups</li> <li>• Increased Inquiries</li> </ul>
	Increase awareness of SBEC services throughout the County	Ongoing	Dufferin County, SBEC	<ul style="list-style-type: none"> <li>• Number of posts</li> <li>• Social media analytics</li> </ul>
	Increase awareness of County services and role in economic development	Ongoing	Dufferin County	<ul style="list-style-type: none"> <li>• Website and social media analytics</li> </ul>
	Share information on grant programs or other government initiatives beneficial for businesses	Ongoing	Dufferin County	<ul style="list-style-type: none"> <li>• Number of promotional materials created</li> <li>• Uptake of promotional materials</li> </ul>
	Promote local purchasing of goods and services	Ongoing	Dufferin County	<ul style="list-style-type: none"> <li>• Creation of local marketing campaign</li> </ul>

SBEC - Small Business Enterprise Centre | DBOT - Dufferin Board of Trade

WPBWWD -Workforce Planning Board Waterloo Wellington Dufferin

# Action Plan

## ORANGEVILLE

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Promote community as place to do business and feature quality of life/location through refreshed website.	6 months and ongoing	Town of Orangeville Economic Development/SBEC and Corporate Services	<ul style="list-style-type: none"> <li>Information readily available to promote benefits of location</li> <li>New businesses located to community</li> <li>Website/social media analytics</li> <li>Feedback from businesses</li> </ul>
Attract creative sector/entrepreneurs through increased and targeted marketing.	6 months and ongoing	Town of Orangeville Economic Development/SBEC, Dufferin County	<ul style="list-style-type: none"> <li>New businesses located to community</li> </ul>
Increase awareness of support/assistance available with business planning.	Immediate and ongoing	Town of Orangeville Economic Development/SBEC, Municipal partners, BIAs	<ul style="list-style-type: none"> <li>New businesses located to community</li> <li>Increased consultations for business planning support</li> <li>Financing referrals made</li> </ul>
Elevate knowledge and completion of succession planning by businesses.	6-12 months/ ongoing	Town of Orangeville Economic Development/SBEC, Municipal partners, BIAs, private businesses	<ul style="list-style-type: none"> <li>Succession planning events held and attendance to them</li> <li>Literature available and accessed to support succession planning initiatives</li> </ul>
Monitor, distribute and advocate for Federal/Provincial broadband initiatives. Continue to work with OMAFRA, Ministry of Innovation and monitor for program/ funding announcements.	Ongoing	Town of Orangeville Economic Development/SBEC and Corporate Services, Dufferin County	<ul style="list-style-type: none"> <li>Investment in infrastructure by government, businesses and internet service providers</li> </ul>

# ORANGEVILLE

BUSINESS ATTRACTION & SUPPORT

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Increase awareness of Economic Development/SBEC services through increased promotional campaigns.	Ongoing	Town of Orangeville Economic Development/SBEC, Municipal partners, Dufferin County	<ul style="list-style-type: none"> <li>Website analytics</li> <li>Attendance to workshops</li> <li>Inquiry/consultation metrics</li> </ul>
Promote wage subsidy/ training opportunities that are/may become available to business owners through programs offered by colleges/local community service providers.	Ongoing	Georgian Career and Employment Community Services, Town of Orangeville Economic Development, Municipal partners, DBOT	<ul style="list-style-type: none"> <li>Increased uptake of training and wage support available to employers locally</li> </ul>
Promote local purchasing of goods and services.	Ongoing	Town of Orangeville Economic Development/SBEC, Municipal partners, BIAs, DBOT	<ul style="list-style-type: none"> <li>Improved/new business interactions</li> </ul>
Implement sector networking opportunities.	6-12 months	Town of Orangeville Economic Development, BIAs, DBOT, PST sector businesses	<ul style="list-style-type: none"> <li>Increased business interactions between PST sector businesses</li> <li>Attendance to events</li> </ul>
Launch and deliver ongoing Business Visitation Program geared to existing businesses and incorporating all sectors to ensure ongoing, timely communication and support available.	First quarter 2020 and ongoing	Town of Orangeville Economic Development/SBEC, BEDAC Committee	<ul style="list-style-type: none"> <li>Annual reports to Council outlining outcomes</li> <li>Participation rates by employers</li> <li>Referrals made and support provided</li> </ul>
Continue to offer variety of affordable, quality SBEC workshops geared to business owners and staff, with increased and varied opportunities for social media training.	6 months and ongoing	Town of Orangeville Economic Development/SBEC	<ul style="list-style-type: none"> <li>Number and themes of workshops offered</li> <li>Attendance to workshops</li> </ul>

