



**TOWNSHIP OF MELANCTHON
HYBRID COUNCIL MEETING
THURSDAY, OCTOBER 17TH, 2024 - 5:00 P.M.**

Council meetings are recorded and will be available on the Township website under Quick Links – Council Agendas and Minutes within 5 business days of the Council meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/83886019147?pwd=uNv99qBxHySy5XXnGEWG7ILB1pNpJG.>

1

Meeting ID: 838 8601 9147

Passcode: 076167

One tap mobile

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- +1 780 666 0144 Canada

Meeting ID: 838 8601 9147

Passcode: 076167

AGENDA

- 1. Call to Order**
- 2. Land Acknowledgement Statement**

We will begin the meeting by sharing the Land Acknowledgement Statement:

We would like to begin by acknowledging that Melancthon Township recognizes the ancestral lands and treaty territories of the Tionontati (Petun/Wyandot(te)), Haudenosaunee (Six Nations), and Anishinaabe Peoples. The Township of Melancthon resides within the lands named under the Haldimand Deed of 1784 and the Lake Simcoe-Nottawasaga Treaty (Treaty 18).

These 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.

- 3. Announcements**

- 4. Additions/Deletions/Approval of Agenda**
- 5. Declaration of Pecuniary Interest and the General Nature Thereof**
- 6. Approval of Draft Minutes – October 3, 2024**
- 7. Business Arising from Minutes**
- 8. Point of Privilege or Personal Privilege**
- 9. Public Question Period** (Please visit our website under Agendas and Minutes for information on Public Question Period)
- 10. Public Works**
 1. Recommendations from Roads Sub-Committee Meeting Held October 7th, 2024
 2. Staff Recommendation for Tender 03-2024 – Closes October 15th, 2024
 3. Other
- 11. Planning**
 1. Applications to Permit
 2. Other
- 12. Climate Change Initiatives**
- 13. Police Services Board**
- 14. County Council Update**
- 15. Correspondence**

Board, Committee & Working Group Minutes

1. Roads Sub-Committee – September 16th, 2024
2. Shelburne Public Library Board – June 18, 2024

Items for Information Purposes

1. Grand River Conservation Authority Summary of General Membership Meeting – September 27, 2024
2. Letter from the Honorable Robert J. Flack, Minister of Agriculture, Food and Agribusiness
3. Dufferin County – Notice of Decision Township of Melancthon Official Plan Amendment No. 4
4. Town of Grand Valley Official Plan and Zoning By-law Review Statutory Open House
5. AMO 2023 Annual Report – The Canada Community-Building Fund
<https://www.buildingcommunities.ca/sites/default/files/assets/Documents/Annual%20Reports/2023%20Annual%20Report%20-%20Part%20I.pdf>
6. Public Consultation for NVCA's Watershed-based Resource Management Strategy
7. Public Consultation for NVCA Regulation Mapping Update
8. Media Release - NVCA Seeks Feedback on Resource Management Strategy
9. Email from OGRA - Establishment of an Ontario Rural Road Safety Program
10. North Dufferin Community Centre 2023 Financial Information

Items for Council Action

1. Nottawasaga Valley Conservation Authority 2025 Program Overview and Draft Budget
2. Township of Mulmur Resolution regarding Fire Service Delivery Meeting

16. General Business

1. Notice of Intent to Pass By-law
2. New/Other Business/Additions
 1. Ontario Provincial Police 2025 Annual Billing Statement Package
 2. Draft Economic Development Strategy and Action Plan
 3. New/Other/Additions
3. Unfinished Business
 1. County of Dufferin Multi-Jurisdictional Fire Protection and Prevention Modernization Plan
 2. Council meetings – Going to one meeting per month – Further Discussion (Mayor White)
 3. Tabled Motion from the April 18, 2024 Council Meeting – Dissolving the Horning’s Mills Park Board and the Corbetton Park Board to Establish a Melancton Park Board.

17. Delegations

1. 5:15 p.m. - David Germain, Thomson Rogers – Invited by Council to speak on the Aggregate Approvals Process – **Please note that Council may move into Closed Session under Section 239(2)(f) should there be questions from Council members regarding a specific application.**
2. 6:00 p.m. - Chris Johnston, By-law Enforcement Officer, Johnston Consulting Enforcement Services – Updates on By-law Complaints and Enforcement – **Closed Session under Section 239(2)(b) & (e)**

18. Closed Session

1. Items for Discussion:
 1. Delegation at 5:15 p.m. of David Germain, if necessary
 2. Delegation at 6:00 p.m. of Chris Johnston
 3. Unfinished Business – Horning’s Mills Hall Board Vacancy Applications
2. Approval of Draft Minutes – October 3rd, 2024
3. Business Arising from Minutes
4. Rise With or Without Report from Closed Session

19. Third Reading of By-laws

20. Notice of Motion

21. Confirmation By-law

22. Adjournment and Date of Next Meeting – Thursday November 7th, 2024 at 5:00 p.m.



The Corporation of
THE TOWNSHIP OF MELANCTHON
 157101 Hwy. 10, Melancthon, Ontario, L9V 2E6

Corporation Of the Township of Melancthon

Memorandum

To: Mayor White And Members of Council
From: Kaitlin Dinnick, Secretary Roads Sub-Committee
Subject: Recommendations from Roads Sub-Committee Meeting Held October 7th, 2024
Date: October 17th, 2024

8.3 General Business; Proposed 2025 Capital Projects

The Committee discussed the proposed capital 2025 Projects and after discussions removed Hunter Parkway from the list as Craig thinks it could be put off a few years if necessary. The Bridge and Equipment Capital Plans were also discussed.

Recommendation

The Roads Sub-Committee recommends to Council that we add the below road and bridge projects into the 2025 budget.

Road Section	Approx KMs	Approx Cost
260 Sideroad – 2 nd Line NE to Outskirts of Riverview	3.65kms	\$750,000
4 th Line OS – County Road 17 to Lots 9 & 10	750m	\$125,000
Total Cost		\$875,000

Structure No./Name	Road Name	Recommended Work	Estimated Cost
2033	7th Line SW	Engineering – Design (Embankment Stabilization)	\$12,500
6	4th Line SW	Engineering – Design (Waterproof & Pave)	\$10,000
2007	15 Sideroad	Engineering – Design (Waterproof & Pave)	\$10,000
2033	7th Line SW	Construction – Rehabilitation (Embankment Stabilization)	\$60,000
6	4th Line SW	Construction – Waterproof and Pave	\$50,000
2007	15 Sideroad	Construction - Waterproof and Pave	\$40,000
16	250 Sideroad	Construction – Rock Protection along Abutment Walls	\$15,000
		Total Cost	\$197,500

**APPLICATIONS TO PERMIT FOR APPROVAL
October 17, 2024 COUNCIL MEETING**

PROPERTY OWNER	PROPERTY DESCRIPTION	SIZE OF BUILDING	TYPE OF STRUCTURE	USE OF BUILDING	DOLLAR VALUE	D.C.'s	COMMENTS
John Esteves	Pt Lot 11, Con 4 OS RP 7R5229 Part 1 585121 County Road 17	37.16m2 (399.98sqft)	Pre-Built Storage Shed	Residential	\$10,000	No	With Planner for Review
Matt Silvaggio Agent: Chris Muir Hickory Dickory Decks Grey County	Pt Lots 9 & 10, Con 2 OS Rp 7R5363 Part 1 516548 County Road 124	24m2 (258.33sqft)	Two Level Deck	Residential	\$26,000	No	With Planner for Review

CORPORATION OF THE TOWNSHIP OF MELANCTHON

The Township of Melancthon Roads Sub-Committee held a meeting on September 16th, 2024, at 9:30 a.m. The following members were present: James McLean, and Bill Neilson, Vice-Chair. Also present were: Craig Micks, Public Works Superintendent, Denise Holmes, CAO/Clerk, and Kaitlin Dinnick, Roads Sub-Committee Secretary. Member Darren White was absent.

On-Site in Horning's Mills to look at Sidewalks – Meet at the Horning's Mills Hall at 9:30 a.m.

The Committee met in Horning's Mills and looked at the Sidewalks.

Call to Order

Chair McLean called the meeting to order at 10:26 a.m.

Land Acknowledgement

Chair McLean shared the Land Acknowledgement Statement.

Additions/Deletions/Approval of Agenda

Moved by Neilson, Seconded by McLean that the agenda be approved as circulated. Carried.

Declaration of Pecuniary Interest or Conflict of Interest

None.

Approval of Draft Minutes

Moved by Neilson, Seconded by McLean that the minutes of Roads Sub-Committee Meeting held on August 19th, 2024, be approved as circulated. Carried.

Business Arising from Minutes

None.

Correspondence Items

None.

General Business

1. Update from Public Works Superintendent

Craig advised the Committee that they have been doing some ditching on Mill Lane and the Cul-de-sac (George, Addeson and Lloyd Street) prior to Cox Construction doing the paving. Craig advised that the pavement was wider on the Cul-de-sac (George, Addeson and Lloyd Street) than he thought so it will likely come in a bit higher than the tender quote. Craig advised that the winter sand is going to start going in tomorrow and that Cox Construction is hoping to start our road work by the end of the week. Craig advised that the Bridge on 4th Line NE work is about a month behind schedule and that he is going to meet with Synapse Communications later this week regarding the rehabilitation work they have been completing.

2. 2024 Road Projects Update

This was discussed under General Business item 1.

3. Proposed 2025 Capital Projects

Chair McLean spoke to this and advised that he had been speaking with Sarah Culshaw, Treasurer, about this and she is going to come up with a plan on how we are going to afford some of the higher impact years. It was also discussed that on some of the lower impact years we might be able to move some of the bridge work around.

4. Black Cat and Road Counter Data – River Road and 5th Line OS

The Committee reviewed the traffic counter information and were surprised that it appeared that the traffic was higher on River Road throughout the week. The violation rates were substantial on both roads and there was discussions around lowering the speed limit on 5th Line OS.

Recommendation

The Roads Sub-Committee recommends to Council that we engage the public and lower the speed limit on the 5th Line OS to 60 km/hr in 2025 and include the costing of this in the 2025 budget.

5. Email from Krys & Debra Jones regarding Motorcycle Accidents on River Road

Chair McLean asked Denise Holmes CAO/Clerk if we had heard back from the Township of Mulmur regarding our motion about working together on River Road Traffic Enforcement and she advised that Mulmur just received our motion and did not take action. Chair McLean is going to respond to Krys and Debra Jones email.

6. Update from Al Blundell

Al Blundell gave an update on the heat map that was sent out by the OPP and there was discussion around the success of the Paid Duty Officer and the continuation of the project in 2025.

Recommendation

The Roads Sub-Committee recommends to Council that we discuss adding funding in the 2025 budget for the paid duty officer project to continue.

7. Other/Additions

Meeting with the Mennonite Community

Chair McLean advised that the County of Dufferin has set out a framework for a strategy to handle the road safety of the Mennonite Community. It was discussed that we should aim to have a follow up meeting with the Mennonite Community in Mid-October and have it as a Special Council Meeting so that all of Council is able to attend if they wish. Chair McLean would like an agenda to be circulated for the meeting so that it will help guide questions.

Recommendations to Council

Above.

Public Question Period

None.

Confirmation Motion

Moved by Neilson, Seconded by McLean that all actions of the Members and Officers of the Roads Sub-Committee with respect to every matter addressed and/or adopted by the Sub-Committee on the above date are hereby adopted, ratified and confirmed; and each motion, resolution and other actions taken by the Sub-Committee Members at the meeting held on the above date are hereby adopted, ratified and confirmed. Carried.

Adjournment

11:14 a.m. - Moved by McLean, Seconded by Neilson that we adjourn this Roads Sub-Committee meeting to meet again on October 7th, 2024 at 9:30 a.m. Carried.

CHAIR

SECRETARY

*Minutes for Shelburne Public Library Board Meeting
Tuesday, June 18, 2024*

Present: Geoff Dunlop-Town of Shelburne Lindsay Wegener-Town of Shelburne
Mikal Archer-Town of Shelburne James Hodder-Town of Shelburne
Tricia Field-Town of Shelburne Sharon Martin-Town of Mono
Patricia Clark-Township of Mulmur Susan Graham-Township of Amaranth
Ruth Plowright-Township of Melancthon

Also Present: Rose Dotten, CEO/Head Librarian

The Chair, Geoff Dunlop, called the meeting to order at 7:00 pm, June 18, 2024.

Reading of Land Acknowledgement:

“We would like to begin by respectfully acknowledging that the Town of Shelburne resides within the traditional territory and ancestral lands of the Anishinaabe including the Ojibway, Potawatomi, Chippewa and the People of the Three Fires Confederacy.

These traditional territories upon which we live, work, play 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.

Motion 27-24 J. Hodder, S. Martin

Be it resolved that we approve the Agenda of the June 18, 2024, meeting, as amended.

Carried

Motion 28-24 P. Clark, S. Graham

Be it resolved that we approve the minutes of the board meeting, dated May 21, 2024.

Carried

Motion 29-24 S. Graham, S. Martin

Be it resolved that we approve the Accounts Payable Register for May, 2024, with invoices and payments in the amount of \$36,562.42.

Carried

CEO/ Head Librarian’s Report:

- **Statistics—Including Social Media and e-resources**

Attached is a summary of the Monthly Statistics for May, 2024.

- **Programming-**

- **Children’s Programming:**

- Children’s programming continues with Lego Time on Wednesday afternoons and morning Story Time every Friday morning, and Books & Babies and STEM will continue throughout the summer.

- **TD Summer Reading Program –**

- The TD Summer Reading Program is being finalized for the summer. Some exciting new programs will be starting. The Kick-off Day is July 5th.

- **Adult Programming:**

- Ian Hamilton, author of the Ava Lee series, was the guest speaker on May 26, 2024. Wonderful and interesting speaker and great attendance. Staff provided a wonderful assortment of food showcasing different areas that the character, Ava Lee, travels to in the books.

- **Archivist on the Road**—Laura Camilleri, Archivist, continues to come in once a month during 2024
- **Rose’s Book Club**—the 4th Tuesday of each month—The next meeting in 2024 will be on June 25, 2024, and the group will decide that day if they wish it to continue during the summer.
- **“Get Crafty” sessions:** Crafters come to the library to work on various crafts with other crafters. The 1st session was on April 2/24 from 2-4. One of our volunteers, Anne Crowder, and Rose, coordinate this program and the attendance has been high and continues to grow every week.
- **Tech Help**—We are starting a new Tech Seniors Connecting Seniors, which involves volunteer seniors helping others. The library has purchased iPads and remote hubs through a grant for this program.
- **Summer Students**—two students have been hired for the summer months, and started on June 4, 2024. One student is hired through a Canada Summer Jobs program grant and has responsibility to help with the TD Summer Reading program and the other student provides staffing Thursday nights and Saturdays.

Business

- **Kiosk**—The Kiosk is up and running. Board members are welcome to join the “Grand Opening” to take place at the Foodland store on Monday, June 24, 2024, at 11 am. Sylvia Jones, MPP, for the riding will be present at the Grand Opening, as well as Geoff, Rose, and library employee, Trudy Gamble-Jacklin, niece of the late Kenneth and Mildred Gamble, whose bequest to the library made the Kiosk possible.
- **Mould.** A report by the consultants about the issue was presented to the Board. The Board has indicated that the Chair and CEO write a letter to Town of Shelburne Administration (cc’s to the Mayor) requesting a copy of any documentation regarding responsibilities between the Town and Library Board re structural vs facilities upkeep. It was pointed out that the Library building is a Town asset and as pointed out in an email from the CAO that when major issues such as the Mould issue occur we refer it to the Town Facilities department. They did hire a consultant without further input from the library and therefore the recent Invoice from the consultant to the library is a town responsibility.
If there is no Memorandum of Agreement, we should ask for a meeting and develop one. Ruth Plowright indicated Larry Taman had been helpful in developing one between the Township of Melancthon and the Hornings Mills Hall Board.
- **Accessibility**—The electricians will be here on or about June 24/24 to start work on making the majority of the doors such as the washroom doors, the door to the KTH room, the door to the back hall, accessible. This will include an app that can be used on anyone’s phone to open the doors as well.
- **Seniors Helping Seniors**—We have enlisted five Senior Instructors to provide Tech support to other seniors. A Schedule and sign-up sheet have been posted and we offer convenient times for sign up.

Motion 30-24

That we now adjourn at 7:50 p.m., to meet again September 17, 2024, at 7 pm., or at call of the Chair.

Carried



Grand River Conservation Authority

Summary of the General Membership Meeting – September 27, 2024

To GRCA/GRCF Boards and Grand River watershed municipalities - Please share as appropriate.

Action Items

The Board passed the recommendations in the following reports as presented in the agenda:

- GM-09-24-78 - Outdoor Environmental Education Program – Update
- GM-09-24-80 - By-law Update – Delegations
- GM-09-24-84 - Financial Summary
- GM-09-24-79 - 2024 Road Site Preparation and Surface Treatment Contract Increase
- GM-09-24-81 - Planning and Regulations Fees Guidance
- GM-09-24-76 - Speed River Hydrology Contract
- GM-09-24-82 - GRCA Reservoir Operations Policy

Information Items

The Board received the following reports as information:

- GM-09-24-77 - Budget 2025 - Timelines and Considerations
- GM-09-24-75 - Cash and Investment Status
- GM-09-24-74 - ERO Posting 019-8463 - Decision - Updated Provincial Planning Statement
- GM-09-24-85 - Current Watershed Conditions
- GM-09-24-83 - Unauthorized Encampments on GRCA Properties

Correspondence

The Board received the following correspondence:

- Tom Woodcock, rare Charitable Research Reserve re: Giant Hogweed (Letter, and GRCA Response September 19, 2024)
- Christa Hesselink re: Conservation Lands and Delegations (August agenda)
- City of Guelph re: 2025 Budget Confirmation Guideline

Delegations

There was one registered delegation.

- Dan Schneider - Outdoor Education Program Review

Source Protection Authority

The General Membership of the GRCA also acts as the Source Protection Authority Board. There was no meeting held this month.

For full information, please refer to the [September 27 Agenda Package](#). Complete agenda packages for the General Membership and Source Water Protection Authority, and minutes of past meetings can be viewed on our [online calendar](#). The minutes of this meeting will be posted on our online calendar following approval at the next meeting of the General Membership.

You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.

Ministry of Agriculture,
Food and Agribusiness

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074

Ministère de l'Agriculture,
de l'Alimentation et de l'Agroentreprise

Bureau du ministre

77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : 416 326-3074



September 27, 2024

Denise Holmes
CAO/Clerk
Township of Melancthon
dholmes@melancthontownship.ca

Dear Ms. Holmes:

The governments of Canada and Ontario are investing up to \$1.5 million over four years to support international agri-food workers (IAWs) in Ontario through the new IAW Welcoming Communities Initiative. IAWs are key contributors to Ontario's \$51 billion agri-sector, and this investment reflects our commitment to attracting and retaining them. In doing so, we are helping to enhance their quality of life and supporting our goal of making Ontario the destination of choice for IAW's.

The IAW Welcoming Communities Initiative supports not-for-profits and municipalities such as yourself in delivering access to services and an inclusive and welcoming environment for IAWs. Eligible activities include developing translation supports, expanding transportation services, promoting cultural and recreational events, and more.

The IAW Welcoming Communities Initiative intake will open on October 8, 2024, to November 19, 2024. Successful projects can receive up to 75 per cent in cost-shared funding, up to a maximum of \$100,000. Applications demonstrating financial need may be eligible for a higher-level of cost-share funding. The initiative guidelines are available online: www.ontario.ca/page/international-agri-food-workers-welcoming-communities-initiative.

Please contact the Agricultural Information Contact Centre (AICC) by phone at 1-877-424-1300 or by e-mail at ag.info.omafa@ontario.ca if you have any questions.

Sincerely,

Rob Flack
Minister of Agriculture, Food and Agribusiness



Good things grow in Ontario
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1, rue Stone ouest, Guelph (Ontario) N1G 4Y2

Ministry of Agriculture,
Food and Agribusiness

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074

Ministère de l'Agriculture,
de l'Alimentation et de l'Agroentreprise

Bureau du ministre

77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : 416 326-3074



Le septembre 27, 2024

Bonjour,

Les gouvernements du Canada et de l'Ontario investissent jusqu'à 1,5 million de dollars sur quatre ans afin de soutenir les travailleurs internationaux dans le secteur agroalimentaire (TISA) en Ontario dans le cadre de la nouvelle Initiative pour l'intégration communautaire des TISA. Les TISA sont des contributeurs essentiels au secteur agroalimentaire ontarien d'une valeur de 51 milliards de dollars, et cet investissement illustre notre engagement à les attirer et à les retenir. Ce faisant, nous aidons à améliorer leur qualité de vie et appuyons notre objectif de faire de l'Ontario la destination de choix pour les TISA.

L'Initiative pour l'intégration communautaire des TISA aide les organisations à but non lucratif et les municipalités comme la vôtre à offrir l'accès à des services et un environnement inclusif et accueillant pour les TISA. Les activités admissibles comprennent l'élaboration de soutiens à la traduction, l'élargissement des services de transport, la promotion des événements culturels et récréatifs, et plus encore.

L'appel de proposition aux termes de l'Initiative pour l'intégration communautaire des TISA s'amorcera le 8 octobre 2024 et prendra fin le 19 novembre 2024. Les projets retenus peuvent recevoir jusqu'à 75 pour cent en aide financière à frais partagés, jusqu'à un maximum de 100 000 \$. Les demandes démontrant un besoin financier peuvent être admissibles à une part plus importante d'aide financière à frais partagés. Les lignes directrices de l'initiative sont accessibles en ligne :

www.ontario.ca/fr/page/initiative-pour-lintegration-communautaire-des-travailleurs-internationaux-dans-le-secteur-agroalimentaire.

Veillez communiquer avec le Centre d'information agricole par téléphone au 1 877 424-1300 ou par courriel à ag.info.omafa@ontario.ca si vous avez des questions.

Veillez recevoir mes plus cordiales salutations.

Le ministre de l'Agriculture, de l'Alimentation et de l'Agroentreprise,

Rob Flack



Good things grow in Ontario
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1, rue Stone ouest, Guelph (Ontario) N1G 4Y2

NOTICE OF DECISION

Under Section 17 and 22 of the Planning Act R.S.O. 1990, C.P. 13 as amended

Subject: Township of Melancthon Official Plan Amendment No. 4

County File No: Melancthon OPA 4

Date of this notice: October 1, 2024

Last date of appeal: October 21, 2024

TAKE NOTICE that on September 12, 2024, the County of Dufferin made a decision to **APPROVE** Amendment 4 to the Official Plan for the Township of Melancthon, as adopted by the Township of Melancthon on June 20, 2024.

Purpose and Effect of this Amendment:

The purpose of the Official Plan Amendment is to expand Non-Agricultural Uses on the subject lands by form of site-specific provisions that will permit the construction of a meeting house and cemetery on the subject lands.