WORKFORCE DEVELOPMENT

# ORANGEVILLE

## WORKFORCE DEVELOPMENT

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Hold periodic meetings with partners to explore attraction/retention challenges within community, identify and act on initiatives.	Quarterly	All municipal Economic Development offices, DBOT, Georgian Career and Employment Community Services, WPB	<ul style="list-style-type: none"> <li>Attendance to meetings</li> <li>Initiatives launched</li> <li>Number of partnerships created</li> </ul>
Continue to promote training opportunities available through Lynda.com (online training and skill development database with more than 4000 offerings).	Ongoing	Town of Orangeville Economic Development/IT/Library	<ul style="list-style-type: none"> <li>Promotional efforts undertaken</li> <li>Uptake of resources available</li> <li>Library memberships by Dufferin businesses including Orangeville</li> </ul>

## WORKFORCE ATTRACTION

<p>Launch newcomer attraction efforts through:</p> <ul style="list-style-type: none"> <li>- Collaboration with program providers offering new immigrant services,</li> <li>- Celebrating cultural diversity in Orangeville,</li> <li>- Providing education to employers</li> </ul>	6-18 months	Newcomer Centre of Peel, Dufferin County, Municipal partners, Orangeville's Diversity Committee, Town of Orangeville Economic Development/SBEC	<ul style="list-style-type: none"> <li>Events held to celebrate cultural diversity</li> <li>Inventory of programs and resources available to support newcomers to community</li> </ul>
Deliver workforce related event for local businesses focused on recruitment and retention of youth.	24-30 months	Town of Orangeville Economic Development/SBEC, Georgian Career and Employment Community Services, Municipal partners	<ul style="list-style-type: none"> <li>Attendance to event</li> <li>Feedback from participants</li> </ul>
Provide learning opportunities for firms on recruitment strategies, inclusive of social media options.	6 months and ongoing	Town of Orangeville Economic Development/SBEC, Georgian Career and Employment Community Services, Social media service providers	<ul style="list-style-type: none"> <li>Uptake of services/ information/ workshops provided</li> <li>Survey results</li> </ul>



# ORANGEVILLE

## WORKFORCE ATTRACTION

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Continue to host periodic larger-scale job fairs to support attraction efforts of all sectors.	18 months and ongoing	Town of Orangeville Economic Development/SBEC, Dufferin County, Georgian Career and Employment Community Services, Dufferin HR Group	<ul style="list-style-type: none"> <li>Participation by local employers</li> <li>Attendance to job fairs</li> <li>Survey results following event</li> </ul>
Support creation of regional comprehensive job search website through partnership between County/WPB.	First quarter 2020	Dufferin County, Municipal partners, WPB	<ul style="list-style-type: none"> <li>Website launch and uptake metrics</li> <li>Employer utilization of site</li> </ul>

## COMMUNITY DEVELOPMENT

Evaluate and support implementation of business hub with DBOT/County of Dufferin as established by further research/ review of regional needs.	6-12 months	• DBOT, Dufferin County, Town of Orangeville Economic Development	<ul style="list-style-type: none"> <li>Availability of space tailored to regional community needs</li> <li>Utilization of business support/services</li> <li>Events targeted to/ attended by home-based entrepreneurs/ micro enterprises</li> </ul>
Promote opportunities to bring labour to Orangeville through participation in Commute Ontario Program through to 2021.	Ongoing	Town of Orangeville Economic Development/SBEC	<ul style="list-style-type: none"> <li>Participation rates by employers</li> <li>Participation rates by members of the commuting public and by Orangeville residents</li> </ul>
Promote public transportation available within the municipality and encourage uptake specifically geared to workforce via social media campaigns.	6 months and ongoing	Town of Orangeville Transportation Services/ Communications	<ul style="list-style-type: none"> <li>Bus utilization statistics</li> </ul>
Advocate for affordable/attainable housing options and investment.	Ongoing	Dufferin County – Social Services, Town of Orangeville Planning division	<ul style="list-style-type: none"> <li>Initiatives launched</li> <li>Number of affordable units available over long-term</li> <li>Inventory of multi-unit dwellings established</li> </ul>