Lands Affected:

Part Lot 241, Concession 1 NE in the Township of Melancthon





Other Applications Affecting the Subject Lands:

N/A

For Additional Information:

Copies of the Township of Melancthon Official Plan Amendment 4, as well as background information and the details of the decision, will be available for inspection at the County's municipal offices on an appointment basis. For further assistance, please contact Rebecca Whelan, Deputy Clerk, County of Dufferin, by phone: 519-941-2816 ext. 2505, or email: clerk@dufferincounty.ca

When the Decision will Become Final:

The decision of the County of Dufferin is final if a notice of appeal is not received on or before the last day for filing a notice of appeal.

When and How You May Appeal:

Take notice that an appeal to the Ontario Land Tribunal (OLT) in respect to all or part of this Official Plan Amendment may be made by filing a notice of appeal with the County Clerk, attention Michelle Dunne, 30 Centre Street, Orangeville, ON L9W 2X1, within 20 days of this notice.

A notice of appeal, referring to the Subject information and File Number at the top of this notice, must be received in writing at the address at the end of this notice no later than 4:30 pm on the last date of appeal shown at the top of this notice. The notice of appeal must:

1. Be filed with The Corporation of the County of Dufferin, the approval authority, to the address below.
2. Set out the specific part of the proposed official plan or plan amendment to which the appeal applies,
3. Set out the reasons for appeal, and
4. Be accompanied by the fee required by the OLT payable to the "Minister of Finance".

If you wish to appeal to the OLT, an appeal form is available from the OLT website at <https://olt.gov.on.ca/forms-submissions/>

Who Can File an Appeal:

As per Section 17(36) of the *Planning Act*, only the Minister, the person or public body



that made the request to amend the plan, and a person or public body who, before the amendment was adopted, made oral submissions at a public meeting or written submissions to the council, may appeal the decision of the approval authority.

As per Section 8 of Ontario Regulation 543/06, only individuals, corporations, or public bodies may appeal a decision of the approval authority to the Ontario Land Tribunal. A notice of appeal may not be filed by an unincorporated association or group. However, a notice of appeal may be filled in the name of an individual who is a member of the association or the group on its behalf.

No person or public body shall be added as a party to the hearing of the appeals unless, before the plan was adopted, the person or public body made oral submissions at a public meeting or written submissions to the council or, in the opinion of the Local Planning Appeal Tribunal, there are reasonable grounds to add the person or public body as a party.

Notice dated this 1st day of October, 2024.

Rebecca Whelan, Deputy Clerk, County of Dufferin

The Corporation of the County of Dufferin
30 Centre Street
Orangeville, ON L9W 2X1
Tel: 519-941-2816 ext. 2505
Email: clerk@dufferincounty.ca



Grand Valley Official Plan and Zoning By-law Review Statutory Open House

Public Notice

In accordance with Section 17, 26 and 34 of the *Planning Act*, R.S.O., C.P. 13, as amended, the Town of Grand Valley invites you to attend an Open House to discuss the proposed changes to the Town's Official Plan and Zoning By-law No. 2009-10.

An Official Plan sets the policy directions for long-term growth and development of the Town. Section 26(1.1) of the *Planning Act* requires that Official Plans be reviewed and updated at least every five years unless the plan has been replaced by a new Official Plan. The Town's current Official Plan was approved in 2009. The Official Plan Review has resulted in a Draft Official Plan with updated and refined policies and schedules to ensure that it conforms with Provincial Plans has regard to matters of provincial interest is consistent with the 2020 Provincial Policy Statement and is up to date on matters of local interest.

The Zoning By-law is the Town's primary tool to regulate the use of land and implement the Official Plan. Section 26(9) of the *Planning Act* requires that a municipality enact a Zoning By-law that conforms to an updated Official Plan no less than 3 years following approval the Official Plan. A Draft Zoning By-law has been prepared that would implement the Town's Draft Official Plan, reflects the nature of local development and emerging land-use planning issues, and that is user-friendly.

The Town is hosting an Open House (**drop-in format only, no formal presentation**) for the public to review copies of the Draft Official Plan and Zoning By-law, learn about proposed changes, discuss key topics, ask questions of Municipal staff, and identify other planning issues to consider.

How to Participate



6:30 – 8:30 pm on October 29, 2024

Grand Valley & District Community Centre
Grand River Room
90 Main Street North, Grand Valley, ON

Can't Attend in Person?

Send an email to Mark Kluge
mkluge@townofgrandvalley.ca or call (519) 928-5652
with your questions and comments.

For information on how to participate in the Vision Grand Valley project, including information about appeal rights, please visit the municipal website at:

<https://www.townofgrandvalley.ca/business-development/building-planning-and-development/official-plan-zoning-and-planning-documents/vision-grand-valley-official-plan-and-zoning-by-law-review/>

Please contact the Town at mkluge@townofgrandvalley.ca or (519) 928-5652 extension 225 if you have any questions regarding how to participate in the meeting.

How to Submit Comments

Public input on the draft Official Plan and Zoning By-law updates is welcome. Written comments are encouraged as the preferred method of receiving public input. Written comments may be sent by mail or e-mail to the attention of the Planner at the contact information below. You may also drop written comments off at Town Hall in the drop box.

Know Your Rights

If a person or public body would otherwise have an ability to appeal the decision of the Council of Town of Grand Valley to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to Town of Grand Valley before the by-law is passed, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the Town of Grand Valley before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so. For more information, please visit the Ontario Land Tribunal website at: olt.gov.on.ca/appeals-process/

Have questions?

We encourage you to provide comments or questions by emailing or writing to us at mkluge@townofgrandvalley.ca or

Town of Grand Valley
5 Main St N, Grand Valley, ON L9W 5S6



More Information

Find more information at

<https://www.townofgrandvalley.ca/business-development/building-planning-and-development/official-plan-zoning-and-planning-documents/vision-grand-valley-official-plan-and-zoning-by-law-review/>

Dated: October 8, 2024



Denise Holmes

From: AMO's CCBF Team <ccbf@amo.on.ca>
Sent: Wednesday, October 9, 2024 4:01 PM
To: Darren White
Cc: Denise Holmes; Sarah Culshaw
Subject: AMO's annual report on the CCBF and the distribution of surplus administration fees

Dear Mayor White,

AMO's [latest report](#) on the Canada Community-Building Fund (CCBF) is now available.

The report describes how municipal governments across Ontario are investing the Fund to build, enhance, and renew local infrastructure. [Explore our map](#) to see how the Fund is shaping your community – and connect with us on [X](#), [Instagram](#), and [LinkedIn](#) to see more examples of the Fund at work.

AMO is proud of its work in administrating the CCBF. Through the ten-year renewal of the Fund, we were able to ensure that it continues to provide predictable funding – without the need for application – to be invested in priority infrastructure projects.

I'm happy to announce that we will deliver an additional \$10.5 million to municipalities this November - a direct result of AMO's efficient administration of the Fund. Please see our [FAQs](#) for more information.

Sincerely,
Robin Jones
AMO President

cc: Denise Holmes, Chief Administrative Officer/Clerk
cc: Sarah Culshaw, Treasurer/Deputy Clerk

Please Note: The link for the report does not work on the email - however the link to the report has been posted to page 2 of the Agenda next to Item 5.

Denise Holmes

From: regulationmapping <regulationmapping@nvca.on.ca>
Sent: Friday, October 4, 2024 1:41 PM
To: regulationmapping
Subject: Public Consultation for NVCA Regulation Mapping Update

Dear Municipal Partners

The Nottawasaga Valley Conservation Authority has the responsibility to regulate activities in natural hazard areas in order to avoid the loss of life and damage to property due to flooding and erosion.

Historically, NVCA has developed and maintained regulations mapping pursuant to the Conservation Authorities Act and Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses (O. Reg 172/06). On April 1, 2024, Prohibited Activities, Exemptions and Permits (O. Reg 41/24) and Part VI of the Conservation Authorities Act came into effect, replacing Ontario Regulation 172/06.

Under Ontario Regulation 41/24 and the *Conservation Authorities Act*, the Nottawasaga Valley Conservation Authority (NVCA) has the responsibility to annually maintain and update regulations mapping to depict the areas in the Nottawasaga Watershed where development is prohibited.

The key mapping layers that comprise the mapped regulated area include:

- Riverine flood hazards, slope hazards, and meander belt hazards plus 15 metre allowance,
- Wetlands and associated 30 metre allowance, and
- Georgian Bay shoreline hazards (100-year flood level; shoreline erosion over a 100-year period, and where a dynamic beach is associated with the waterfront lands, an allowance of 30 metres inland to accommodate dynamic beach movement) plus 15 metres allowance inland.

Other regulated hazards lands include unstable soil or bedrock.

NVCA is currently updating this regulation mapping to:

- Reflect new requirements under O. Reg 41/24, including reducing the regulated buffer around wetlands from 120 m to 30 m;
- Reflect approved flood hazard studies (e.g. Creemore, Wasaga Beach)
- Include 2017 shoreline hazard studies
- Update slope hazard identification
- Incorporate improved GIS capabilities and ground truthing information

The total area regulated has changed in several areas. An analysis of the changes between 2013 and the draft 2024 mapping shows that there has been a 18.6% decrease in the amount of land regulated in the watershed. This amounts to 32,061 ha.

Summary of changes:

- **Wetlands:** Updated 4,296 wetland boundaries through orthophoto interpretation; 651 boundaries through staff field visits; and 905 boundaries from MNRF and Consultant reports.
- **Slopes:** Updated 580 areas of slope stability hazard (27,521 hectares) using newly acquired LiDAR elevation data.
- **Flood:** Incorporated 2 new flood studies utilizing 2D modeling and LiDAR elevation data to update 2,121 hectares of floodplain mapping in the Upper Mad River subwatershed and the Lower Nottawasaga River reach.
- **Shoreline:** Updated shoreline hazard mapping along 42 km of shoreline using the 2017 ShorePlan study.

Through using modern technologies and collection techniques, such as LiDAR and adjusting our modelling approach to defining slope hazards, NVCA can provide more accurate and detailed assessments on the health of our water systems and make more informed planning decisions about future development. These updated techniques also give NVCA the information required to make the Nottawasaga Watershed safer for our communities.

Change in amount of land regulated in the Nottawasaga Watershed

Hectares regulated in 2013 mapping	Hectares regulated in 2024 mapping	Change between 2013-2024 (hectares)	% Change between 2013-2024
172,106	140,045	-32,061	-18.6%

Stakeholder engagement is an important part of the regulation mapping update, and includes consulting with member municipalities followed by a public consultation period.

Currently, NVCA is seeking comments from municipal staff regarding the updated mapping. Please review the [draft mapping at this link](#) to access the web map viewer.

To submit comments, click on the Drawing Tools tab and add drawings and text into the web map viewer. Once sufficient information is included, export a screenshot and email it to regulationmapping@nvca.on.ca along with any additional commentary/explanation.

Please submit all comments by Monday, November 4, 2024.

Comments received from municipalities will be reviewed in detail by staff and refinements may be made to the mapping where deemed appropriate and in keeping with current legislation.

Best regards,

Ben

Ben Krul BES., CAN-CISEC (he/him/his)
Manager, Development Planning and Permits

Provincial Offences Officer
Nottawasaga Valley Conservation Authority
 8195 8th Line, Utopia, ON L0M 1T0
 T 705-424-1479 ext.231 | F 705-424-2115

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MEDIA RELEASE

FOR IMMEDIATE RELEASE

NVCA seeks feedback on resource management strategy

UTOPIA, Ontario (October 9, 2024) – The Nottawasaga Valley Conservation Authority (NVCA) is developing a Watershed-Based Resource Management Strategy to identify the risks, issues, and challenges the Nottawasaga Watershed faces. The plan also identifies actions to address these concerns. NVCA is conducting public consultation to seek feedback on these risks and mitigation strategies.

The identified risks include development pressure and urban growth, climate change, biodiversity and habitat loss, pressures from agriculture, aging infrastructure, water resources and flooding and erosion.

“The Nottawasaga Watershed contains a mosaic of woodlands, wetlands, valleys and river systems situated amongst agricultural, rural and urban land uses,” said Kyra Howes, Director, Conservation Services. “Since 1960, NVCA has worked with many funders, partners, volunteers, landowners and residents to sustainably manage the Nottawasaga Watershed. We do this by balancing social, economic, and environmental interests while carrying out our legislative responsibilities.”

Natural resources such as wetlands, rivers, streams, forests and groundwater are critical to our society, economy and environment. Not only do these natural resources sustain human lives and benefit our health and wellbeing, they help to remove air pollution, control flooding, protect us from summer heat, improve our mental and physical health and much more. A healthy watershed is also resilient to climate change and urban growth.

To participate in the public consultation, visit [NVCA’s website and submit feedback](#) before November 4, 2024.

- 30 -

About NVCA: The Nottawasaga Valley Conservation Authority is a public agency dedicated to the preservation of a healthy environment through specialized programs to protect, conserve and enhance our water, wetlands, forests and lands.

Media contact: Maria Leung, Senior Communications Specialist, 705-424-1479 ext.254, mleung@nvca.on.ca.

Denise Holmes

From: Scott Butler <scott@goodroads.ca>
Sent: Wednesday, October 9, 2024 12:10 PM
To: Denise Holmes
Subject: Establishment of an Ontario Rural Road Safety Program

Good Roads

Wednesday, October 09, 2024

To: Township of Melancthon Head of Council and Council Members

Sent via email to: dholmes@melancthontownship.ca

Subject: Establishment of an Ontario Rural Road Safety Program

Too many Ontarians are being seriously injured or killed on our roads.

In 2023, there were 616 people killed and 36,090 people injured. The number of fatalities is up nearly 20% in the last ten years.

In 2021, the most recent year of complete data from MTO's *Ontario Road Safety Annual Report* (ORSAR), there were 561 fatalities – 426 of which occurred on municipal roads. While rural Ontario only represents 17% of the province's population, 55% of these deaths occurred on rural roads. By any measure, Ontario's rural roads are disproportionately more dangerous.

At the same time, municipal insurance premiums continue to increase. With no plausible reform being considered for joint and several liability, municipalities need to find innovative means for managing risk, particularly on their roadways,

To deal with this crisis, Good Roads has designed a multifaceted rural road safety program and have been in discussions with the Ministry of Transportation to fund it. The program would target a municipality's most dangerous roads, perform road safety audits, and install modern safety infrastructure that prevents serious injuries and save lives. This program is designed to be cost effective while also providing rural municipalities with a direct means for addressing risk associated with their roadways.

Good Roads has proposed leading a five-year \$183 million program that leverages our 131 years of municipal road expertise and our industry partnerships to quickly put in place the solutions that will address some of Ontario's most dangerous roads.

Good Roads is seeking support to address these preventable tragedies.

If the Township of Melancthon would be interested in pursuing this, a Council resolution similar to the example below should be adopted and sent to the Premier and the Minister of Transportation:

WHEREAS official statistics from the Government of Ontario confirm that rural roads are inherently more dangerous than other roads;

AND WHEREAS, despite only having 17% of the population, 55% of the road fatalities occur on rural roads;

AND WHEREAS, rural, northern, and remote municipalities are fiscally strained by maintaining extensive road networks on a smaller tax base;

AND WHEREAS, preventing crashes reduces the burden on Ontario's already strained rural strained health care system;

AND WHEREAS, roadway collisions and associated lawsuits are significant factors in runaway municipal insurance premiums. Preventing crashes can have a significant impact in improving municipal risk profiles;

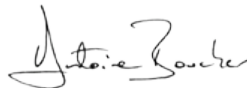
THEREFORE, BE IT RESOLVED THAT the Township of Melancthon requests that the Government of Ontario take action to implement the rural road safety program that Good Roads has committed to lead. It will allow Ontario's rural municipalities to make the critical investments needed to reduce the high number of people being killed and seriously injured on Ontario's rural roads; and

FURTHER THAT a copy of this resolution be forwarded to Premier Doug Ford, Hon. Prabmeet Sarkaria, Minister of Transportation, Hon. King Surma, Minister of Infrastructure, Hon. Rob Flack, Minister of Agriculture, Hon. Lisa Thompson, Minister of Rural Affairs, Hon. Trevor Jones, Associate Minister of Emergency Preparedness and Response, and Hon. Sylvia Jones, Minister of Health, and Good Roads; and

FURTHER THAT this resolution be circulated to all municipalities in Ontario requesting their support.

If you have any questions regarding this initiative please contact Thomas Barakat, Good Roads' Manager of Public Policy & Government Relations, at thomas@goodroads.ca at your convenience.

Sincerely,



Antoine Boucher
President
Good Roads Board of Directors

Scott R. Butler
Executive Director

Financial Information of

**NORTH DUFFERIN
COMMUNITY CENTRE**

Year ended December 31, 2023

NORTH DUFFERIN COMMUNITY CENTRE

Table of Contents

December 31, 2023

	Page
Compilation Engagement Report	
Financial Information:	
Statement of Financial Position	1
Statement of Operations	2
Statement of Accumulated Surplus.....	3
Notes to Financial Information	4



KPMG LLP
120 Victoria Street South
Suite 600
Kitchener, ON N2G 0E1
Canada
Telephone 519 747 8800
Fax 519 747 8811

COMPILATION ENGAGEMENT REPORT

To the Management of North Dufferin Community Centre

On the basis of information provided by management, we have compiled the financial position of North Dufferin Community Centre as at December 31, 2023, the statements of operations and accumulated surplus for the year then ended, and note 1, which describes the basis of accounting applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

June 5, 2024

NORTH DUFFERIN COMMUNITY CENTRE

Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Financial Assets		
Cash and cash equivalents	\$ 19,343	\$ 75,579
Accounts receivable	33,328	27,221
	52,671	102,800
Financial Liabilities		
Accounts payable and accrued liabilities	21,751	37,572
Net financial assets	20,920	65,228
Non-Financial Assets		
Prepaid expenses	20,040	9,656
Tangible capital assets	52,322	55,436
	72,362	69,052
Accumulated surplus	\$ 93,282	\$ 130,320

See accompanying note to financial information.

NORTH DUFFERIN COMMUNITY CENTRE

Statement of Operations

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Revenue:		
Ice rentals	\$ 112,711	\$ 90,135
Grant- Township of Mulmur	66,455	74,643
Grant- Township of Melancthon	66,455	74,643
Fundraising	5,444	5,830
Miscellaneous	9,347	5,080
Hall rental	3,338	1,220
Booth rentals	5,640	1,743
	<u>269,390</u>	<u>253,294</u>
Expenses:		
Staffing costs	79,014	66,966
Hydro	39,753	36,070
Repairs and maintenance	103,635	41,524
Fuel	16,411	17,481
Insurance	29,697	16,688
Fundraising	2,121	2,792
Office	8,788	2,694
Telephone	2,102	984
Booth supplies	3,058	1,671
Health and safety	—	2,608
Amortization	3,383	4,453
Licences and fees	335	—
Interest and bank charges	2,226	1,244
Professional fees	1,000	700
Capital purchases	7,706	—
Propane	6,722	7,918
Water testing	477	258
	<u>306,428</u>	<u>204,051</u>
Annual surplus (deficit)	(37,038)	49,243
Accumulated surplus, beginning of year	130,320	81,077
Accumulated surplus, end of year	<u>\$ 93,282</u>	<u>\$ 130,320</u>

See accompanying note to financial information.

NORTH DUFFERIN COMMUNITY CENTRE

Statement of Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Surplus:		
Surplus from general fund operations	\$ 47,837	\$ 85,144
Reserves:		
Operating reserve	40,000	40,000
Facility development reserve	5,445	5,176
	45,445	45,176
Accumulated surplus	\$ 93,282	\$ 130,320

See accompanying note to financial information.

NORTH DUFFERIN COMMUNITY CENTRE

Note to Financial Information

Year ended December 31, 2023

On September 7, 2017, the Townships of Mulmur and Melancthon signed an agreement to officially form a joint municipal service board. The service board is managed by an eight member board known as the North Dufferin Community Centre Joint Board of Management. Four members have been appointed from each participating municipality to the joint municipal service board.

1. Basis of presentation:

The basis of accounting applied in the preparation of the statement of financial position at December 31, 2023 and the statement of operations for the year then ended, is on the historical costs basis, reflecting cash transactions with the addition of the following:

- Accounts receivable;
- Accounts payable and accrued liabilities;
- Prepaid expenses; and
- Tangible capital assets are capitalized and amortized over their useful lives.



Nottawasaga Valley
Conservation Authority

October 1, 2024

Township of Melancthon
157101 Highway 10
Melancthon, ON
L9V 2E6

Dear Denise Holmes:

Please find the 2025 Nottawasaga Valley Conservation Authority (NVCA) Draft Budget Booklet can be found [here](#) and is also attached for ease of distribution. This draft budget was received and approved for circulation and input for the mandatory 30-day review period, at the September 27, 2024, NVCA Board meeting. Please forward any comments to the undersigned by November 22, 2024.

The NVCA is also pleased to include the budget companion, the 2025 Program Overview provides simple, understandable information about how our budget is allocated, what our goals and objectives are both for the current year and future year, along what has been achieved by our team. It can be found [here](#) and is also attached for ease of distribution.

The NVCA worked very diligently to address the impacts of inflation and subsequent pricing increases, combined with the uncontrollable costs of items such as insurance, to minimize the impact to our member municipalities.

2025's draft budget also includes the addition of two new positions, one in Flood Forecasting & Warning as well as a contract Engineering Technologist. The contract position is being brought in to assist with the backlog in our engineering department with plan review as more and more time imperative projects are moving forward. Flood Forecasting & Warning is requiring another person as we have had one person in this department for over 20 years and with the increasing severity of storms, climate change, and the aging infrastructure (dams) that the NVCA has, more staffing is required.

The 2025 budget is the second year with the new framework of budgeting using categories 1, 2 & 3 and the requirements of signed MOU's. The NVCA has signed agreements with all 18 of our municipalities and will continue to work on renewing them as required.

We thank your Township for the support of the NVCA's category 3 programs.

The Township of Melancthon's proposed 2025 operational levy contribution is \$170,19.33. The capital asset levy will be \$990.76. This represents a total of \$18,010.09 contribution for 2025.



**NOTTAWASAGA VALLEY
CONSERVATION AUTHORITY
2025 DRAFT BUDGET**

Table of Contents

OUR WATERSHED	5
ABOUT THE 2025 BUDGET	4
BUDGET PROCESS	6
BUDGET VOTE	7
2025 CATEGORY 1 DRAFT BUDGET	8
2025 CATEGORIES 2 & 3 DRAFT BUDGET	12
ASSET MANAGEMENT	16
CATEGORY 1 CAPITAL ASSET LEVY	16
CATEGORIES 2 & 3 CAPITAL ASSET LEVY	17
RESERVES	18

OUR VISION

A sustainable watershed that is resilient to the effects of climate change, urban growth and other stressors and provides for safe, healthy and prosperous people and communities.

OUR MISSION

Working together to deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed.

WHAT WE VALUE

An abundance of clean water, clean air and fertile soils that provide for healthy people and ecosystems.

Natural heritage systems and the ecosystem services they provide, particularly as they support resilience to the effects of a changing climate.

Distinctive landforms and waterways including the Georgian Bay coastline, Niagara Escarpment, Minesing Wetlands and others that give our watershed a unique sense of place.

Quality recreational opportunities that our hills, forests, meadows, wetlands, waterways and coastline provide for residents and tourists alike.

A wealth of resources within the capacity of our watershed to provide for thriving communities, successful economies and sustainable agriculture, now and in the future.