SBEC - Small Business Enterprise Centre

DBOT - Dufferin Board of Trade

BIA - Business Improvement Area

WPB - Workforce Planning Board of Waterloo-Wellington-Dufferin

BEDAC - Business and Economic Development Advisory Committee

# Action Plan

## SHELBURNE

	ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
BUSINESS CLIMATE	Welcome and encourage new businesses	Ongoing	Shelburne EDC, Business and Community Leaders	<ul style="list-style-type: none"> <li>• Diversification of business type</li> <li>• Increase in business revenue</li> </ul>
	Engage business owners on a regular basis to help address concerns - Development of EDC Sub-committees to work closely with local business – ongoing communication (Proactive)	12-18 months	Shelburne EDC, Business and Community Leaders	<ul style="list-style-type: none"> <li>• Regular feedback from businesses</li> <li>• Proactive response to concerns</li> <li>• Improved relationship with local businesses</li> </ul>
	Develop focused business workshops	6-12 months	Shelburne EDC, SBEC, Business and Community Leaders	<ul style="list-style-type: none"> <li>• Participation of business at events</li> <li>• Business initiate/ask for workshops (Pull strategy)</li> <li>• Increase number of businesses attending workshops</li> <li>• Post event survey</li> </ul>
	Build awareness of existing programs offered by local organizations (i.e. SBEC, DBOT, Georgian College)	Ongoing	Shelburne EDC, SBEC, DBOT	<ul style="list-style-type: none"> <li>• Post event survey - Feedback</li> <li>• Increase number of businesses Participating in Fair</li> </ul>
	Revamp the Shelburne Business Toolkit	6-12 months	Shelburne EDC	<ul style="list-style-type: none"> <li>• Increased knowledge of services</li> <li>• Increased views online</li> <li>• Businesses asking for information</li> </ul>
	Increase networking opportunities for local businesses	3 months	Shelburne EDC, DBOT, Business and Community Leaders	<ul style="list-style-type: none"> <li>• Post event survey - Feedback</li> <li>• Increase number of businesses/trades</li> <li>• Participating Businesses requesting events (Pull strategy)</li> </ul>

# SHELBURNE

BUSINESS DEVELOPMENT / OPPORTUNITIES

WORKFORCE DEVELOPMENT

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Keep up to date and communicate information about SWIFT (Southwestern Integrated Fibre Technology)	Ongoing	Shelburne EDC, Dufferin County	<ul style="list-style-type: none"> <li>Improved communication between Shelburne EDC and Dufferin County (SWIFT)</li> <li>Fibre optic improvements</li> </ul>
Continue to host developer and real estate forum to discuss local opportunities and initiatives	0 - 9 months	Shelburne EDC, Shelburne Planning	<ul style="list-style-type: none"> <li>Post event survey</li> <li>Reduced speculation with regards to town development and planning</li> </ul>
Increase relationships with local real estate groups and Develop web based portal to share local leasing opportunities	12-18 months	Shelburne EDC	<ul style="list-style-type: none"> <li>Increased transparency</li> <li>Online traffic measurements</li> </ul>
Utilize tools addressed in the CIP (2019) to encourage revitalization of the Downtown	0 - 9 months	Shelburne EDC, Shelburne BIA, Shelburne Planning	<ul style="list-style-type: none"> <li>Development of CIP tools with funding</li> <li>Businesses accessing available tools</li> <li>Support from the Shelburne BIA</li> </ul>
Assist the Shelburne BIA's efforts to expand their boundaries	0 - 9 months	Shelburne BIA, Shelburne EDC	<ul style="list-style-type: none"> <li>Development of expansion plan</li> </ul>
Partner with the Shelburne BIA to welcome new businesses	3 months	Shelburne BIA, Shelburne EDC	<ul style="list-style-type: none"> <li>Development of Welcome package with business information, gifts and resources</li> <li>Increase in online chatter</li> </ul>
Research potential of bulk product purchasing (economies of scale)	12-18 months	Shelburne EDC, DBOT, Dufferin County	<ul style="list-style-type: none"> <li>Development of a sustainable plan</li> <li>Buy in from local businesses</li> </ul>
Host local Employment/ Trade Fair to promote local opportunities and build awareness about local opportunities	6-12 months	Shelburne EDC, Upper Grand District School Board, Business and Community Leaders	<ul style="list-style-type: none"> <li>Post event survey - Feedback</li> <li>Increase number of businesses Participating in Fair</li> </ul>