About the 2025 budget

The 2025 budget represents the second year for the new budgetary framework for NVCA. Through the Province of Ontario, NVCA's program areas are separated into three categories:

- Category 1: Mandatory programs and services, where municipal levy could be used without any agreement
- Category 2: Municipal programs and services provided at the request of a municipality through an agreement
- Category 3: Other programs and services an authority determines are advisable but are not under Categories 1 and 2. Use of municipal levy requires an agreement with participating municipalities.

As we deliver mandatory programs services under Categories 1 to municipalities, NVCA is committed to continuing to manage human activities and natural resources on a watershed basis. Through Categories 2 & 3, we look forward to continuing our collaboration with municipal partners to deliver science based, innovative, watershed-wide services to improve water quality, manage flood and erosion, create more resilient habitats, grow economies through recreational opportunities, and better adapt to climate change.

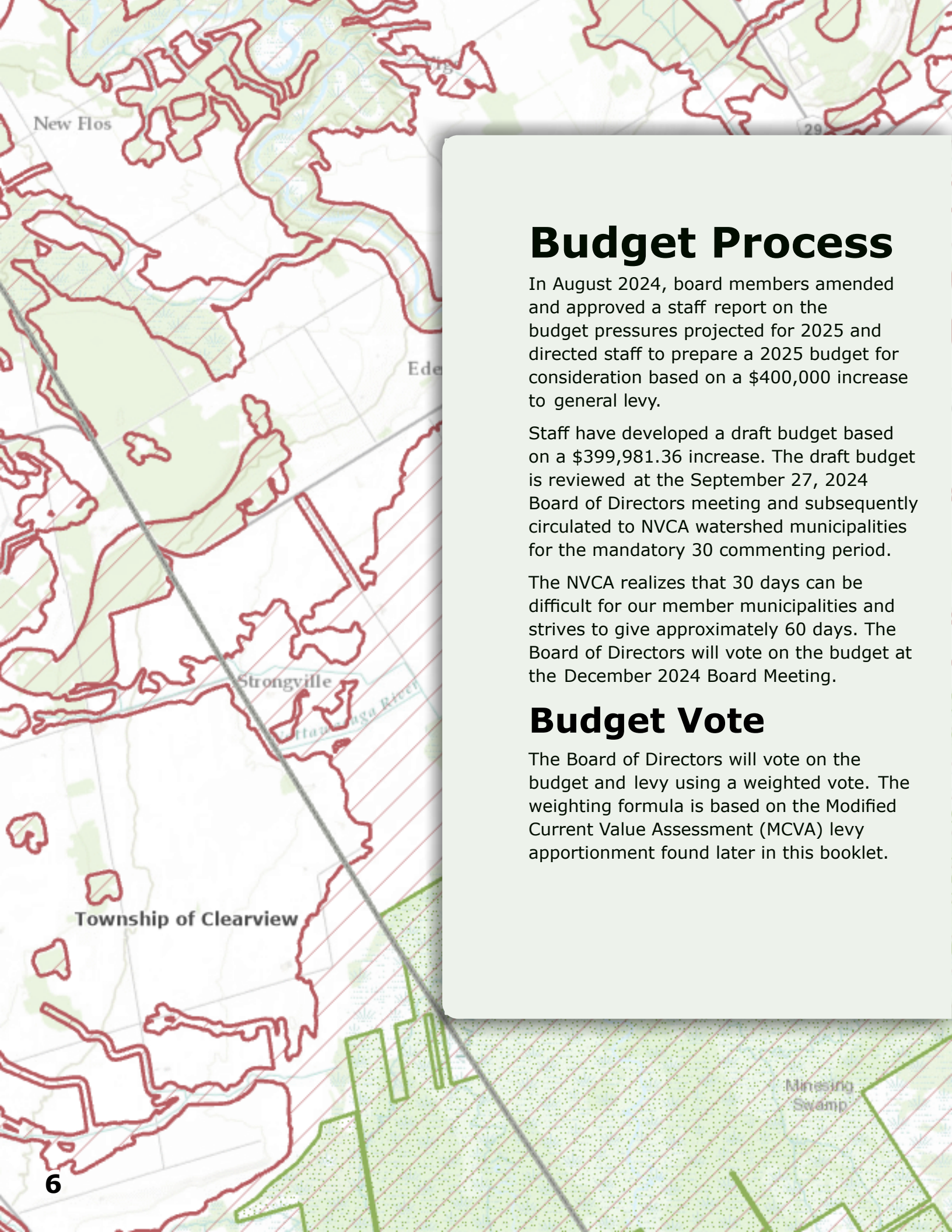


OUR WATERSHED

The Nottawasaga Valley Watershed is approximately 3,700 km², with jurisdiction in 18 municipalities in the counties of Simcoe, Dufferin and Grey. The watershed is the source of watercourses that flow into Georgian Bay at Wasaga Beach, Collingwood and Severn Sound.

NVCA's Board of Directors is comprised of one representative appointed from each of our member municipalities.

Board members have a very important role and responsibility to represent the interests of their municipalities, consider the interests and needs of the conservation authority, and establish an effective reporting relationship with their municipal council and staff.



Budget Process

In August 2024, board members amended and approved a staff report on the budget pressures projected for 2025 and directed staff to prepare a 2025 budget for consideration based on a \$400,000 increase to general levy.

Staff have developed a draft budget based on a \$399,981.36 increase. The draft budget is reviewed at the September 27, 2024 Board of Directors meeting and subsequently circulated to NVCA watershed municipalities for the mandatory 30 commenting period.

The NVCA realizes that 30 days can be difficult for our member municipalities and strives to give approximately 60 days. The Board of Directors will vote on the budget at the December 2024 Board Meeting.

Budget Vote

The Board of Directors will vote on the budget and levy using a weighted vote. The weighting formula is based on the Modified Current Value Assessment (MCVA) levy apportionment found later in this booklet.

Step 1

**September 27,
2024**

**Board of
Directors
approves
circulation of
draft budget**

Step 2

**October 1,
2024**

**Budget to
Municipal
partners**

Step 3

**November 22,
2024**

**Municipal
review
period**

Step 4

**December 13,
2024**

**Board of
Directors
weighted
vote**

2025 Category 1 Draft Budget

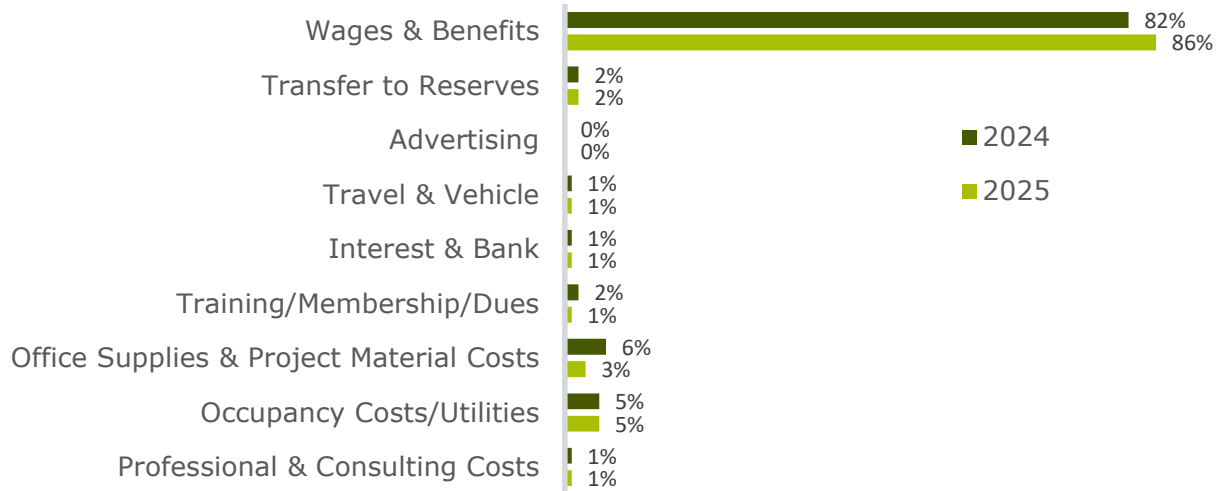
As per the NVCA's Inventory of Programs and Services, Category 1 items are provincially mandated services that NVCA must deliver to our partner municipalities. The 2024 operational budget for Category 1 is organized into business units and departments and is intended to reflect all associated costs. All operating programs, with the exception of planning and regulations with the addition of two new staff, have been maintained at the previous years' service level.

For Category 1's budget, a \$368,108.43 increase in municipal levy is needed to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the MCVA apportionment percentages provided by the Ministry of Natural Resources & Forestry.

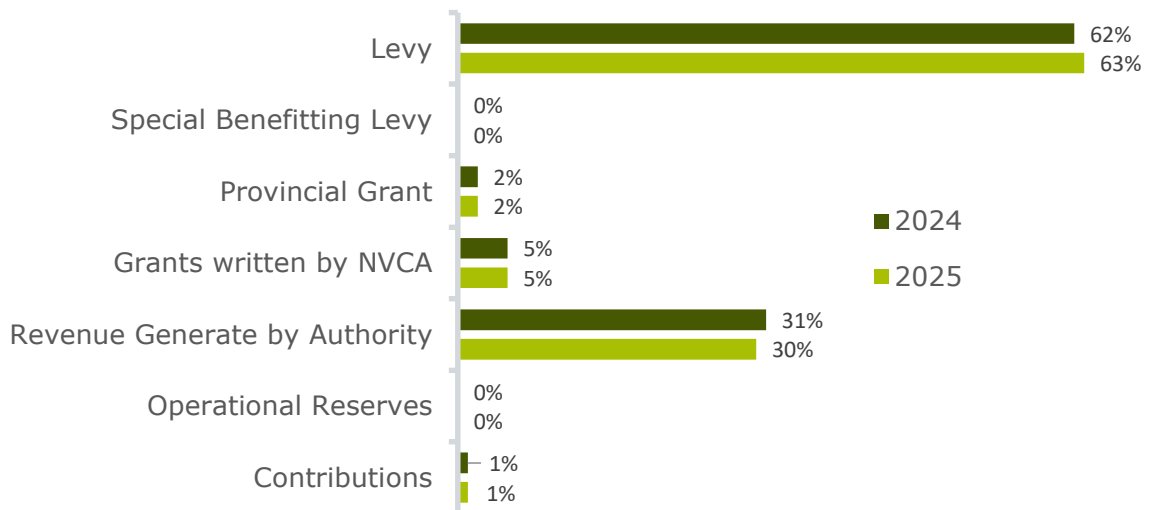
Summary of Category 1 Municipal Levy Contribution

Municipality	2024 MCVA Apportionment Percentage	2025 MCVA Apportionment Percentage	2024 Draft Operating Levy	2025 Draft Operating Levy	\$ Increase
			\$2,856,357.59	\$3,224,466.02	\$368,108.43
Township of Adjala-Tosorontio	4.01%	4.04%	\$114,531.37	\$130,378.06	\$15,846.69
Township of Amaranth	0.22%	0.22%	\$6,232.57	\$7,039.01	\$806.44
City of Barrie	14.80%	14.75%	\$422,835.18	\$475,579.72	\$52,744.53
Town of The Blue Mountains	1.45%	1.47%	\$41,494.31	\$47,335.16	\$5,840.85
Town of Bradford West Gwillimbury	4.29%	4.28%	\$122,572.02	\$137,865.27	\$15,293.25
Clearview Township	4.92%	4.93%	\$140,589.92	\$159,095.15	\$18,505.23
Town of Collingwood	10.35%	10.27%	\$295,584.45	\$331,133.31	\$35,548.86
Township of Essa	6.86%	6.80%	\$195,874.72	\$219,108.92	\$23,234.19
Municipality of Grey Highlands	0.34%	0.34%	\$9,631.64	\$10,808.41	\$1,176.77
Town of Innisfil	7.22%	7.30%	\$206,197.60	\$235,498.88	\$29,301.28
Township of Melancthon	0.48%	0.48%	\$13,579.12	\$15,306.54	\$1,727.42
Town of Mono	3.67%	3.58%	\$104,716.93	\$115,564.86	\$10,847.94
Mulmur Township	1.61%	1.59%	\$39,589.79	\$51,130.36	\$5,214.41
Town of New Tecumseth	13.59%	13.40%	\$334,317.84	\$431,981.71	\$44,445.40
Township of Oro-Medonte	7.37%	7.36%	\$181,301.29	\$237,343.27	\$26,432.68
Town of Shelburne	2.11%	2.17%	\$51,854.13	\$70,106.34	\$9,131.67
Township of Springwater	7.56%	7.76%	\$185,979.75	\$250,128.28	\$34,170.51
Town of Wasaga Beach	9.04%	9.28%	\$222,347.2	\$299,062.77	\$37,840.30

Expenses



Revenues



Nottawasaga Valley Conservation Authority Proposed 2025 Budget - Category 1

Consolidated

	BUDGET 2024	BUDGET 2025	\$ CHANGE
REVENUE:			
Municipal Levy	2,856,357.59	3,224,466.02	368,108.43
Special Benefit Projects	4,000.00	4,000.00	-
Total Municipal Revenue	2,860,357.58	3,228,466.02	368,108.44
MNR Transfer Payment-Flood	97,307.00	97,307.00	-
Other Provincial Sources	197,000.00	227,000.00	30,000.00
Federal Sources	15,000.00	10,000.00	(5,000.00)
Total Government Grants	309,307.00	334,307.00	25,000.00
Contributions	42,150.00	32,150.00	(10,000.00)
Healthy Waters	5,000.00	3,000.00	(2,000.00)
Conservation Lands	34,300.00	44,500.00	10,200.00
Planning	1,260,500.00	1,367,250.00	106,750.00
Tiffin Operations	9,000.00	10,000.00	1,000.00
GIS & Technical Support	12,500.00	10,000.00	(2,500.00)
Investment Income	100,000.00	100,000.00	-
Total Contributions and User Fees	1,463,450.00	1,566,900.00	103,450.00
Operational Reserves	5,000.00	-	(5,000.00)
TOTAL REVENUE	4,638,114.59	5,129,673.02	491,558.43
EXPENSES:			
Wages and Interprogram Charges	4,008,243.32	4,512,111.11	503,867.79
	4,008,243.32	4,512,111.11	503,867.79
Other Expenses			
Staff Cost	10,300.00	10,100.00	(200.00)
Memberships/Professional Dues	45,600.00	45,600.00	-
Educations and Training	31,500.00	31,500.00	-
Materials & Supplies - General	110,700.00	98,200.00	(12,500.00)
Vehicles & Large Equipment Costs	45,250.00	45,250.00	-
Office Expenses	14,500.00	14,500.00	-
Equipment Costs	8,000.00	7,000.00	(1,000.00)
Transportation Costs	6,000.00	6,000.00	-
Legal	22,000.00	22,000.00	-
Consultants	8,500.00	8,500.00	-
Insurance	155,800.00	155,800.00	-
Taxes	18,860.00	18,860.00	-
Heat and Hydro	30,800.00	30,800.00	-
Telephones and Internet Access	21,000.00	21,000.00	-
Audit Fees	20,500.00	20,750.00	250.00
Interest and Bank Charges	38,500.00	38,500.00	-
Maintenance Expense	32,900.00	35,600.00	2,700.00
Uniform Expense	6,400.00	6,400.00	-
Leases	12,000.00	12,000.00	-
Advertisement and Communications	21,100.00	19,100.00	(2,000.00)
Bad Debt Expense	500.00	500.00	-

**Nottawasaga Valley Conservation Authority
Proposed 2025 Budget - Category 1**

Consolidated

	BUDGET 2024	BUDGET 2025	\$ CHANGE
Transfer to Reserves	120,000.00	120,000.00	-
	<u>780,710.00</u>	<u>767,960.00</u>	<u>(12,750.00)</u>
 TOTAL EXPENSES	 <u>4,788,953.32</u>	 <u>5,280,071.11</u>	 <u>491,117.79</u>
 SURPLUS (DEFICIT)	 <u>(150,838.73)</u>	 <u>(150,398.09)</u>	 <u>440.64</u>

2025 Categories 2 & 3 Draft Budget

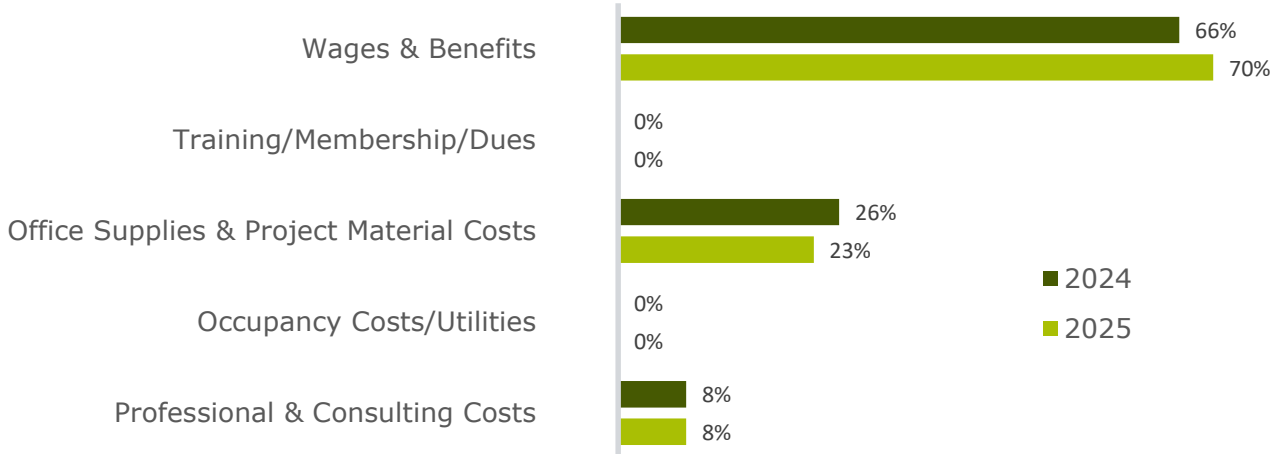
As per the NVCA's Inventory of Programs and Services, NVCA can only deliver items under Categories 2 & 3 if there are agreements in place with our municipalities. Category 2 items do not require levy, and projects are based on agreements with individual municipalities. Category 3 items require some levy to meet eligibility requirements for grants and other revenues, which in turn will help reduce the amount of levy needed under Category 1.

For Categories 2 & 3's budget, a \$2,942.78 decrease in municipal levy is realized to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the MCVA apportionment percentages provided by the Ministry of Natural Resources & Forestry.

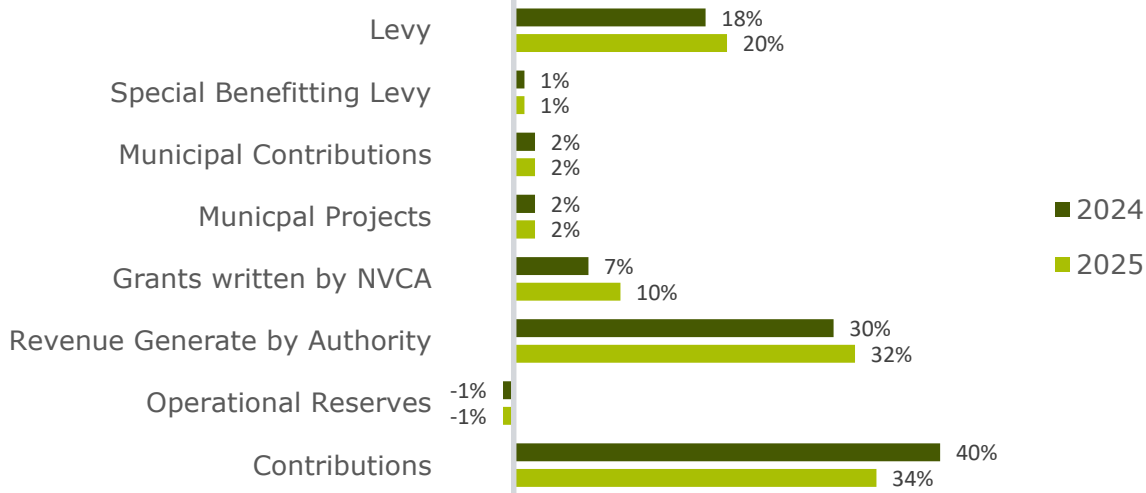
Summary of Category 3 Municipal Levy Contribution

Municipality	2024 MCVA Apportionment Percentage	2025 MCVA Apportionment Percentage	2024 Operating Levy	2025 Draft Operating Levy	\$ Increase
			\$328,942.68	\$360,815.61	\$31,872.93
Township of Adjala-Tosorontio	4.01%	4.04%	\$13,189.61	\$14,589.22	\$1,399.61
Township of Amaranth	0.22%	0.22%	\$717.75	\$787.66	\$69.91
City of Barrie	14.80%	14.75%	\$48,694.37	\$53,217.06	\$4,522.69
Town of The Blue Mountains	1.45%	1.47%	\$4,778.55	\$5,296.77	\$518.22
Town of Bradford West Gwillimbury	4.29%	4.28%	\$14,115.59	\$15,427.03	\$1,311.44
Clearview Township	4.92%	4.93%	\$16,190.56	\$17,802.64	\$1,612.08
Town of Collingwood	10.35%	10.27%	\$34,039.98	\$37,053.60	\$3,013.62
Township of Essa	6.86%	6.80%	\$22,557.24	\$24,518.14	\$1,960.90
Municipality of Grey Highlands	0.34%	0.34%	\$1,109.19	\$1,209.45	\$100.26
Town of Innisfil	7.22%	7.30%	\$23,746.04	\$26,352.17	\$2,606.13
Township of Melancthon	0.48%	0.48%	\$1,563.79	\$1,712.79	\$149.00
Town of Mono	3.67%	3.58%	\$12,059.37	\$12,931.63	\$872.26
Mulmur Township	1.61%	1.59%	\$5,287.75	\$5,721.45	\$433.70
Town of New Tecumseth	13.57%	13.40%	\$44,629.30	\$48,338.47	\$3,709.17
Township of Oro-Medonte	7.38%	7.36%	\$24,288.80	\$26,558.55	\$2,269.75
Town of Shelburne	2.13%	2.17%	\$7,021.94	\$7,844.85	\$822.91
Township of Springwater	7.56%	7.76%	\$24,870.04	\$27,989.19	\$3,119.15
Town of Wasaga Beach	9.15%	9.28%	\$30,082.79	\$33,464.93	\$3,382.14

Expenses



Revenues





**Nottawasaga Valley Conservation Authority
Proposed 2025 Budget - Category 2 and 3**

Consolidated

	BUDGET 2024	BUDGET 2025	\$ CHANGE
REVENUE:			
Municipal Levy	328,942.68	360,815.61	31,872.93
Special Benefit Projects	21,000.00	18,000.00	(3,000.00)
Municipal Contributions	44,050.00	44,050.00	-
Municipal Project - RMO	36,000.00	30,000.00	(6,000.00)
Total Municipal Revenue	<u>429,992.68</u>	<u>452,865.61</u>	<u>22,872.93</u>
Other Provincial Sources	500.00	20,500.00	20,000.00
Federal Sources	125,000.00	155,000.00	30,000.00
Total Government Grants	<u>125,500.00</u>	<u>175,500.00</u>	<u>50,000.00</u>
Contributions	<u>715,130.00</u>	<u>634,130.00</u>	<u>(81,000.00)</u>
User Fees			
Reforestation	39,000.00	40,000.00	1,000.00
Healthy Waters	15,000.00	15,000.00	-
Environmental Monitoring	6,000.00	8,000.00	2,000.00
Environmental Education	285,000.00	323,500.00	38,500.00
Tiffin Operations	167,600.00	169,100.00	1,500.00
Conservation Land Leases	33,140.00	34,240.00	1,100.00
Total Contributions and User Fees	<u>1,260,870.00</u>	<u>1,223,970.00</u>	<u>(36,900.00)</u>
Operational Reserves	<u>(9,800.00)</u>	<u>(9,800.00)</u>	<u>-</u>
TOTAL REVENUE	<u>1,806,562.68</u>	<u>1,842,535.61</u>	<u>35,972.93</u>
EXPENSES:			
Wages and Interprogram Charges	1,086,464.09	1,178,203.06	91,738.97
	<u>1,086,464.09</u>	<u>1,178,203.06</u>	<u>91,738.97</u>
Other Expenses			
Staff Cost	300.00	300.00	-
Memberships/Professional Dues	1,250.00	1,250.00	-
Materials & Supplies - General	327,109.87	316,784.46	(10,325.41)
Materials & Supplies - Cost of Trees	110,000.00	65,000.00	(45,000.00)
Equipment Costs	500.00	500.00	-
Consultants	127,500.00	127,500.00	-
Heat and Hydro	200.00	200.00	-
Maintenance Expense	2,300.00	2,300.00	-
Uniform Expense	100.00	100.00	-
	<u>569,259.87</u>	<u>513,934.46</u>	<u>(55,325.41)</u>
TOTAL EXPENSES	<u>1,655,723.96</u>	<u>1,692,137.52</u>	<u>36,413.56</u>
SURPLUS (DEFICIT)	<u>150,838.72</u>	<u>150,398.09</u>	<u>(440.63)</u>

Asset Management

The capital asset levy, which funds the Asset Management Plan (AMP), is shared by the municipal partners based on their modified apportionment percentage.

The AMP is based on the annual approval of the asset management plan by the Board of Directors.

The AMP for 2025 was approved by the Board of Directors at the August 2024 Board meeting and is also split between Category 1 and Categories 2 & 3.

Below are the contributions for 2025 based on the approved Asset Management Plan:

Category 1 Capital Asset Levy

Municipality	2025 MCVA Apportionment%	2025 Capital Levy
Township of Adjala-Tosorontio	4.04%	\$ 7,111.81
Township of Amaranth	0.22%	\$ 387.28
City of Barrie	14.75%	\$ 25,965.16
Town of The Blue Mountains	1.47%	\$ 2,587.71
Bradford/West Gwillimbury	4.28%	\$ 7,534.30
Clearview Township	4.93%	\$ 8,678.53
Town of Collingwood	10.27%	\$ 18,078.79
Township of Essa	6.80%	\$ 11,970.38
Municipality of Grey Highlands	0.34%	\$ 598.52
Town of Innisfil	7.30%	\$ 12,850.56
Melancthon Township	0.48%	\$ 844.97
Town of Mono	3.58%	\$ 6,302.05
Mulmur Township	1.59%	\$ 2,798.96
Town of New Tecumseth	13.40%	\$ 23,588.69
Township of Oro-Medonte	7.36%	\$ 12,956.18
Town of Shelburne	2.17%	\$ 3,819.96
Township of Springwater	7.76%	\$ 13,660.32
Town of Wasaga Beach	9.28%	\$ 16,336.05

Categories 2 & 3 Capital Asset Levy

Municipality	2025 MCVA Apportionment%	2025 Capital Levy
Township of Adjala-Tosorontio	4.04%	\$ 1,227.07
Township of Amaranth	0.22%	\$ 66.82
City of Barrie	14.75%	\$ 4,480.02
Town of The Blue Mountains	1.47%	\$ 446.48
Bradford/West Gwillimbury	4.28%	\$ 1,299.96
Clearview Township	4.93%	\$ 1,497.39
Town of Collingwood	10.27%	\$ 3,119.31
Township of Essa	6.80%	\$ 2,065.36
Municipality of Grey Highlands	0.34%	\$ 103.27
Town of Innisfil	7.30%	\$ 2,217.23
Melancthon Township	0.48%	\$ 145.79
Town of Mono	3.58%	\$ 1,087.35
Mulmur Township	1.59%	\$ 482.93
Town of New Tecumseth	13.40%	\$ 4,069.98
Township of Oro-Medonte	7.36%	\$ 2,235.45
Town of Shelburne	2.17%	\$ 659.09
Township of Springwater	7.76%	\$ 2,356.94
Town of Wasaga Beach	9.28%	\$ 2,818.61

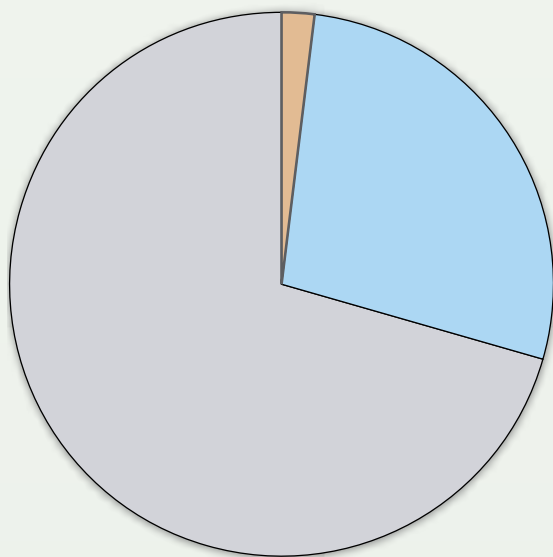


Reserves

These amounts will be put into reserves to pay for the repair maintenance and replacement of the assets as identified in the AMP. The asset levy is funding less than 50% of the purchases, as 2025 is a heavy year and the total levy is spread out over 10 years. Also, some purchases were deferred from 2024 to 2025 and therefore the levy was already received for it and placed into the reserve for 2025.

Some of the 2025 expenditures as per the AMP:

1. Dam safety review for Utopia Dam, urgent repair work to be completed at Tottenham and New Lowell Dams
2. Parts replacement on lands, flood and monitoring equipment to extend life as well as replacement of some end-of-life equipment, specifically some flood loggers & communicators due to cellular upgrade requirements
3. Computers and server upgrades and network hardware
4. Replacement of 1 vehicle.



Funding for Asset Management Plan 2025 Total Cost: \$704,900

Capital Reserves

\$498,492 | 71%

Category 1 Asset Levy

\$176,035 | 25%

Categories 2 & 3 Asset Levy

\$30,373 | 4%

Nottawasaga Valley Conservation Authority Proposed 2025 Budget

Consolidated

	BUDGET 2024	BUDGET 2025	\$ CHANGE
REVENUE:			
Municipal Levy	3,185,300.27	3,585,281.63	399,981.36
Special Benefit Projects	25,000.00	22,000.00	(3,000.00)
Municipal Contributions	44,050.00	44,050.00	-
Municipal Project - RMO	36,000.00	30,000.00	(6,000.00)
Total Municipal Revenue	3,290,350.26	3,681,331.63	390,981.37
MNR Transfer Payment-Flood	97,307.00	97,307.00	-
Other Provincial Sources	197,500.00	247,500.00	50,000.00
Federal Sources	140,000.00	165,000.00	25,000.00
Total Government Grants	434,807.00	509,807.00	75,000.00
Contributions	757,280.00	666,280.00	(91,000.00)
User Fees			
Reforestation	39,000.00	40,000.00	1,000.00
Healthy Waters	20,000.00	18,000.00	(2,000.00)
Conservation Lands	34,300.00	44,500.00	10,200.00
Planning	1,260,500.00	1,367,250.00	106,750.00
Environmental Monitoring	6,000.00	8,000.00	2,000.00
Environmental Education	285,000.00	323,500.00	38,500.00
Tiffin Operations	176,600.00	179,100.00	2,500.00
Conservation Land Leases	33,140.00	34,240.00	1,100.00
GIS & Technical Support	12,500.00	10,000.00	(2,500.00)
Investment Income	100,000.00	100,000.00	-
Total Contributions and User Fees	2,724,320.00	2,790,870.00	66,550.00
Operational Reserves	(4,800.00)	(9,800.00)	(5,000.00)
TOTAL REVENUE	6,444,677.27	6,972,208.63	527,531.36
EXPENSES:			
Wages and Interprogram Charges	5,094,707.40	5,690,314.17	595,606.77
	5,094,707.40	5,690,314.17	595,606.77
Other Expenses			
Staff Cost	10,600.00	10,400.00	(200.00)
Memberships/Professional Dues	46,850.00	46,850.00	-
Educations and Training	31,500.00	31,500.00	-
Materials & Supplies - General	437,809.87	414,984.46	(22,825.41)
Materials & Supplies - Cost of Trees	110,000.00	65,000.00	(45,000.00)
Vehicles & Large Equipment Costs	45,250.00	45,250.00	-
Office Expenses	14,500.00	14,500.00	-
Equipment Costs	8,500.00	7,500.00	(1,000.00)
Transportation Costs	6,000.00	6,000.00	-
Legal	22,000.00	22,000.00	-
Consultants	136,000.00	136,000.00	-
Insurance	155,800.00	155,800.00	-
Taxes	18,860.00	18,860.00	-
Heat and Hydro	31,000.00	31,000.00	-

**Nottawasaga Valley Conservation Authority
Proposed 2025 Budget**

Consolidated

	BUDGET 2024	BUDGET 2025	\$ CHANGE
Telephones and Internet Access	21,000.00	21,000.00	-
Audit Fees	20,500.00	20,750.00	250.00
Interest and Bank Charges	38,500.00	38,500.00	-
Maintenance Expense	35,200.00	37,900.00	2,700.00
Uniform Expense	6,500.00	6,500.00	-
Leases	12,000.00	12,000.00	-
Advertisement and Communications	21,100.00	19,100.00	(2,000.00)
Bad Debt Expense	500.00	500.00	-
Transfer to Reserves	120,000.00	120,000.00	-
	<u>1,349,969.87</u>	<u>1,281,894.46</u>	<u>(68,075.41)</u>
TOTAL EXPENSES	<u>6,444,677.27</u>	<u>6,972,208.63</u>	<u>527,531.36</u>
SURPLUS (DEFICIT)	<u>(0.00)</u>	<u>-</u>	<u>0.00</u>



Nottawasaga Valley Conservation Authority

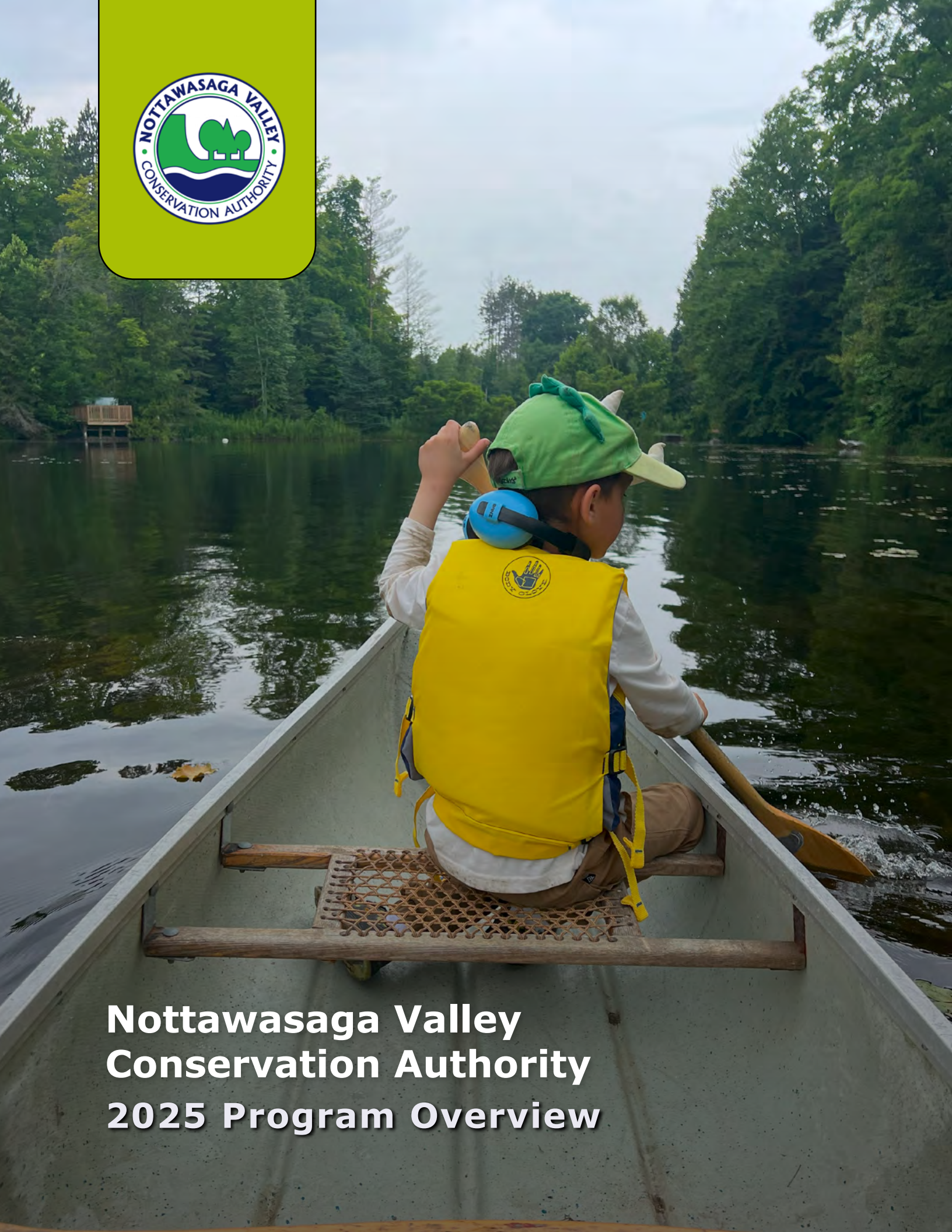
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**Nottawasaga Valley
Conservation Authority
2025 Program Overview**

Table of Contents

NVCA Profile	4
FUNDING CONSERVATION	7
PLANNING & DEVELOPMENT	10
FLOOD MANAGEMENT	12
WATERSHED SCIENCE	14
EDUCATION	18
CONSERVATION LANDS	20
RESTORATION SERVICES	22
CORPORATE SERVICES	26

OUR VISION

A sustainable watershed that is resilient to the effects of climate change, urban growth and other stressors and provides for safe, healthy and prosperous people and communities.

OUR MISSION

Working together to deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed.

WHAT WE VALUE

An abundance of clean water, clean air and fertile soils that provide for healthy people and ecosystems.

Natural heritage systems and the ecosystem services they provide, particularly as they support resilience to the effects of a changing climate.

Distinctive landforms and waterways including the Georgian Bay coastline, Niagara Escarpment, Minesing Wetlands and others that give our watershed a unique sense of place.

Quality recreational opportunities that our hills, forests, meadows, wetlands, waterways and coastline provide for residents and tourists alike.

A wealth of resources within the capacity of our watershed to provide for thriving communities, successful economies and sustainable agriculture, now and in the future.



NVCA PROFILE

2025 represents NVCA's 65th anniversary of providing services to our watershed. Since 1960, we have worked with our municipal partners to provide programs and services that bring to life our vision of a vibrant watershed that supports healthy environments, communities and lifestyles.

Through the Province of Ontario, NVCA's program areas are separated into three categories:

- Category 1: Mandatory programs and services, where municipal levy could be used without any agreement
- Category 2: Municipal programs and services provided at the request of a municipality through an agreement
- Category 3: Other programs and services an authority determines are advisable but are not under Categories 1 and 2. Use of municipal levy requires an agreement with participating municipalities.

NVCA employs approximately 55 full-time, part-time, contract and seasonal staff across numerous professional fields. Our employees uphold our mandate under the seven service areas listed below and detailed in the pages that follow.

PLANNING & DEVELOPMENT

Category 1: \$2.24M / 17.5 FTEs
Category 2 & 3: \$0

CONSERVATION LANDS

Category 1: \$435K / 3.75 FTEs
Category 2 & 3: \$238K / 2 FTEs

FLOOD MANAGEMENT

Category 1: \$443K / 3.48 FTEs
Category 2 & 3: \$0 / 0 FTE

RESTORATION SERVICES

Category 1 \$97.4K / 0.58 FTEs
Category 2 & 3 \$1.07M / 4.62 FTEs

Watershed Science

Category 1: \$382K / 3.05 FTE
Category 2 & 3 \$137K / 1.28 FTE

CORPORATE SERVICES

Category 1: \$1.56M / 12.55 FTEs
Category 2 & 3: \$0 / 0 FTE

EDUCATION

Category 1: \$0 / 0 FTE
Category 2 & 3: \$370K / 4.08 FTEs



FUNDING CONSERVATION

Total Funding

NVCA's 2025 budget is \$6,972,208.63, which includes a total levy contribution of \$3,585,282. When combined with fee for service revenues, 51% of NVCA's budget is funded through non-levy sources of funding.

This corresponds to \$17.09 per watershed resident which is in line with the average conservation authority levy across the Province.

Category 1 Funding

NVCA's 2025 budget is \$5,129,673.02, which includes a total levy contribution of \$3,224,466.02. When combined with fee for service revenues, 37% of NVCA's budget is funded through non-levy sources of funding.

Category 1 budget corresponds to \$15.42 per watershed resident.

Category 2 & 3 Funding

NVCA's 2025 budget is \$1,842,535.61, which includes a total levy contribution of \$360,816. When combined with fee for service revenues, only 20% of NVCA's Category 2 & 3 budget is funded through levy. User fees and leverage of levy makes up the remaining 80%. These categories also subsidize Category 1 programs, helping to reduce the levy required.

Category 2 & 3 corresponds to \$1.68 per watershed resident.

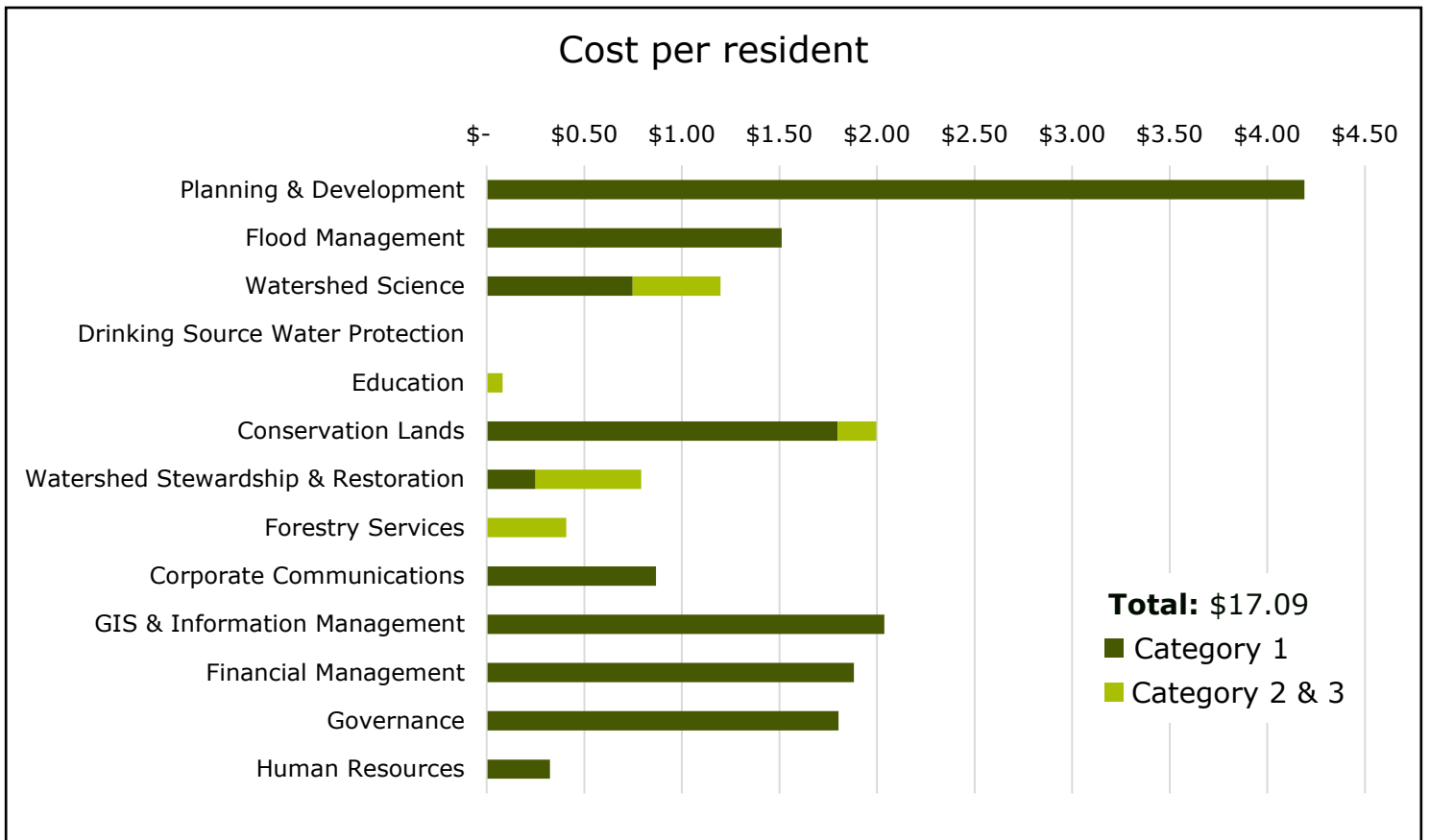
While this builds a strong case for support, it is not enough to improve the health of our watershed, improve water quality, protect from flooding, provide open spaces and trails that are accessible for people to use, and connect and restore forests wetlands and habitats.