# SHELBURNE

## WORKFORCE DEVELOPMENT

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Build awareness of local recruitment resources available	Ongoing	Shelburne EDC, Centre for Career and Employment services - Georgian College	<ul style="list-style-type: none"> <li>• Increased number of participants</li> <li>• Increased knowledge by employers and potential employees</li> <li>• Better interaction between services and employers - survey</li> </ul>
Continue efforts to develop a skilled trade hub to attract and maintain skilled labour needed for local employers	Ongoing	Shelburne EDC, Business and Community Leaders, Shelburne Planning, Upper Grand District School Board	<ul style="list-style-type: none"> <li>• Attraction and support of various Trade Unions</li> <li>• Increase number of participants interested in the trades</li> <li>• Development of trade hub</li> <li>• Increased participation of local industries</li> <li>• Increased support from local industries</li> <li>• Media attention</li> </ul>
Social Enterprise project Grace Tipling Hall to support Employment opportunities through skills development	3 months	Shelburne EDC, Shelburne Planning, Business and Community Leaders, Dufferin County, Senco/Innoweave	<ul style="list-style-type: none"> <li>• Financially sustainable theater</li> <li>• Defined employment opportunities</li> <li>• Successful completion of skills development by participants</li> <li>• Successful employment of participants</li> </ul>

## COMMUNITY DEVELOPMENT

Create a Print and digital welcome package for new residents	6-12 months	Shelburne EDC, Business and Community Leaders	<ul style="list-style-type: none"> <li>• Decrease in the number of request for information both online and in-person</li> <li>• online views of information</li> </ul>
Continue efforts to establish Grace Tipling Hall as a community hub - Downtown revitalization	0 - 9 months	Shelburne EDC, Business and Community Leaders, Senco/Innoweave, Dufferin County	<ul style="list-style-type: none"> <li>• Active Theater with scheduled events</li> <li>• Increased foot traffic in the downtown core</li> <li>• Feedback from local business - survey</li> </ul>

# SHELBURNE

ACTION	TIME FRAME	LEAD/PARTNER	MEASURE
Develop master trail plan to attract tourism "Shelburne - Heart of the Trails"	0 - 9 months	Shelburne EDC, Dufferin County, Public Health, Central Counties Tourism	<ul style="list-style-type: none"> <li>• Connected community</li> <li>• Increased foot traffic in the downtown core</li> <li>• Feedback from local business and residents - survey</li> <li>• Increase in active transportation</li> <li>• Increase number of tourist</li> </ul>
Complete directional sign project - focus on key community and tourism assets	6-12 months	Shelburne EDC, Central Counties Tourism, Dufferin County	<ul style="list-style-type: none"> <li>• Connected community that is easy to navigate</li> <li>• Increased foot traffic in the downtown core</li> <li>• Feedback from local business and residents - survey</li> <li>• Increase number of tourist</li> </ul>

SBEC - Small Business Enterprise Centre | DBOT - Dufferin Board of Trade | BIA - Business Improvement Area

Shelburne EDC - Shelburne Economic Development Committee

# Dufferin County Business Retention & Expansion Report

Professional, Scientific and  
Technological Sector



*A People Place. A Change of Pace*  
**SHELBURNE**  
ONTARIO, CANADA