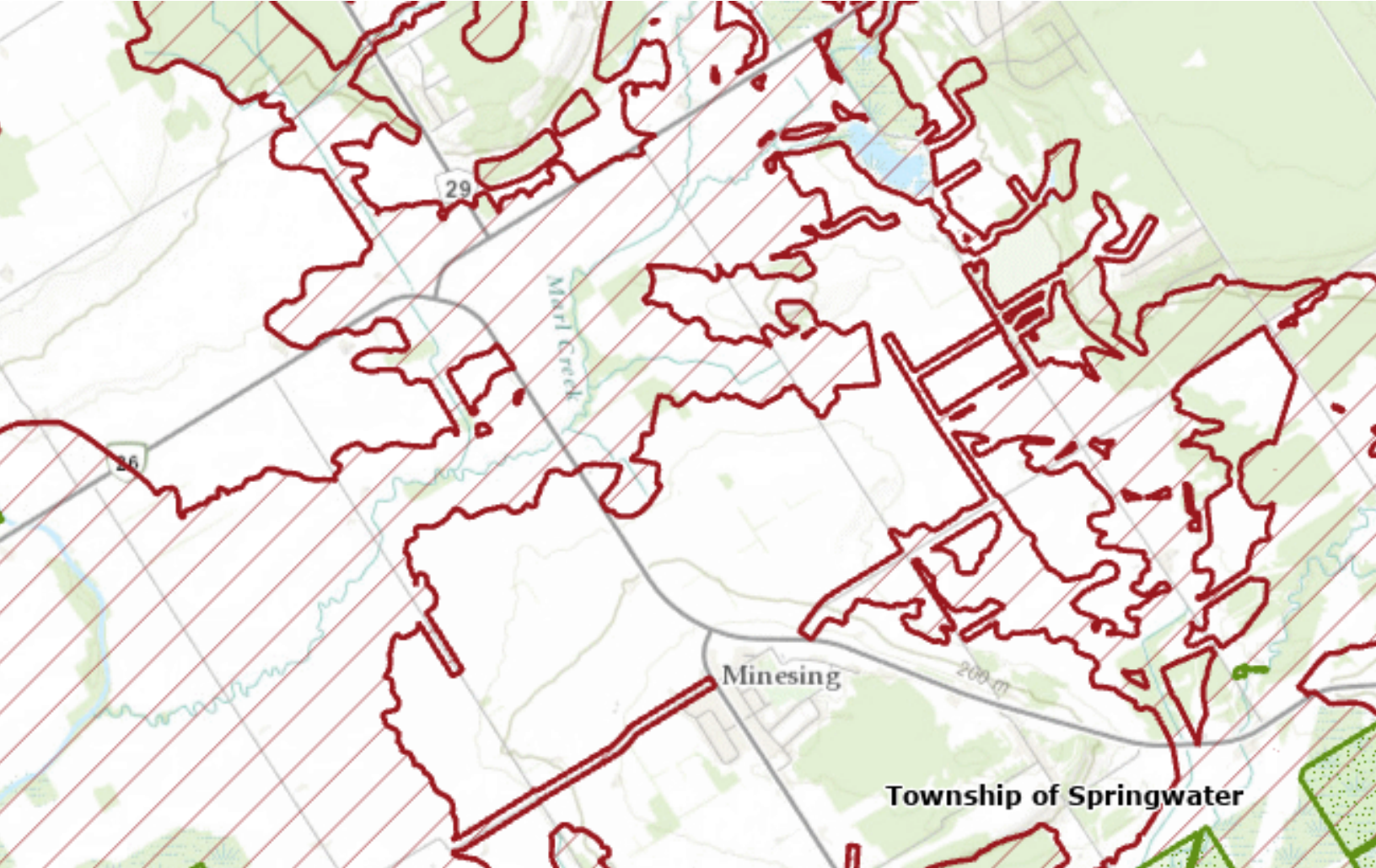
We rely on our partners, funders, landowner and volunteers to help build communities resilient to climate change, and most importantly, attracting and retaining the talent and economic opportunities that this watershed desires.

Sustaining the watershed is not our work alone. It is what we do together with municipalities, our neighbours, universities and colleges, donors, local and regional agencies, and the many other partners we work with. We need to celebrate our successes but we also need to increase the scope, scale and intensity of our joint efforts to create a place we can be proud of and celebrate – one we can call home. For life.



Program Name	Cost/ Resident
Planning & Development	\$4.19
Flood Management	\$1.51
Watershed Monitoring - Category 1	\$0.75
Watershed Monitoring - Category 2 & 3	\$0.45
Drinking Source Water Protection	\$-
Education	\$0.08
Conservation Lands - Category 1	\$1.80
Conservation Lands - Category 2 & 3	\$0.20
Watershed Stewardship & Restoration - Category 1	\$0.25
Watershed Stewardship & Restoration - Category 2 & 3	\$0.54
Forestry Services	\$0.41
Corporate Communications	\$0.87
GIS & Information Management	\$2.04
Financial Management	\$1.88
Governance	\$1.80
Human Resources	\$0.32



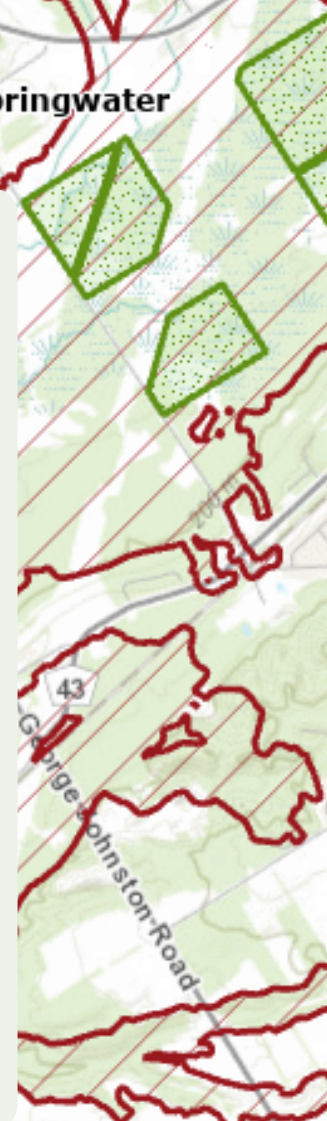


PLANNING & DEVELOPMENT

Category 1: \$2.24M / 17.5 FTEs

Category 2 & 3: \$0 / 0 FTE

Planning Services, which includes engineering, permitting and enforcement, ensures that development in the watershed progresses in a sustainable manner that will direct development away from natural hazard lands and protect our water resources. NVCA promotes a planning first principle which ensures that planning permissions are in place prior to considering approvals under the Conservation Authorities Act.



2024 Achievements

- Continued to process applications and inquiries under various provincial acts including the Conservation Authorities Act, Planning Act, Niagara Escarpment Planning and Development Act, Aggregate Resource Act, Drainage Act and Environmental Assessment Act.
- Continued to look for opportunities to stream line the application review process.
- Updated Planning and Regulation Guidelines and policy documents to reflect new provincial legislation.
- Worked with the Information Management and Engineering teams to update regulation mapping for the NVCA watershed.
- Began updating planning agreements with member municipalities to ensure the agreement reflect new legislation.
- Worked with the Information Management team to develop a e-permitting platform to allow applicants to make digital permit submissions.
- Mid-year reporting indicted that regulations staff met provincial timelines 92% of the time.

2025 Focus

- Continue to work with municipalities and other partners to streamline the application review process, and ensure timely approvals for development applications.
- Continue to develop a data management strategy, improve internal systems and look for opportunities to continue to automate processes.
- Promote storm water management and Low Impact Development in municipal plans.
- Continue to operate on a cost recovery basis.
- Promote sustainable development and other associated land use changes in the Nottawasaga Watershed.
- Review and investigate the increase of unauthorized fill in NVCA's regulated areas.

Service Pressures

- Program operates on a cost recovery basis.
- Fees increases to recover costs according to Watson Report can only be implemented once the Ministry of Natural Resources (MNR) lifts the freeze on planning and Regulation fees.
- Increasing growth, development and associated land use changes in the Nottawasaga Watershed.
- Increase in unauthorized fill violations.
- Understand and implement the amendments to the Conservation Authorities Act regarding permit processes and how that will impact service delivery.



FLOOD MANAGEMENT

Category 1: \$443K / 3.48 FTEs

Category 2 & 3: \$0 / 0 FTE

The goals of the Flood Management Program are to reduce the risk to people, property and infrastructure, minimize social disruption due to hazards related to flooding and erosion and to encourage the use of natural flood management practices. This is a delegated responsibility from the Province of Ontario. NVCA also helps maintain the federal-provincial surface water monitoring network.

2024 Achievements

- Monitored flood and low water conditions.
- Updated NVCA's Flood Contingency Plan and updated online website version.
- Inspected and operated flood and erosion control structures.
- Monitored ice conditions throughout the watershed.
- Ongoing maintenance and improvements to NVCA stream and weather gauges to improve data quality and reliability.
- Completed vegetation removal along the embankments of the Pretty River Dike and removed select trees identified for priority removal in the overall tree inventory for the dike.
- Resumed the NVCA Stormwater Management Technical Work Group by hosting one new meeting.
- Continued to maintain the City of Barrie's rain gauge network.
- Conducted Phase 1 of the Pretty River Dike safety study.
- Developed an Ice Management Plan for the Nottawasaga Watershed.
- Developed a Natural Hazard Infrastructure Operational Management Plan for the Nottawasaga Watershed.
- Enhanced data management for flood data including snow survey field work.
- Successfully acquired Provincial WECI funding for New Lowell Dam to begin addressing recommendations from the 2023 dam safety study.
- Updated the Asset Management Plan to reflect priority requirements in 2025 for NVCA's flood and erosion control structures.
- Completed the Upper Mad River Flood Hazard Update Study.

2025 Focus

- Update the watershed hydrology and initiate transfer of flow regime to NVCA's flood hazard models.
- Apply for Federal/Provincial FHIMP funding to continue to gradually update the hydraulic models for key/priority subwatersheds.
- Apply for Provincial 2025-2026 WECI funding to continue to implement recommendations from flood structure safety studies.
- Continue the Pretty River Dike maintenance project (pending funding).
- Conduct Phase 2 of the Pretty River Dike safety study.
- Continue to enhance data management for flood data, including developing an internal Standard Operating Procedure.
- Update NVCA's Low Water Response Contingency Plan.
- Update NVCA's Flood Patrol/River Survey manual, Flood Patrol implementation, and Flood Patrol kit supplies.
- Continue to maintain the City of Barrie's rain gauge network.
- Ongoing maintenance, improvements and state-of-repair replacements to NVCA stream and weather gauges.

Service Pressures

- Increased pressure on staff and resources to respond to flood events.
- Reduced resources due to provincial funding cuts.
- Time and training requirements to build new hydrologic and hydraulic models and analyze large volumes of data.



WATERSHED SCIENCE

Category 1: \$382K / 3.05 FTE

Category 2 & 3: \$137K / 1.28 FTEs

The goal of the Watershed Science Program is to manage water and ecological monitoring and to ensure that the organization has adequate and accurate scientific information to support both internal and external partners.

This program also works to reduce the risks associated with drinking water to ensure that there is safe, clean and adequate supply of water.

Drinking Water Source Protection

Category 1: \$225K / 1.3 FTE

Category 2 & 3: \$30K / 0 FTE

The Source Water Protection Program ensures a sustainable and safe source of clean drinking water to residents within the South Georgian Bay-Lake Simcoe Source Protection Region. NVCA does this by meeting our legislative requirements within the Clean Water Act and ensuring policies in the Source Protection Plan are implemented. This program also includes Risk Management Official duties as prescribed by agreements with several of our municipalities.

2024 Achievement

- Signed a three-year Source Water Protection delivery agreement with the province through 2026-27.
- Ongoing work to complete of Risk Management Plans for the ten delegated municipalities. The Town of Collingwood has prescribed its RMO duties to NVCA.
- Review planning applications under Section 59 of the Clean Water Act to ensure compliance with the South Georgian Bay Lake Simcoe Source Protection Plan.
- Complete amendments to the Source Protection Plan to include new drinking water systems, as required by Regulation 205/18 of the Safe Drinking Water Act.
- Completed efforts to make the Nottawasaga Valley Source Protection Area Assessment Report compliant to the Accessibility for Ontarians with Disabilities Act and updated based on Director Technical rules.

2025 Focus

- Complete the outstanding Risk Management Plans for the ten delegated municipalities.
- Review planning applications under Section 59 of the Clean Water Act to ensure compliance with the South Georgian Bay Lake Simcoe Source Protection Plan.
- Complete amendments to the source protection plan to include new drinking water systems, as required by Regulation 205/18 of the Safe Drinking Water Act.

Service Pressures

- This source water protection program (not including Risk Management) has always been fully funded by the Province but there is uncertainty about continued funding in the long term.

Watershed Monitoring

Category 1: \$157K / 1.75 FTE

Category 2 & 3: \$107K / 1.28 FTEs

The Watershed Monitoring Program monitors the natural resources in the Nottawasaga River watershed including the status of surface water, groundwater, natural heritage and climate. These programs aim to identify emerging issues and document environmental trends to support science-based adaptive management. A growing focus of Watershed Monitoring is supporting our municipal partners with the inspection and monitoring of stormwater management facilities.

2024 Achievements

- Onboarded new program manager, full time monitoring and part time ecology staff.
- Continued to monitor the state of the Nottawasaga River watershed.
- Continued to update and refine regulatory wetland inventories.
- Conducted natural heritage inventories of Petun and Minesing conservation areas in support of land management planning
- Conducted performance monitoring of Ecological Net Gains policy projects.
- Implemented the Watershed Monitoring Strategy – surface water discipline.
- Completed the Watershed Monitoring Strategy – climate discipline.
- Completed externally funded projects with the Town of Collingwood (stream health), Town of Shelburne (wastewater treatment plant stream health) and Township of Oro-Medonte (stormwater management).
- Began implementing the NVCA Climate Change Strategy through a review of internal programs and development of a monitoring approach.

2025 focus

- Integrate the Watershed Monitoring Strategy – climate discipline recommendations into the monitoring program.
- Develop the Watershed Monitoring Strategy – natural heritage and groundwater disciplines.
- Develop a watershed-scale natural heritage system.
- Expand stormwater technical service delivery to support municipal partners.
- Conduct externally funded projects with the Town of Collingwood (stream health & wetland hydroperiod) and Town of Shelburne (wastewater treatment plant stream health).
- Continue to monitor the Nottawasaga River watershed.
- Continue to update wetland inventories.
- Conduct natural heritage inventories of Nottawasaga Bluffs conservation area in support of land management planning.

Service Pressures

- There are challenges around the predictability and certainty of project-specific funding agreements with municipalities, the province and other partners.





ENVIRONMENTAL EDUCATION

Category 1: \$0 / 0 FTE

Category 2 & 3: \$370K / 4.08 FTEs

The Environmental Education program focuses on connecting watershed residents with the natural world for the mutual benefit of public health, conservation, and our member municipalities. Citizens that use green spaces close to home and are aware of ecosystem benefits will champion green changes, help reduce pollution, support conservative efforts and protect nature for our shared future.

2024 Achievements

- Delivered programming to almost all 18 municipalities in the watershed, including some of the far reaches in Township of Mulmur, Township of Melancthon and Township of Oro-Medonte.
- Worked with 11,000 + individuals from 2.5 to 90 years old by September 2024.
- Partnered with Simcoe County District School Board for the new grade 5 Indigenous Education program, seeing 900 students.
- Day camp opportunities expanded from 60 campers a week to 80, as well as offering all PD Days. Further, we saw 490 external visiting campers.
- Workshops sponsored by Georgian Bay Forever for microplastics and Enviroscape lessons were reinstated in June of 2024 seeing 201 students across four events.
- Launched several iterations of our new climate change programming, and pursued funding to enhance and expand these opportunities.
- Filed our Notice of Intention to be an uninspected private school. To necessitate the operation of the Tiffin Nature School, offerings have been expanded to include children between the ages of 2.5 – 10.
- Hired more French educators and began developing program resources in French and secured free French tutoring for Tiffin Educators.

2025 Focus

- Reaching all 18-member municipalities with at least 1 educational opportunity each.
- Fully launch forest school program with 2nd Forest School Practitioner Course completed.
- Expand and market French programming.
- Expand day camp programming.

Service Pressures

- Geographic expanse of watershed service area has resource implications.
- Sharing the educational building with other departments limits current service capacity.
- Most positions are casual or part-time, in part, due to the nature of the program, resulting in higher-than-normal staff turnover.
- Program fees must stay competitive, resulting in inadequate funding for competitive wages.

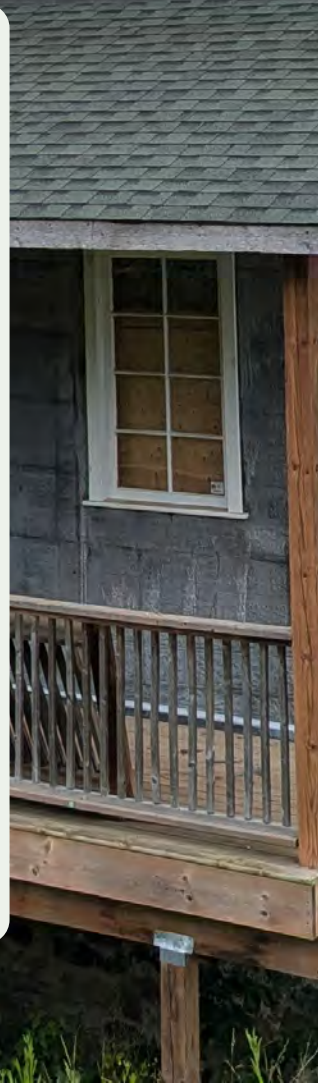


CONSERVATION LANDS

Category 1: \$435K / 3.75 FTEs

Category 2 & 3: \$238K / 2 FTEs

Conservation Lands ensures that valuable greenspace is protected and that recreational opportunities are provided in safe, well maintained natural settings so that watershed residents can enjoy a high quality of life. NVCA manages 5,260 hectares of conservation land, including the internationally significant Minesing Wetlands.



2024 Achievements

- Improved infrastructure at multiple conservation areas including Tiffin, Fort Willow, Edenvale and Utopia.
- Ensured continued safe access to NVCA conservation areas.
- Provided interdepartmental support for NVCA programs, including Forestry, Stewardship, Education, Regulations and Flood.
- Collaborated with community partners to hold two successful public outreach events.
- Completed exterior repairs on the Utopia Grist Mill.
- Implemented upgrades at Edenvale Conservation Area based on the 2023 hazard assessment. This included hazard tree removals, road improvements and decommissioning the pavilion.
- Installed a boardwalk at the canoe coral in partnership with the Rotary Club of Barrie.
- Installed the initial phase of a self-guided, interactive tour at Fort Willow Conservation Area in partnership with Tourism Simcoe County.
- Continued hazard tree removals resulting from Emerald Ash Borer infestation and major weather events.
- Hosted multiple charity fundraising events at Tiffin and Fort Willow, establishing new community partnerships.
- Assisted in the development of the NVCA's Watershed-based Resource Management Plan.
- Development of the Conservation Areas Strategy and Conservation Lands Inventory.

2025 Focus

- Increase focus on external fundraising through public engagement opportunities.
- Project planning for external funding opportunities.
- Improvements to infrastructure at multiple conservation areas including bridges and boardwalks at Tiffin, extension of the canoe coral boardwalk and trail enhancements at Utopia and Petun Conservation Areas.
- Complete second and final stage of Fort Willow interactive, self-guided tour.
- Continue to maintain a positive experience for members of the public visiting our conservation areas.

Service Pressures

- Balance infrastructure development in NVCA's properties with conservation values.
- Proximity to large urban centers increases guest expectations on facilities in conservation areas. Combined with increased population density within the watershed, NVCA faces increasing land management challenges and higher maintenance needs.
- Inflationary costs on all expenditures including materials, supplies, fleet maintenance and purchases.
- Changing climate resulting in noticeable impacts on infrastructure and recreational opportunities.
- Balance land management needs with interdepartmental support.
- Aging infrastructure and additional new infrastructure creating increased maintenance needs.



RESTORATION SERVICES

Category 1: \$97.4K / 0.58 FTEs

Category 2: & 3 \$1.07M / 4.62 FTEs

The goal of NVCA's Restoration Services Programs is to manage natural heritage systems in the watershed by identifying and implementing restoration programs.

Forestry Services

Category 1 \$0 / 0 FTEs

Category 2 & 3 \$389K / 1.23 FTEs

The Forestry Services Program contributes to watershed and community health by implementing best forest management practices, including managing forested land and expanding forest cover. Well managed forests protect, enhance and restore land by helping to achieve water quality targets mitigate floods and build resilience to climate change. NVCA is now the only agency providing this service to watershed residents.

2024 Achievements

- Planted 74,800 trees on 24 properties across the watershed, creating 38 hectares of new forest including 1 km of windbreaks, and protected 3 km of streams with permanent tree cover.
- Received financial contributions (outside of levy) from Federal, Provincial and municipal governments, Simcoe County, Forests Ontario, corporations and private landowners totaling \$266,562.18.
- Managed over 578 hectares of forest.
- Worked with 36 landowners to develop their Managed Forest Plans.

2025 Focus

- Plant approximately 70,000 trees on properties throughout the watershed.
- Create more than 45 hectares of new forest including 1 km of windbreaks, and protect 1 km of streams with permanent tree cover.
- Assist landowners in managing over 300 hectares of forest to maintain forest health.
- Hold the 34th Annual Arbor Day Tree Sale, helping landowners to create their own forests.
- Begin securing agreements for the 2026 tree planting. Continue to diversify possible sources of funding.

Service Pressures

- Rapid urbanization and competing land use interests impact available land for tree planting.
- Accelerating ash tree mortality due to the expansion of the Emerald Ash Borer will greatly impact both rural and urban forest cover throughout the watershed.
- Arrival and spread of new invasive species such as Oak Wilt, Hemlock Woolly Adelgid, and 1000 Cankers disease will further reduce forest cover and forest diversity.
- Accelerating costs for tree planting are not being met by equal financial resources (grants) which create barriers for landowner participation and reduce numbers of trees planted.

Watershed Stewardship and Restoration

Category 1: \$97.4K / 0.58 FTEs

Category 2 & 3: \$680K / 3.40 FTEs

The Watershed Stewardship and Restoration Program aims to restore river and wetland habitats and support agricultural and urban water quality improvement projects. This enhances the ecological health of the watershed and provides enhanced economic and recreational opportunities.

2024 Achievements

- Coordinated volunteer tree planting of approximately 8,000 seedlings and seeded native grasslands in the Nottawasaga Watershed.
- Implemented a wide range of water quality and habitat improvement projects by working with external partners, private landowners and volunteers.
- Controlled and harvested Phragmites along the Georgian Bay Shoreline in the Town of Collingwood and the Town of Wasaga Beach.
- Completed a larval sturgeon assessment project in the Township of Essa with Saugeen Ojibway Nation and Fisheries and Oceans Canada.
- Worked with the South Simcoe Streams Network to complete 300 m of stream bank stabilization and aquatic habitat restoration on Sheldon Creek in the Township of Adjala-Tosorontio.
- Completed a river bank stabilization and habitat improvement project on the Mad River at Carruthers Park, working with the Friends of the Mad River and Township of Clearview.
- Worked with the Midhurst Landowners group and Napoleon to complete a bank stabilization project on Willow Creek in the Township of Oro-Medonte.

2025 Focus

- Continue to implement a wide range of volunteer tree planting, water quality enhancement and habitat improvement projects throughout the watershed by engaging external partners, private landowners and volunteers.
- Expand river restoration programs in the watershed using the momentum generated through implementing of 2024 projects and emerging indigenous partnerships.
- Expand habitat restoration work on the Mad River
- Develop plans and implement wetland habitat compensation projects.
- Collaborate with municipalities and community groups in the Town of Collingwood and Town of Wasaga Beach to remove Phragmites.
- Continue to partner with the Midhurst Landowners Group to implement phosphorus offsetting work in the Willow Creek sub-watershed.

Service Pressures

- Accessing funding for project costs, permanent staff and contract staff. This program generates approximately 85% of its budget through external revenue sources. Levy support is key to leveraging these external funds, including supporting billable staff hours that provide matching funds to support grant applications.
- Balancing the needs of field work, developing and submitting funding applications, reporting to funders and expanding partnerships. The deadline for several grant applications is now in September when stewardship staff are still working in the field wrapping up large-scale river restoration projects.





Nottawasaga Valley Conservation Authority

Nottawasaga Valley Conservation Authority

Working together to lead, promote, support and inspire innovative watershed management

Flood & Watershed Monitoring

Stewardship & Forestry



Programs & Services

Healthy Waters

Grants and Technical Advice for your



Barn eaves & berms to divert clean water from manure sources

Large-scale tree planting & Managed Forest Plans

Manure storage improvements

Well decommissioning

Information & designs for pollinator gardens, fence rows & bird, fish & turtle habitats

Celebrate your wedding at Tully Centre for Conservation

Program

Stewardship Projects



Fencing to keep livestock out of waterways & alternate watering

Stream ponds: fishways, dam bottom draws & stream by-pass channels

Creating & enhancing wetlands, stream buffers, & special habitats

Erosion control measures

Nutrient management plans & manure strategies

Tile drain control boxes: reduce run-off & increase yield

Your parking fees at work are also supporting

MINESING WETLANDS

Volunteer



Volunteer to Restore the Nottawasaga River!

Help improve water quality and fish and wildlife habitat in the Nottawasaga Watershed! Families and high school volunteers welcome!

SCAN HERE



CORPORATE SERVICES

Category 1: \$1.56M / 12.55 FTEs

Category 2 & 3: \$0

Corporate Services plays a critical supportive role to the Board of Directors and across the organization, providing finance, human resources, communications and administrative leadership. This department is an enabling service, supporting the other six service areas in the organization.

Corporate Communications

Category 1: \$181K / 2 FTEs

Category 2 & 3: \$0

Corporate Communications provides strategic advice and communications services to other NVCA department, as well as inspire, influence and motivate municipal, provincial, federal partners and watershed residents communities to support the work of NVCA.

2024 Achievements

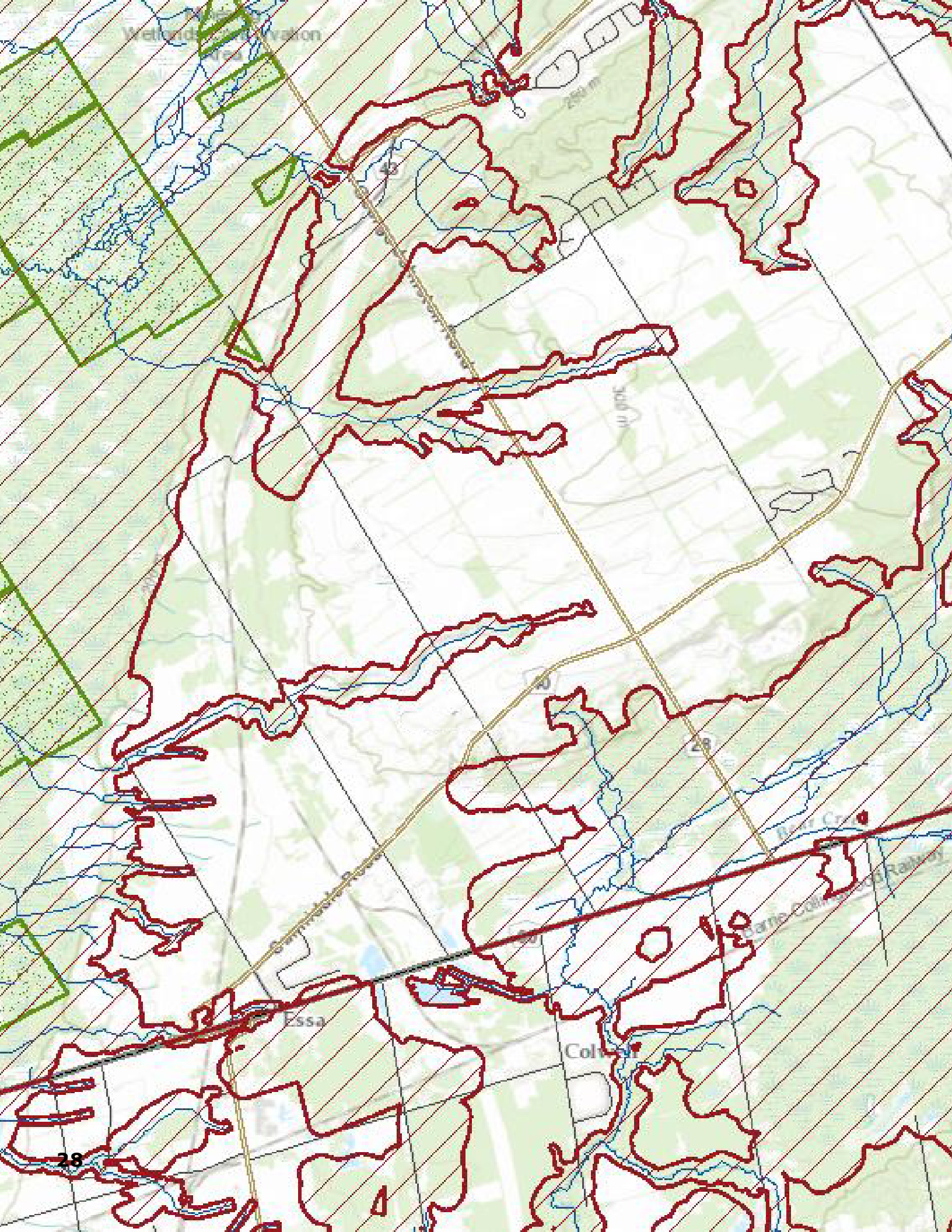
- Continued to create a corporate communications and engagement plan to increase visibility and understanding of NVCA throughout the Nottawasaga Watershed.
- Support the creation of the Resource Based Watershed Management Strategy.
- Coordinated public consultations for the Resource Based Watershed Management Strategy, Conservation Areas Strategy and other program areas as necessary.
- Coordinated a wetland grant announcement with the Ministry of the Environment, Conservation and Parks.
- Updated NVCA's website design and content, including creating online registration forms.
- Setup vendor booths in seven community events in the Nottawasaga Watershed
- Improved social media presence through increased online engagement.
- Increased newsletter subscription numbers.
- Expanded video and photo library, designed graphics, brochures, reports and other materials to help promote programs.

2025 Focus

- Complete corporate communications and engagement plan to increase visibility and understanding of NVCA throughout the watershed.
- Continue to vendor booths in communities in the Nottawasaga Watershed
- Continue to grow social media engagement and outreach.
- Continue to ensure AODA compliance with provincial standards.
- Improve NVCA's visibility throughout the watershed.

Service Pressures

- Effectively reaching audiences in a watershed with changing population while keeping in mind the geographic, demographic and socio-economic span and diversity of the watershed.
- Rapid changes to how watershed residents consume information.
- Resources to be more visible in the watershed.



Information Services & Technology

Category 1: \$426K / 3.75 FTEs

Category 2 & 3: \$0

Geographic Information Systems (GIS) and Information Management is responsible for providing data integrity while managing a secure, reliable, and integrated information technology environment that aligns our business and strategic goals.

2024 Achievements

- Continued to develop a Watershed Science data management platform that provides viewing, uploading and querying capabilities linked to the GIS system.
- Maintained and updated core datasets.
- Developed software allowing workflow efficiencies for the planning application process.
- Continued to carry out IT Infrastructure replacement strategy including new servers and back-up hardware.
- Updated and implement data for Regulation mapping and planning department
- Introduced new GIS platform.

2025 Focus

- Digital data migration to new server and file structure.
- Core data management and GIS modelling support.
- Continued development of applications supporting NVCA operations.
- Replace IT infrastructure as per the Asset Management Strategy.
- Network security and WiFi infrastructure.
- GIS Tools and online applications development.

Service Pressures

- Systems security is a constant threat that must be balanced with the costs to keep the network running smoothly and safely.
- Maintaining larger and more complex data holdings as the need for program support and analysis continues to increase. There has been a significant increase in provincial, municipal, and public expectations for information, data analysis tools and predictive modeling.
- As technology advances so does the need to bring the organization forward with innovative solutions.

Financial Management

Category 1: \$394K / 4.28 FTEs

Category 2 & 3: \$0

Financial Management is responsible for all of our day-to-day financial operations, such as payroll and accounts payable/receivable. Other areas include budgeting, procurement, risk management, legal, quarterly and annual financial reporting, records management, reception, and freedom of information requests/reporting.

2024 Achievements

- Processed Freedom of Information requests.
- Continued the paperless initiative to reduce our environmental impact.
- Produced clean 2023 Audit.
- Monitored the effectiveness of new budget template to ensure accurate amendments were made for the 2025 draft budget.

2025 Focus

- Monitor for any potential changes to PSAB accounting rules and address accordingly.
- Ensure clean 2024 audit.

Service Pressures

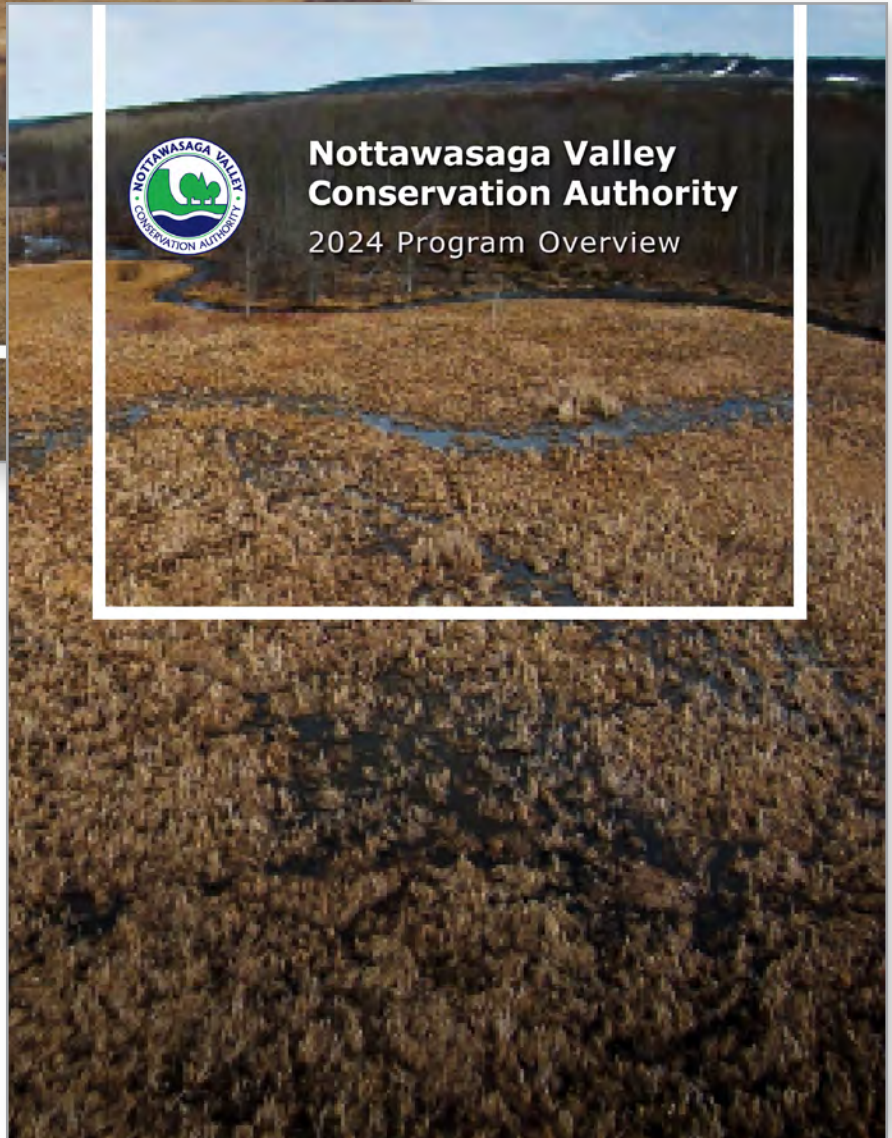
- Budget pressures to minimize levy requirements from member municipalities while still achieving integrated watershed management plan activities.
- Financial management requires continued compliance with changing external legislation for reporting, payroll and tax.



**NOTTAWASAGA VALLEY
CONSERVATION AUTHORITY**
2024 BUDGET



**Nottawasaga Valley
Conservation Authority**
2024 Program Overview





Human Resources

Category 1: \$68K / 0.43 FTEs

Category 2 & 3: \$0

Responsible for the effective management of people in the organization through the provision of services such as staff recruitment, health and safety, diversity, inclusion and accessibility, employee learning and development, benefit and insurance administration and performance management.

2024 Achievements

- Followed human resources management best practices through connections with other conservation authorities and municipalities.
- Updated or created employment policies as required.
- Completed recruitment as required.

2025 Focus

- Respond to unknown and emerging recruitment needs and challenges.
- Review and update employment policies.

Service Pressures

- Finding talent to replace positions in current labour market.
- Continuing to respond to matters resulting from the Provincial government's amendments to Conservation Authorities Act and subsequent regulations.



Governance

Category 1: \$356K / 2.1 FTEs

Category 2 & 3: \$0

The Chief Administrative Officer (CAO) provides expert knowledge, strategic advice and recommendations to the Board of Directors with regard to policy, program and budget decisions. The CAO also provides operational leadership to staff, guiding and influencing processes, decisions and implementation, with the goal of advancing NVCA's mission.

The Governance Team supports Board Member decision making and leadership by promoting and facilitating the participation of municipal members on the Board of Directors. NVCA staff provide timely professional support, information and recommendations, through meetings with members of the Board, who guide NVCA into the future.

2024 Achievements

- Efficiently and effectively managed water resources in the Nottawasaga Watershed for current and future generations through essential and integrated programs.
- Ensured the NVCA Board of Directors acts in the long-term best interests of NVCA by providing an overarching perspective in managing strategic, structural, cultural, economic and technological changes while ensuring that new initiatives are well aligned with NVCA's portfolio and abilities.
- Built new partnerships and new business models while continuing to develop relationships with existing partners such as businesses, watershed stakeholders.
- Reviewed necessary Memorandums of Understanding with member municipalities related to Provincial legislation.

2025 Focus

- Continue to cultivate partnerships with the private sector, watershed municipalities, ENGOs and provincial and federal governments to ensure NVCA continues to implement programs and services.
- Continue to lead and advocate for innovative approaches and projects to support the Integrated Watershed Management Plan.

Service Pressures

- Regulatory and mandated changes to conservation authority programs and services.



Nottawasaga Valley Conservation Authority

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@nottawasagaca

Member of



**Conservation
ONTARIO**

Denise Holmes

From: Tracey Atkinson <tatkinson@mulmur.ca>
Sent: Wednesday, October 9, 2024 3:24 PM
To: Denyse Morrissey (dmorrissey@shelburne.ca); Mike Dunmore; Denise Holmes; Nicole Martin; ewargel@adjtos.ca
Subject: Fire Service Delivery Meeting

Hello CAOs,

Mulmur Council passed the following motion at their regular meeting on October 2, 2024, following a discussion related to exploring the creation of a North Dufferin Fire Service Area (which could generally reflect the areas served currently by Shelburne, Rosemont and Mulmur-Melancthon departments):

Moved by Lyon and Seconded by Clark

THAT Council receive the County of Dufferin Fire Service Delivery Report and recommendations made within;

AND THAT Council direct the CAO to coordinate discussions with participating lower tier municipalities, Fire Chiefs and Councils and report back on applicable options for the Township of Mulmur by the December meeting.

CARRIED.

I am interested in coordinating discussions and am seeking your availability for a meeting to explore options in October or early November.

I am also interested in receiving any staff reports, background information, financial analysis, sample governance structures/agreements, Council motions or update you may be able to share in advance of a meeting.

Sincerely,

Tracey Atkinson, BES RPP MCIP Dipl M.M. | CAO | Planner
Township of Mulmur | 758070 2nd Line East | Mulmur, Ontario L9V 0G8
Phone 705-466-3341 ext 222 | Direct Line: 705-980-1191 | tatkinson@mulmur.ca

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Ontario
Provincial
Police

Police
provinciale
de l'Ontario



Municipal Policing Bureau
Bureau des services policiers des municipalités

777 Memorial Ave.
Orillia ON L3V 7V3

777, avenue Memorial
Orillia ON L3V 7V3

Tel: 705 329-6140
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Tél. : 705 329-6140
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File Reference:

612-20

October 4, 2024

Dear Mayor/Reeve/CAO/Treasurer,

Please find attached the OPP municipal policing 2025 Annual Billing Statement package.

This year's billing package includes a statement for the 2023 year-end reconciliation. The final cost adjustment calculated as a result of the 2023 annual reconciliation has been included as an adjustment to the amount being billed to the municipality during the 2025 calendar year.

The final reconciliation of the 2025 annual costs will be included in the 2027 Annual Billing Statement.

For more detailed information on the 2025 Annual Billing Statement package please refer to the resource material available on the internet, www.opp.ca/billingmodel. Further, the Municipal Policing Bureau will be hosting a webinar information session in October/November. An e-mail invitation will be forwarded to the municipality advising of the session date.

If you have questions about the Annual Billing Statement please e-mail OPP.MPB.Financial.Services.Unit@OPP.ca.

Yours truly,

A handwritten signature in black ink, appearing to read "Steve Ridout". The signature is fluid and cursive, with a long horizontal stroke at the end.

Steve Ridout
Superintendent
Commander,
Municipal Policing Bureau

OPP 2025 Annual Billing Statement

Melancthon Tp

Estimated costs for the period January 1 to December 31, 2025

Please refer to www.opp.ca for 2025 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Service	Property Counts			
	Household	1,191		
	Commercial and Industrial	87		
	Total Properties	<u>1,278</u>	189.44	242,099
Calls for Service	(see summaries)			
	Total all municipalities	209,489,870		
	Municipal portion	0.1268%	207.92	265,717
Overtime	(see notes)		23.06	29,474
Prisoner Transportation	(per property cost)		1.67	2,134
Accommodation/Cleaning Services	(per property cost)		5.70	7,285
Total 2025 Estimated Cost			<u>427.78</u>	<u>546,709</u>
2023 Year-End Adjustment	(see summary)			40,213
Grand Total Billing for 2025				<u>586,922</u>
2025 Monthly Billing Amount				48,910

OPP 2025 Annual Billing Statement

Melancthon Tp

Estimated costs for the period January 1 to December 31, 2025

Notes to Annual Billing Statement

- 1) Municipal Base Services and Calls for Service Costs - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2025 billing purposes the allocation of the municipal workload in detachments has been calculated to be 50.7 % Base Services and 49.3 % Calls for Service. The total 2025 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 2) Base Services - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of \$189.44 estimated for 2025. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 3) Calls for Service - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical billable calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.
- 4) Overtime - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2020, 2021, 2022, and 2023 has been analyzed and averaged to estimate the 2025 costs. The costs incorporate the estimated 2025 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2025 hours and salary rates and included in the 2027 Annual Billing Statement.
- 5) Court Security and Prisoner Transportation (CSPT) - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2025 costs have been estimated based on the 2023 activity levels. These costs will be reconciled to the actual cost of service required in 2025.

There was no information available about the status of 2025 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.
- 6) Year-end Adjustment - The 2023 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

OPP 2025 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1, 2025 to December 31, 2025

Salaries and Benefits	Positions	Base		Total Base Services and Calls for Service	Base Services	Calls for Service	
		FTE	%				\$/FTE
Uniform Members	Note 1						
Inspector		26.56	100.0	187,318	4,975,177	4,975,177	-
Staff Sergeant-Detachment Commander		8.60	100.0	156,717	1,347,770	1,347,770	-
Staff Sergeant		38.53	100.0	168,657	6,498,335	6,498,335	-
Sergeant		226.23	50.7	143,480	32,459,478	16,460,024	15,999,454
Constable		1,618.15	50.7	120,835	195,529,705	99,147,813	96,381,892
Part-Time Constable		11.97	50.7	91,572	1,096,112	555,839	540,272
Total Uniform Salaries		1,930.04			241,906,577	128,984,959	112,921,618
Statutory Holiday Payout				6,207	11,906,411	6,262,929	5,643,483
Shift Premiums				1,129	2,095,821	1,062,740	1,033,081
Uniform Benefits - Inspector				29.47%	1,466,114	1,466,114	-
Uniform Benefits - Full-Time Salaries				36.38%	85,791,541	44,909,750	40,881,790
Uniform Benefits - Part-Time Salaries				18.75%	205,571	104,245	101,326
Total Uniform Salaries & Benefits					343,372,035	182,790,737	160,581,298
Detachment Civilian Members	Note 1						
Detachment Administrative Clerk		164.29	50.7	75,342	12,377,949	6,276,748	6,101,201
Detachment Operations Clerk		3.41	50.7	69,798	238,011	120,750	117,260
Detachment Clerk - Typist		1.74	50.7	62,349	108,488	54,867	53,620
Court Officer - Administration		28.73	50.7	92,124	2,646,719	1,342,245	1,304,474
Crimestoppers Co-ordinator		0.89	50.7	73,240	65,184	32,958	32,226
Cadet		1.62	50.7	51,219	82,974	41,999	40,975
Total Detachment Civilian Salaries		200.68			15,519,324	7,869,568	7,649,757
Civilian Benefits - Full-Time Salaries				36.13%	5,606,608	2,843,009	2,763,599
Total Detachment Civilian Salaries & Benefits					21,125,933	10,712,577	10,413,355
Support Costs - Salaries and Benefits	Note 2						
Communication Operators				6,682	12,896,527	6,782,230	6,114,297
Prisoner Guards				2,061	3,977,812	2,091,915	1,885,897
Operational Support				7,119	13,739,955	7,225,785	6,514,170
RHQ Municipal Support				3,208	6,191,568	3,256,120	2,935,448
Telephone Support				157	303,016	159,355	143,661
Office Automation Support				938	1,810,378	952,070	858,308
Mobile and Portable Radio Support				357	693,298	364,522	328,776
Total Support Staff Salaries and Benefits Costs					39,612,554	20,831,997	18,780,557
Total Salaries & Benefits					404,110,521	214,335,311	189,775,210
Other Direct Operating Expenses	Note 2						
Communication Centre				150	289,506	152,250	137,256
Operational Support				1,112	2,146,204	1,128,680	1,017,524
RHQ Municipal Support				360	694,814	365,400	329,414
Telephone				1,458	2,813,998	1,479,870	1,334,128
Mobile Radio Equipment Repairs & Maintenance				168	326,258	171,540	154,718
Office Automation - Uniform				4,487	8,660,089	4,554,305	4,105,784
Office Automation - Civilian				1,154	231,585	116,485	115,100
Vehicle Usage				10,219	19,723,079	10,372,285	9,350,794
Detachment Supplies & Equipment				1,073	2,070,933	1,089,095	981,838
Uniform & Equipment				2,360	4,583,144	2,409,725	2,173,418
Uniform & Equipment - Court Officer				1,037	29,793	15,109	14,684
Total Other Direct Operating Expenses					41,569,403	21,854,744	19,714,660
Total 2025 Municipal Base Services and Calls for Service Cost					\$ 445,679,925	\$ 236,190,055	\$ 209,489,870
Total OPP-Policed Municipal Properties						1,246,809	
Base Services Cost per Property						\$ 189.44	

OPP 2025 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1, 2025 to December 31, 2025

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2020 through 2023. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 85.71 FTEs with a cost of \$17,779,996 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2025 salaries incorporate the 2025 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024 and 2.75% in 2025.)

The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2024-25). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

Two new premiums were added in these new agreements: a 3% Frontline Patrol Premium (which applies to Constables and Sergeants in Frontline roles only) and a 3% Second-In-Command Premium (which applies to members when temporarily backfilling a short term platoon command position.) An allowance of \$2,101 per Constable FTE and \$3,330 per Sergeant FTE for the Frontline Patrol Premium and \$76 per Constable FTE for the Second-In-Command premium have been included in the salary rates for Constables and Sergeants. These allowances are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 50.7% Base Services : 49.3% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2024 Municipal Policing Cost-Recovery Formula.

OPP 2025 Calls for Service Billing Summary

Melancthon Tp

Estimated costs for the period January 1 to December 31, 2025

Calls for Service Billing Workgroups	Calls for Service Count					2025 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2025 Estimated Calls for Service Cost
	2020	2021	2022	2023	Four Year Average				
	A					B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	0	1	4	4	2	5.9	13	0.0007%	1,527
Drugs	2	1	3	2	2	88.1	176	0.0097%	20,268
Operational	181	218	205	217	205	3.9	800	0.0440%	92,077
Operational 2	34	57	49	45	46	1.7	79	0.0043%	9,044
Other Criminal Code Violations	2	7	5	11	6	7.1	44	0.0024%	5,104
Property Crime Violations	44	50	51	70	54	6.2	333	0.0183%	38,333
Statutes & Acts	41	60	67	47	54	3.5	188	0.0103%	21,639
Traffic	77	111	115	85	97	3.8	369	0.0202%	42,399
Violent Criminal Code	16	21	22	24	21	14.8	307	0.0169%	35,325
Municipal Totals	397	526	521	505	487		2,310	0.1268%	\$265,717

Provincial Totals (Note 4)

Calls for Service Billing Workgroups	Calls for Service Count					2025 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2025 Estimated Calls for Service Cost
	2020	2021	2022	2023	Four Year Average				
	A					B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	2,803	2,979	2,483	2,363	2,657	5.9	15,676	0.8608%	1,803,207
Drugs	1,127	1,050	797	920	974	88.1	85,765	4.7092%	9,865,380
Operational	178,171	180,823	176,502	180,423	178,980	3.9	698,021	38.3272%	80,291,662
Operational 2	48,046	48,395	46,304	47,019	47,441	1.7	80,650	4.4283%	9,276,939
Other Criminal Code Violations	12,123	12,103	12,206	12,931	12,341	7.1	87,619	4.8110%	10,078,638
Property Crime Violations	46,799	47,403	48,878	49,446	48,132	6.2	298,415	16.3855%	34,325,987
Statutes & Acts	31,261	32,888	32,697	34,047	32,723	3.5	114,531	6.2887%	13,174,266
Traffic	32,067	34,757	38,776	32,713	34,578	3.8	131,397	7.2148%	15,114,318
Violent Criminal Code	19,343	20,055	21,513	22,640	20,888	14.8	309,139	16.9743%	35,559,474
Provincial Totals	371,740	380,453	380,156	382,502	378,713		1,821,214	100%	\$209,489,870

Notes to Calls for Service Billing Summary

- 1) Displayed without decimal places, exact numbers used in calculations
- 2) Displayed to four decimal places, nine decimal places used in calculations
- 3) Total costs rounded to zero decimals
- 4) Provincial Totals exclude data for dissolutions and post-2021 municipal police force amalgamations.

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OPP 2025 Calls for Service Details
Melancthon Tp
For the calendar years 2020 to 2023

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2020	2021	2022	2023	
Grand Total	397	526	521	505	487.25
Drug Possession	0	1	4	4	2.25
Drug Related Occurrence	0	0	3	4	1.75
Possession - Cocaine	0	0	1	0	0.25
Possession – Opioid (other than heroin)	0	1	0	0	0.25
Drugs	2	1	3	2	2.00
Possession of cannabis for purpose of distributing	0	0	1	1	0.50
Production - Other Controlled Drugs & Substances	1	0	0	0	0.25
Trafficking - Cocaine	1	1	0	1	0.75
Trafficking - Other Controlled Drugs and Substances Act	0	0	2	0	0.50
Operational	181	218	205	217	205.25
Accident - non-MVC - Master Code	2	1	0	0	0.75
Accident - non-MVC - Residential	0	0	1	0	0.25
Animal - Bear Complaint	1	0	0	0	0.25
Animal - Bite	1	1	1	1	1.00
Animal - Dog Owners Liability Act	1	0	1	2	1.00
Animal - Injured	2	0	5	0	1.75
Animal - Master Code	2	0	1	0	0.75
Animal - Other	4	1	0	5	2.50
Animal - Stray	2	5	11	9	6.75
Assist Fire Department	1	3	4	1	2.25
Assist Public	43	82	51	59	58.75
By-Law - Master Code	3	0	1	1	1.25
Domestic Disturbance	18	24	33	26	25.25
Family Dispute	28	9	13	13	15.75
Fire - Building	5	6	7	5	5.75
Fire - Other	0	1	1	2	1.00
Fire - Vehicle	1	0	1	1	0.75
Firearms (Discharge) By-Law	1	0	0	0	0.25
Found - Others	0	2	0	0	0.50
Found Property - Master Code	4	3	2	1	2.50
Insecure Condition - Master Code	1	0	0	1	0.50
Lost Property - Master Code	1	3	3	3	2.50
Missing Person 12 & older	1	1	0	1	0.75
Missing Person Located 12 & older	3	1	3	1	2.00
Neighbour Dispute	13	19	9	12	13.25
Noise By-Law	0	0	1	1	0.50
Noise Complaint - Animal	0	1	0	1	0.50
Noise Complaint - Master Code	2	4	2	3	2.75
Noise Complaint - Others	0	1	0	2	0.75
Noise Complaint - Residence	0	1	0	2	0.75
Noise Complaint - Vehicle	0	0	0	2	0.50
Other Municipal By-Laws	1	3	3	1	2.00
Overdose/Suspected Overdose -Opioid Related	0	0	0	1	0.25
Phone - Nuisance - No Charges Laid	1	2	1	1	1.25

OPP 2025 Calls for Service Details
Melancthon Tp
For the calendar years 2020 to 2023

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2020	2021	2022	2023	
Sudden Death - Apparent Overdose/Overdose	0	0	1	0	0.25
Sudden Death - Natural Causes	2	2	0	4	2.00
Sudden Death - Others	0	1	1	1	0.75
Sudden Death - Suicide	1	0	4	0	1.25
Suspicious Person	12	12	11	19	13.50
Suspicious vehicle	13	18	20	18	17.25
Trouble with Youth	1	0	4	3	2.00
Unwanted Persons	5	6	8	6	6.25
Vehicle Recovered - All Terrain Vehicles	0	0	0	1	0.25
Vehicle Recovered - Automobile	2	3	1	4	2.50
Vehicle Recovered - Construction Vehicles	1	1	0	0	0.50
Vehicle Recovered - Master Code	0	0	0	1	0.25
Vehicle Recovered - Motorcycles	0	0	0	1	0.25
Vehicle Recovered - Other	1	1	0	1	0.75
Vehicle Recovered - Trucks	1	0	0	0	0.25
Operational 2	34	57	49	45	46.25
911 call - Dropped Cell	10	12	4	11	9.25
911 call / 911 hang up	7	12	2	11	8.00
False Alarm - Others	10	16	13	7	11.50
False Holdup Alarm - Accidental Trip	3	0	1	0	1.00
Keep the Peace	4	17	29	16	16.50
Other Criminal Code Violations	2	7	5	11	6.25
Animals - Cruelty	0	1	0	0	0.25
Bail Violations - Fail To Comply	1	1	1	7	2.50
Breach of Probation	0	0	0	1	0.25
Disturb the Peace	1	3	1	0	1.25
Offensive Weapons - Careless use of firearms	0	0	1	0	0.25
Offensive Weapons - Other Offensive Weapons	0	0	1	1	0.50
Offensive Weapons - Possession of Weapons	0	1	1	0	0.50
Public Mischief - mislead peace officer	0	0	0	1	0.25
Trespass at Night	0	0	0	1	0.25
Utter Threats to Property / Animals	0	1	0	0	0.25
Property Crime Violations	44	50	51	70	53.75
Arson - Auto	0	0	0	1	0.25
Arson - Others	0	1	0	0	0.25
Break & Enter	10	4	9	11	8.50
Fraud - Account closed	0	0	0	1	0.25
Fraud - False Pretence Under \$5,000	0	1	0	0	0.25
Fraud - Forgery & Uttering	0	0	0	1	0.25
Fraud - Master Code	0	1	1	3	1.25
Fraud - Money/property/security Over \$5,000	0	2	2	1	1.25
Fraud - Money/property/security Under \$5,000	1	1	3	5	2.50
Fraud - Other	0	1	1	3	1.25
Fraud - Steal/Forge/Poss./Use Credit Card	1	3	1	0	1.25
Fraud - Transportation	1	0	0	0	0.25

OPP 2025 Calls for Service Details
Melancthon Tp
For the calendar years 2020 to 2023

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2020	2021	2022	2023	
Interfere with lawful use, enjoyment of property	0	0	1	2	0.75
Mischief	5	8	11	5	7.25
Mischief Graffiti - Non-Gang Related	0	0	0	1	0.25
Possession of Stolen Goods over \$5,000	1	1	0	2	1.00
Possession of Stolen Goods under \$5,000	0	1	0	0	0.25
Property Damage	3	3	0	2	2.00
Theft Over - Master Code	0	1	1	0	0.50
Theft from Motor Vehicles Under \$5,000	1	0	3	4	2.00
Theft of - All Terrain Vehicles	3	0	1	0	1.00
Theft of - Automobile	0	1	1	3	1.25
Theft of - Construction Vehicles	0	1	0	2	0.75
Theft of - Mail	0	0	0	1	0.25
Theft of - Motorcycles	0	0	0	1	0.25
Theft of - Trucks	0	0	0	2	0.50
Theft of Motor Vehicle	2	3	5	3	3.25
Theft Over \$5,000 - Farm Equipment	0	1	1	0	0.50
Theft Over \$5,000 - Mining Product	1	0	0	0	0.25
Theft Over \$5,000 - Other Theft	1	1	0	1	0.75
Theft Over \$5,000 - Trailers	0	2	0	2	1.00
Theft Under \$5,000 - Bicycles	0	1	0	0	0.25
Theft Under \$5,000 - Boat (Vessel)	0	1	0	0	0.25
Theft Under \$5,000 - Building	0	0	2	0	0.50
Theft Under \$5,000 - Construction Site	1	0	0	1	0.50
Theft Under \$5,000 - Gasoline Drive-off	1	0	0	1	0.50
Theft Under \$5,000 - Master Code	2	2	1	3	2.00
Theft Under \$5,000 - Other Theft	7	9	7	5	7.00
Theft Under \$5,000 - Trailers	3	0	0	2	1.25
Trafficking in Stolen Goods over \$5,000	0	0	0	1	0.25
Statutes & Acts	41	60	67	47	53.75
Custody Dispute	0	1	0	0	0.25
Landlord / Tenant	9	27	18	7	15.25
Mental Health Act	3	8	14	18	10.75
Mental Health Act - Apprehension	1	8	6	1	4.00
Mental Health Act - Attempt Suicide	3	0	2	1	1.50
Mental Health Act - No contact with Police	2	0	0	2	1.00
Mental Health Act - Placed on Form	4	2	1	2	2.25
Mental Health Act - Threat of Suicide	7	5	7	3	5.50
Mental Health Act - Voluntary Transport	1	0	2	3	1.50
Trespass To Property Act	11	9	17	10	11.75
Traffic	77	111	115	85	97.00
MVC - Fatal (Motor Vehicle Collision)	0	0	0	1	0.25
MVC - Others (Motor Vehicle Collision)	1	0	0	1	0.50
MVC - Pers. Inj. Failed to Remain (Motor Vehicle Collision)	1	0	0	0	0.25
MVC - Personal Injury (Motor Vehicle Collision)	6	7	8	3	6.00
MVC - Prop. Dam. Failed to Remain (Motor Vehicle Collision)	2	1	2	4	2.25

OPP 2025 Calls for Service Details
Melancthon Tp
For the calendar years 2020 to 2023

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2020	2021	2022	2023	
MVC - Prop. Dam. Non Reportable (Motor Vehicle Collision)	20	20	32	20	23.00
MVC - Prop. Dam. Reportable (Motor Vehicle Collision)	45	80	70	49	61.00
MVC (Motor Vehicle Collision) - Master Code	2	3	3	7	3.75
Violent Criminal Code	16	21	22	24	20.75
Assault - Level 1	1	6	3	7	4.25
Assault With Weapon or Causing Bodily Harm - Level 2	4	5	2	6	4.25
Attempted Murder	0	0	1	0	0.25
Criminal Harassment	3	3	2	3	2.75
Criminal Negligence - Bodily Harm	1	0	0	0	0.25
Extortion	0	0	0	2	0.50
Indecent / Harassing Communications	1	0	1	1	0.75
Mischief - Cause Danger to Life	1	0	0	1	0.50
Non-Consensual Distribution of Intimate Images	0	0	0	1	0.25
Pointing a Firearm	0	1	0	0	0.25
Sexual Assault	2	2	5	1	2.50
Sexual Interference	1	0	0	0	0.25
Utter Threats - Master Code	1	0	0	0	0.25
Utter Threats to Person	1	4	8	2	3.75

OPP 2023 Reconciled Year-End Summary
Melancthon Tp
Reconciled cost for the period January 1 to December 31, 2023

			<u>Cost per Property \$</u>	<u>Reconciled Cost \$</u>	<u>Estimated Cost \$</u>
Base Service	Property Counts				
	Household	1,179			
	Commercial and Industrial	81			
	Total Properties	<u>1,260</u>	174.11	219,385	208,734
Calls for Service	Total all municipalities	187,830,598			
	Municipal portion	0.1059%	157.81	198,840	189,044
Overtime			31.31	39,451	20,275
Prisoner Transportation	(per property cost)		1.45	1,827	1,474
Accommodation/Cleaning Services	(per property cost)		5.06	6,376	6,136
Total 2023 Costs			<u><u>369.74</u></u>	<u><u>465,878</u></u>	<u><u>425,663</u></u>
2023 Billed Amount				<u><u>425,665</u></u>	
2023 Year-End-Adjustment				<u><u>40,213</u></u>	

Notes

The Year-End Adjustment above is included as an adjustment on the 2025 Billing Statement.
This amount is incorporated into the monthly invoice amount for 2025.
The difference between the estimated and billed amount is due to rounding the bills to the nearest dollar throughout the year.

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Denise Holmes

From: Yaw Ennin <yennin@dufferincounty.ca>
Sent: Wednesday, October 9, 2024 3:01 PM
To: Nicole Martin; Holly Boardman; Mike Dunmore; Meghan Townsend; Denise Holmes; Tracy Atkinson; Dave Trotman; Peter Avgoustis; Carol Maitland; Denyse Morrissey; Katrina Lemire; dsmith@orangeville.ca
Subject: FW: Media Release and Social Toolkit | Dufferin County invites review and feedback on draft Economic Development Strategy and Action Plan
Attachments: EcDev Strategy FB (2).png; EcDev Strategy LinkedIn (2).png; EcDev Strategy X (2).png; EcDev Strategy Insta Post (2).png; CJ24089_Dufferin_EcoDevPlan_Summary_v3b.pdf; CJ24089_Dufferin_EcoDevPlan_FullDocument_v2b.pdf; MR 10.9.2024 Dufferin County invites review and feedback on draft Economic Development Strategy and Action Plan.pdf

Hello Everyone,

It's finally here! After a year-long process of public engagement and consultations, we now have a draft Economic Development Strategy and Action Plan in place. The draft and summary document (attached) are also available on joinindufferin.com for public review and comments. Please share the link to the [joinindufferin page](#) and the attached creatives with your respective networks.

The deadline for comments is **October 23**. Following this deadline, we will make the appropriate changes to the document and present a finalized draft to County Council in November. Recipients of this email are welcome to directly email me any thoughts or comments on the draft.

Thank you all for your continued support throughout this process.

Regards,

Yaw Ennin, Manager | Economic Development | County of Dufferin

Phone: 519-942-7131 | yennin@dufferincounty.ca | 30 Centre Street, Orangeville, ON L9W 2X1

DufferinCounty.ca | [JoininDufferin](#) | DufferinMuseum.com

From: Megan Ball <mball@dufferincounty.ca>
Sent: Wednesday, October 9, 2024 2:36 PM
To: Chris Gerrits <cgerrits@dufferincounty.ca>; Darren White <dwhite@dufferincounty.ca>; Earl Hawkins <ehawkins@dufferincounty.ca>; Fred Nix <fnix@dufferincounty.ca>; Fred Nix <fred.nix@townofmono.com>; Gail Little <glittle@dufferincounty.ca>; Guy Gardhouse <ggardhouse@dufferincounty.ca>; James McLean <jmclean@dufferincounty.ca>; Janet Horner <jhorner@dufferincounty.ca>; Janet Horner <janet@whitfieldfarms.com>; John Creelman <jcreelman@dufferincounty.ca>; Lisa Post <lpost@dufferincounty.ca>; Philip Rentsch <prentschesch@dufferincounty.ca>; Shane Hall <shall@dufferincounty.ca>; Steve Soloman <ssoloman@dufferincounty.ca>; Todd Taylor <ttaylor@dufferincounty.ca>; Todd Taylor <ttaylor@orangeville.ca>; Wade Mills <mayor@shelburne.ca>; Wade Mills <wmills@dufferincounty.ca>
Cc: Sonya Pritchard <spritchard@dufferincounty.ca>; Scott Burns <sburns@dufferincounty.ca>; Brenda Wagner <bwagner@dufferincounty.ca>; Michelle Dunne <mdunne@dufferincounty.ca>; Rajbir Sian <rsian@dufferincounty.ca>; Cassidy Proctor <cproctor@dufferincounty.ca>; Yaw Ennin <yennin@dufferincounty.ca>
Subject: Media Release and Social Toolkit | Dufferin County invites review and feedback on draft Economic Development Strategy and Action Plan

Good afternoon Dufferin County Council,

Please see the media release “[Dufferin County invites review and feedback on draft Economic Development Strategy and Action Plan](#)”.

A draft of the Strategy and Action Plan and a summary are attached for your ease of information.

Feel free to re-share posts from the County’s official X, Facebook, Instagram and LinkedIn accounts as they occur.

Proposed social post:

- Local industries, municipalities and community members are encouraged to have their say on the direction of Dufferin's growth!

Review and provide feedback on the County's draft Economic Development Strategy and Action Plan by Oct. 23. Share your thoughts: <https://ow.ly/JxeP50TI8tz>

Thank you,

Megan Ball | Communications Manager

County of Dufferin | Phone: 519-941-2816 Ext. 2513 | mball@dufferincounty.ca

30 Centre Street, Orangeville, ON

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DUFFERIN

BUILDS

TOGETHER

**Dufferin County Economic Development
Strategy and Action Plan**

2025-2030



TABLE OF CONTENTS



- 3** A Message From The Chief Administrative Officer
- 4** Introduction
- 5** Acknowledgements
- 6** Dufferin County Community Profile
- 9** Developing The Strategy
- 11** Public Engagement: Community Insights Workshop Series
- 17** Public Engagement: Additional Economic Development Priorities
- 19** Public Engagement: Emerging Themes
- 22** Data Insights: The Big Move
- 29** A Deeper Dive Into Dufferin
- 41** Dufferin’s Connection to Peel
- 44** Build in Dufferin: ACTION PLAN (2025-2030)
- 50** Abbreviations



Land Acknowledgement

We respectfully acknowledge 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 municipal within the County of Dufferin reside with 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.

A MESSAGE

FROM THE CHIEF ADMINISTRATIVE OFFICER
SONYA PRITCHARD



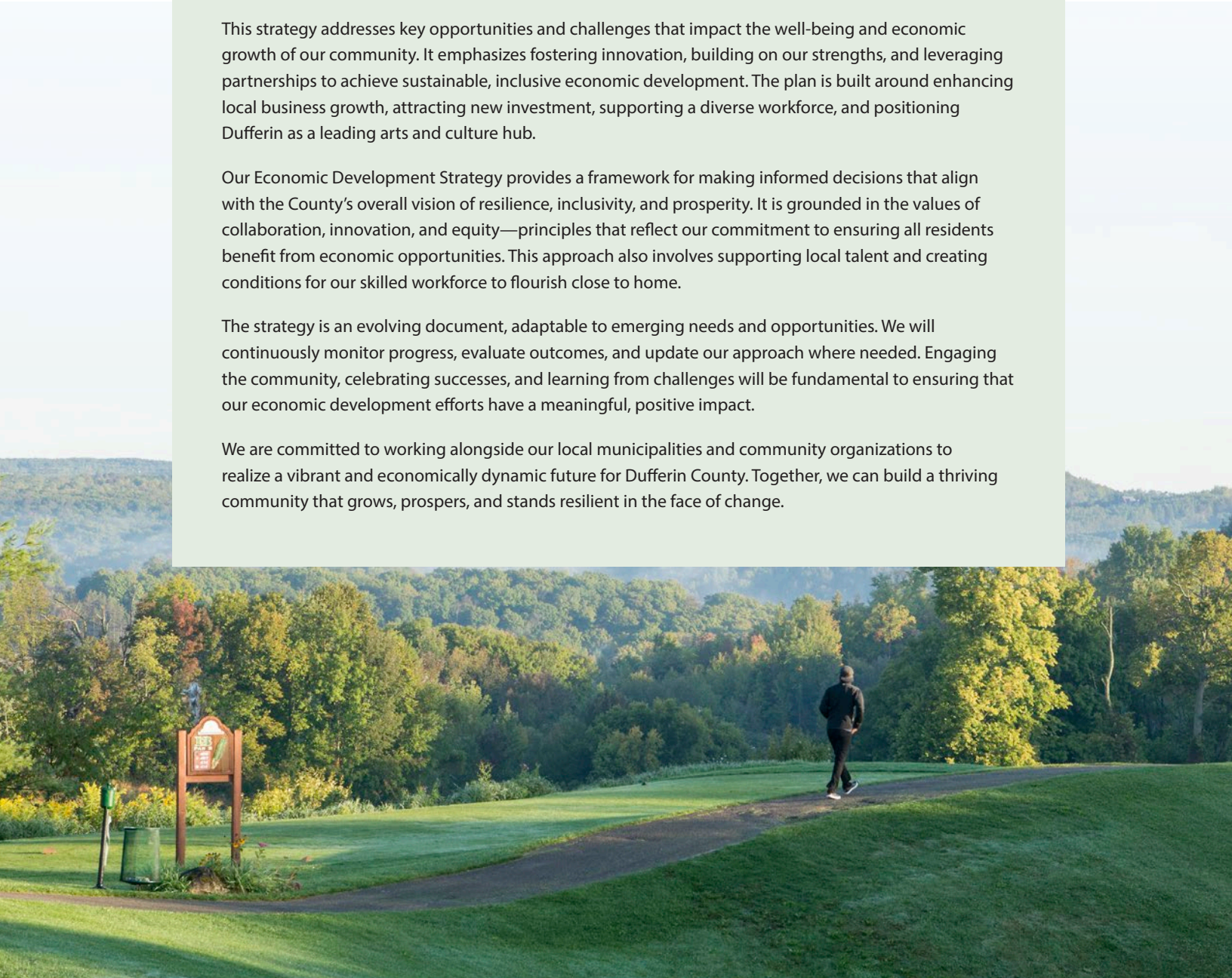
We are excited to share the Economic Development Strategy and Action Plan for Dufferin County. This plan, which is born out of the County's Corporate Strategic Plan represents a collaborative effort involving local municipalities, businesses, and community stakeholders, aiming to shape a prosperous future for our region.

This strategy addresses key opportunities and challenges that impact the well-being and economic growth of our community. It emphasizes fostering innovation, building on our strengths, and leveraging partnerships to achieve sustainable, inclusive economic development. The plan is built around enhancing local business growth, attracting new investment, supporting a diverse workforce, and positioning Dufferin as a leading arts and culture hub.

Our Economic Development Strategy provides a framework for making informed decisions that align with the County's overall vision of resilience, inclusivity, and prosperity. It is grounded in the values of collaboration, innovation, and equity—principles that reflect our commitment to ensuring all residents benefit from economic opportunities. This approach also involves supporting local talent and creating conditions for our skilled workforce to flourish close to home.

The strategy is an evolving document, adaptable to emerging needs and opportunities. We will continuously monitor progress, evaluate outcomes, and update our approach where needed. Engaging the community, celebrating successes, and learning from challenges will be fundamental to ensuring that our economic development efforts have a meaningful, positive impact.

We are committed to working alongside our local municipalities and community organizations to realize a vibrant and economically dynamic future for Dufferin County. Together, we can build a thriving community that grows, prospers, and stands resilient in the face of change.



INTRODUCTION

Nestled just 45 minutes north of Toronto, Dufferin County is home to approximately 71,000 people and boasts of picturesque landscapes, vibrant local economy, and charming small towns. Dufferin County is also a growing community. Dufferin's population increased from 61,735 in 2016 to 66,257 in 2021¹, and is expected to reach 95,000 by 2051².

current
2024
population
71,400

population
projection
for 2051
95,000

Considering this reality, Dufferin County designed its 2023-2026 Strategic Plan with a forward-looking focus to guide the organization in its efforts to manage and direct this growth. **The Strategy lays out two main goals for an economy that will support a growing and thriving community:**

- 1. Advance County-wide economic and workforce development**
- 2. Improve broadband and cellular connectivity.**

To advance these goals, the County hosted an economic development workshop in November 2023 which was attended by County Councilors, County and local municipal staff, and community stakeholders. This workshop marked the first phase of the development process for the County's Economic Development Strategy. Through this workshop, it was identified that there is a gap in the availability of comprehensive data about Dufferin's unique economic opportunities. The workshop also revealed a lack of consensus on the appropriate direction for the County's economic development efforts. **These two identified challenges helped define the objective behind this economic development strategy:**

To create a dynamic and inclusive economic development strategy for Dufferin County that harnesses comprehensive quantitative and qualitative data to unlock our unique direction for sustainable growth and prosperity across the County.

With this objective, the County's Economic Development Strategy and Action Plan will serve as an integral extension of the County's broader Strategic Plan, which emphasizes sustainable growth, enhanced quality of life, and fostering community resilience. As the County continues to grow and evolve, this Economic Development Strategy and Action Plan seeks to harness Dufferin's unique assets while addressing key challenges such as workforce commuting patterns, regional wage disparities, and the need for more localized job opportunities.

By aligning with the County's Strategic Plan, the Economic Development Strategy and Action Plan aims to promote a thriving local economy by fostering business growth and expansion, upskilling local workforce, investment attraction, local innovation, and destination development. It is guided by the principles of sustainability, inclusivity, and economic resilience, ensuring that Dufferin remains a vibrant, competitive, and welcoming community for residents, businesses, and investors alike. Through collaboration between public and private stakeholders, Dufferin County is committed to advancing its economic potential while preserving the natural qualities that make the County a unique place to live and work.

¹ Statistics Canada, 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

² Estimated in the County of Dufferin Official Plan (2024)

ACKNOWLEDGEMENTS

The creation of the Economic Development and Action Plan relied on input received from Dufferin residents, businesses, and community stakeholders during our extensive public engagement process. Dufferin County would like to especially acknowledge several individuals and organizations for their contributions to the development of this Strategy and Action Plan:

- Paul Knafelc *Community Benchmarks | Prof. at University of Waterloo*
- Brock Dickenson *Adjunct Prof. at University of Waterloo*
- Erik Lockhart *Lockhart Facilitation Inc. | Queens University*
- Diana Morris *Executive Director, Dufferin Board of Trade*
- Jennifer Payne *Executive Director, Headwaters Communities In Action*
- Katrina Lemire *Manager, Economic Development & Culture, Town of Orangeville*
- Carol Maitland *Economic Development Officer, Town of Shelburne*



COMMUNITY PROFILE

Dufferin County is a dynamic, rural region in southern Ontario with a growing population and a diverse economy. Encompassing the local municipalities of Orangeville, Shelburne, Mono, Melancthon, Mulmur, Amaranth, East Garafraxa, and Grand Valley, Dufferin County blends a rich agricultural heritage with emerging sectors in manufacturing, construction, and tourism. Strategically located near the Greater Toronto Area (GTA), Dufferin offers both opportunities and challenges as it navigates growth, urbanization pressure, and economic diversification.

According to the 2021 Census, Dufferin County has a population of approximately 66,257 people, reflecting a 7.3% growth from the 2016 Census³. This population increase is largely attributed to families and individuals relocating from urban centers to take advantage of the more affordable housing and rural lifestyle. Dufferin's median age is 40.4 years⁴, indicating a relatively balanced age distribution. However, there is a growing aging population that will influence healthcare and housing demands in the future.

The County has a participation rate of 69.3%, slightly above the national average of 63.7%, with a median income of \$45,200 per year, compared to the national median of \$41,200⁵. A significant proportion of Dufferin's labour force with a regular place of work –51.4%– commutes out of the County for work, primarily to Peel Region (Brampton, Mississauga), Halton, and the GTA⁶. This commuter trend poses challenges in terms of local job creation and retaining skilled workers, especially as wages in these urban areas tend to be higher than in Dufferin itself.

Key Economic Sectors

Agriculture

Agriculture is a cornerstone of Dufferin County's economy, with nearly 50% of the County's land dedicated to farming. According to the 2021 Census of Agriculture, Dufferin has nearly 700 farms producing a variety of goods. Key activities include cash crops such as corn, soybeans, and wheat, as well as livestock farming. Agriculture in Dufferin generated \$195 million in gross farm receipts in 2021⁷, a significant contribution to the local economy. The sector faces pressures from urban sprawl, labour shortages, and climate change. However, opportunities lie in the growing local food movement and agri-tourism, with many farms diversifying their operations to offer direct-to-consumer sales and experiences.

Manufacturing

The manufacturing sector in Dufferin County has long been a key economic driver, particularly in Orangeville and Shelburne. According to 2021 data from Statistics Canada, 12% of Dufferin's workforce is employed in manufacturing, with industries focusing on transportation equipment, food processing, and plastics fabrication⁸. Wage differences between manufacturing jobs in Dufferin and nearby Peel Region, coupled with increasing housing cost, has led to challenges in retaining local talent, particularly among skilled trades workers who may commute to higher-paying jobs in the GTA.

Labour force that commutes
out of the County

51.4%

³ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

⁴ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population.

⁵ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

⁶ Statistics Canada, 2021 Census (Custom Tabulation).

⁷ OMAFRA 2021 County Profiles. Released June 6, 2024. <https://data.ontario.ca/dataset/ontario-farm-cash-receipts-by-county-and-crop>

⁸ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

COMMUNITY PROFILE

Construction

Construction has emerged as a booming sector, driven by both population growth and demand for housing. Dufferin's proximity to urban centers like the GTA has made it a popular choice for those seeking more affordable housing, resulting in a surge of residential developments. According to Statistics Canada's 2021 Census, construction employs about 11% of Dufferin's workforce⁹. In 2023, the County saw \$143 million in total value of building permits issued, reflecting robust activity in both residential and commercial developments¹⁰.

Retail and Services

Dufferin's retail sector is concentrated in its urban centres – Orangeville and Shelburne, which serves as the County's commercial hub. In 2021, retail trade accounted for 12% of total employment in Dufferin, according to Statistics Canada¹¹. A combination of large chain stores and small, independent businesses contributes to a diverse retail landscape. Additionally, services such as healthcare, education, and hospitality form an essential part of the economy, especially as the population grows and ages.

Tourism

Dufferin County is building a reputation as a tourism destination with unique arts and culture experiences. The County's natural beauty, including the Bruce Trail, Rail Trail, and Mono Cliffs Provincial Park, along with its cultural assets like the Museum of Dufferin, attract both local and international visitors. Downtown Orangeville, Downtown Shelburne, and Grand Valley serve as urban hubs connecting visitors to culinary offerings and array of amenities. According to Statistics Canada, 8% of the workforce is employed in accommodation, food services, and tourism-related sectors.

Challenges and Barriers to Population Growth

Urbanization Pressure

As one of the fastest-growing regions in Ontario, Dufferin County faces increasing pressure from urbanization, especially within its rural townships. The demand for residential developments is pushing up land values, threatening agricultural lands, and

changing the County's rural character. Through this Strategy, the County must balance growth with the preservation of its agricultural base and natural landscapes.

Labour Shortages

Despite an increasing population, Dufferin County struggles with labour shortages, particularly in sectors like healthcare, agriculture, and skilled trades. Dufferin's participation rate (69.3%) is healthy, but job vacancy rates, especially in agriculture and manufacturing, are high. Many businesses report difficulty in recruiting and retaining employees, especially when competing with higher wages and more job opportunities in nearby urban centers.

Commuting Patterns and Wage Disparities

As of 2021, over half of Dufferin's labour force commuted outside the County for work. This commuter trend is likely a result of wage disparities, with workers in the GTA earning significantly more than those employed locally. Addressing this imbalance through local job creation and wage competitiveness is a priority for the County's economic development strategy.

Infrastructure Development

Investment in infrastructure, including transportation and digital connectivity, is crucial to Dufferin's economic future. With limited public transit options, the County should look to improve its transportation networks to better connect its rural areas and ease access for workers who are commuting from the GTA. Broadband expansion is also a key initiative to attract businesses and improve quality of life for residents in more remote parts of the County.

Housing

The average price of homes in Dufferin is estimated to be about a million dollars. With current mortgage rates, only 14% of Dufferin households would be able to afford homes at these prices¹². This eliminates a majority of Dufferin's workers from the prospect of home ownership in Dufferin, driving them further away to more affordable areas. This has presented challenges in talent attraction and retention in key industries. Dufferin's housing challenge presents an inescapable barrier to the long-term growth and vitality of local businesses.

⁹ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

¹⁰ Dufferin County Building Division. 2024.

¹¹ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population.

¹² Estimates based on Statistics Canada data and internal analysis of the 2023 housing and real estate market in Dufferin.

COMMUNITY PROFILE

Economic Diversification and Emerging Opportunities

Construction Innovation

Recent investments in other municipalities from federal and provincial governments towards skilled trades training and innovation in housing construction presents an opportunity to address several of Dufferin’s barriers to growth. Exploring the creation of a skilled trades training facility in Dufferin focused on the production of modular homes would upskill local talent, spur innovation, and address local housing shortages, while providing new jobs in construction and skilled trades.

Local Job Creation and Retention

Dufferin County faces a unique challenge in retaining its labour force, with about half of its working population commuting outside the region for work. To address this, the County should leverage its proximity to the GTA and develop investment attraction initiatives to attract more businesses in target sectors and create local employment opportunities.

Technological Innovation and Green Economy

There are tangible environmental and economic benefits to exploring opportunities in the green economy and technology sectors. There is potential for investment in renewable energy, sustainable agriculture, and green building practices. Expanding broadband access in rural areas should also be a key priority, as digital infrastructure is essential for supporting business growth and attracting tech-based companies.

Sustainability in Agriculture

Local farmers are increasingly adopting sustainable practices, such as regenerative agriculture, which not only improves crop yields but also supports long-term environmental stewardship. There is an opportunity to spur a new generation of farmers in Dufferin by introducing more young people to these sustainable practices and creating more opportunities to support farming as a career.

Dufferin County is at a critical juncture in its economic development journey. With a growing population, a thriving agricultural sector, and expanding opportunities in construction, manufacturing, and tourism, the County is well-positioned for continued growth. However, challenges such as urbanization pressure, labour shortages, and commuting patterns require strategic planning and investment. By focusing on job creation, sustainability, and infrastructure improvements, this Strategy aims to position Dufferin as a resilient and diverse economy while maintaining its unique rural character. With targeted initiatives to attract new industries and retain talent, Dufferin is set to become a more self-sustaining and prosperous region in the coming decades.

DEVELOPING THE STRATEGY

Inclusivity is a fundamental principle that underpinned the roadmap to developing this Economic Development Strategy and Action Plan. This *bottom-up* approach brought together diverse perspectives, fostered community engagement, and ensured the incorporation of comprehensive data and analysis.

This Strategy was developed over three main phases:

1. Education and planning
2. Public engagement and data analysis
3. Plan approval



Phase 1 – Education and Planning

It was important to start this collaborative strategy development process by first establishing a general understanding of the importance of an economic ecosystem. This would be done through an intensive economic development learning process led by some of the leading minds in modern economic development. In November 2023, the County hosted a two-day economic development workshop to kickstart this learning process. The workshop was attended by County Councilors, County and local municipal staff, and community stakeholders.

Brock Dickinson, adjunct professor at the University of Waterloo, was joined by Paul Knafelc of Community Benchmarks and Erik Lockhart of Lockhart Facilitation Inc. to lead and facilitate this workshop. The topics discussed at the workshop included:

- **Overview of Economic Ecosystem:** Understanding what constitutes an economic ecosystem.
- **Economic Development from a Practitioner’s Perspective:** Insight into what economic development entails from a practical viewpoint.
- **Data and Statistics Presentation:** Using data and statistics to outline Dufferin County’s current economic ecosystem, identifying its challenges, opportunities, and emerging trends.

In addition, there was a collaborative consultation process that involved presenters guiding senior leaders in attendance to identify 3 to 5 strategic economic challenges or opportunities. This also involved brainstorming sessions, creating lists, and prioritizing these challenges/opportunities through a facilitated democratic process.

Through this workshop, it was identified that there is a gap in the availability of comprehensive municipal-level data that defines Dufferin’s unique economic opportunities. The workshop also revealed a lack of consensus on the appropriate direction for the County’s economic development efforts. These revelations informed the direction of the next phase of the strategy development process.

DEVELOPING THE **STRATEGY**

Phase 2 – Public Engagement and Data Analysis

The second phase of this process involved municipal and stakeholder engagement, coupled with quantitative data research and analysis. The main objective for this phase was to leverage the knowledge gained from the learning sessions and data research, and engage community leaders in the identification of economic development priorities based on identified challenges and opportunities in the local communities. From January through March 2024, County economic development staff liaised with local municipal staff to determine how and when these priorities would be developed by each municipality. Through this process, each municipality developed its own unique approach for developing their economic development priorities, with varying levels of support from County staff.

By April 2024, the roadmap was set for soliciting community sentiments through a myriad of avenues. These included municipal workshops, guided discussions at local Council meetings, and brainstorming sessions by local economic development committees. In addition to these, the County partnered with the Dufferin Board of Trade (DBOT), and Headwaters Communities In Action (HCIA) to facilitate a series of workshops that targeted specific municipalities, key industries, businesses and community groups. The series, which was dubbed the Community Insights Workshop Series, ran from April through July 2024 and anchored the public engagement phase of the strategy development process.

The Community Insights Workshop Series was highlighted by the data insights that were presented. Through consultation with Community Benchmarks, a premier data consulting company based in Pelham, Ontario, relevant quantitative data was unearthed and presented at the workshops. The data informed the discussions and priorities that were generated. This approach helped decentralize the economic development learning process from Phase 1, and facilitated a collective understanding of modern economic development practice, leading to the identification of local challenges and opportunities.

Acquiring both qualitative and quantitative data during this second phase was crucial for building the Strategy. Each type of data provided unique insights that complemented one another. The quantitative data, acquired through consultation with Community Benchmarks, offered measurable, objective metrics—such as employment rates, income levels, and commuting patterns—that revealed trends and opportunities at a macro level. However, the qualitative data, derived from the Workshop Series and other municipally determined avenues, captured the subjective experiences, opinions, and needs of local industry and communities, adding pertinent local context to the numbers. Together, these data types ensured a well-rounded understanding of Dufferin’s economic landscape, enabling an informed, nuanced analysis that addresses both statistical realities and community perspectives.

Phase 3 – Plan Approval

The third phase involved creating and presenting the draft Municipal Economic Development Action Plans and the Dufferin County Economic Development Action Plans to the Community Development and Tourism Committee, the respective local municipal Councils, and the general public for comments and feedback. Each body was given appropriate time to review, provide feedback, and endorse the Strategy and Action Plans. By involving a diverse range of stakeholders through each phase, including upper and lower-tier municipalities, local industry, not-for-profit organizations, and residents, a broader and more representative perspective was achieved. This phase was completed in November 2024.

The next phase of this Strategy and Action Plan will involve annual status update reports to County Council. The reports will cover the progress made on the identified actions, challenges encountered, and any adjustments made to the plan. This annual check-in and reaffirming process will ensure that the Strategy remains dynamic and responsive to the evolving economic landscape and community needs. It also promotes transparency, accountability, and adaptability in the implementation of the action plan. This approach will ensure that the initiatives that are developed by the County from this Strategy and Action Plan are resilient, relevant, and in line with the unique aspirations and needs of the local communities and municipalities.

ENGAGEMENT

Community Insights Workshop Series

The public engagement phase of the strategy development process was anchored by the Community Insights Workshop Series, an initiative designed to equip a diverse range of stakeholders with the knowledge and tools necessary to foster economic development within their communities.

The Workshop Series had the additional objective of facilitating the gathering of important community feedback and economic development priorities to inform the direction and goals of the County's Economic Development Strategy and Action Plan.

Inclusivity, as a fundamental principle of this Strategy, was brought to life through the Community Insights Workshop Series. This public engagement initiative was made up of a series of workshops across the County where stakeholders and community members collaboratively explored the transformative potential of data-driven approaches in shaping community prosperity. As part of this collaborative approach, the County partnered with local municipalities and two key community organizations (the Dufferin Board of Trade (DBoT) and Headwaters Communities In Action (HCIA) to develop content and to facilitate the execution of the Workshop Series.

There were three main categories that characterized these workshops:

-
1. Industry
 2. Municipal
 3. General Public
-

Target Industry Workshops

The industry workshops targeted the agriculture, tourism, manufacturing, and real estate industries by leveraging existing connections with industry groups and County-facilitated roundtables. The County also partnered with the economic development departments at the Town of Orangeville and the Town of Shelburne to facilitate these workshops. (Engagement Level: Involve)

Municipal Workshops

The municipal workshops were facilitated in conjunction with local municipalities who have chosen to partner with the County to develop their economic development priorities. (Engagement Level: Collaborate)

General Workshops

These workshops strategically targeted stakeholders and community members whose voices were not heard during the industry and municipal workshops. (Engagement Level: Involve)

The workshops enabled participants to not only gain a deeper understanding of the economic dynamics within their local communities, but also acquire the skills to bridge the gap between data analysis and actionable goals. By harnessing the power of data and inclusive community engagement, the Community Insights Workshop Series laid the foundations for a resilient, innovative, and thriving County that is poised for long-term success. Overall, the discussions around the content and data insights provided valuable local context for the in-depth analysis that the Strategy will seek provide.



Summary of Community Sentiments

Industry Workshops

AGRICULTURE

Vision Statement

To cultivate a thriving and sustainable agricultural community in Dufferin County where local food is produced, consumed, and celebrated, farmers can make a living, and holistic, regenerative systems are integrated. With cutting-edge technology, high-speed internet, and supportive infrastructure, we empower our farmers while ensuring the population is well-educated in agriculture. Our policies protect farmland from development pressures, maintaining Dufferin as an affordable and vibrant place for farmers to live and work and for agriculture as an industry to thrive and grow.

Agricultural Sector Assets:

1. Human Capital

- Experienced farmers with deep local knowledge
- Passionate local farmers
- New farming enthusiasts
- Strong farm advocacy groups such as NFU, EFAO, HFFA, etc.
- Collaborative and connected community

2. Natural Resources:

- Great soils and water
- Unique climate and soil
- Varied topography and biodiversity

3. Agricultural Promotion and Education:

- Dufferin Farm Tour
- Educational branches for farming science and technologies (DFA, NFU, EFAO, HFFA, etc.)

Top Priorities for Agricultural Sector

1. Create a **thriving local economy** where people can afford locally-produced foods.
2. Policy changes to **protect farmland**. This should include changes to government regulations on food processing for poultry and grains.
3. Embark on a **public education and awareness** campaign with the goal of increasing support and patronage of local produce.

Industry Workshops

TOURISM

Vision Statement

To establish Dufferin County as a key, accessible, and thriving tourism destination where diverse natural assets, arts, food, and people are seamlessly integrated. By fostering strong connections between tourism businesses and local communities, we aim to create a financially self-sustaining destination that attracts consistent, year-round visitors. Our tourism industry will balance environmental sustainability with economic growth, driving business development and ensuring longer, enriching stays for all visitors.

Tourism Sector Assets:

1. Location and Accessibility:

- Proximity to Greater Toronto Area
- Major highways (Highway 10, Airport Road, Highway 89)
- Accessible region and tourism assets via major roadways

2. Natural, Recreational, and Agricultural Resources:

- Open green spaces
- Trails
- Parks and amenities
- Picturesque scenery and landscape
- Farmgates, equine and experiential farms

3. Cultural and Creative Assets:

- Art community (theatre production, art galleries, etc.)
- Creative, welcoming business owners
- Orangeville's food and restaurant cluster

ENGAGEMENT

Community Insights Workshop Series

4. Accommodation and Hospitality:

- Hotels
- BnBs outside major towns
- Clean look and feel

5. Sports and Recreation:

- Sports teams and facilities (arenas, pools, etc.) attracting visitors from outside the County

Top Priorities

- 1. Asset Development and Enhancement:** Expand and maintain key tourism assets like accessible parks, public art, and the Rail Trail. Promote tourism sub-sectors such as cycling and farm experiences to encourage longer visitor stays.
- 2. Connectivity and Collaboration:** Improve connections between businesses, rural and urban areas, and stakeholders. Utilize technology and data to enhance marketing, create accessible itineraries, and streamline visitor experiences.
- 3. Support for Local Businesses and Infrastructure:** Provide targeted support to small businesses, particularly in accommodation and the filming industry. Encourage diverse lodging options and promote the County as a filming destination.

Industry Workshops

REAL ESTATE

Vision Statement

To create inclusive, complete communities in Dufferin County where residents can live, learn, work, play, and shop locally. We envision a diverse range of affordable, shovel-ready real estate that supports balanced growth across commercial, residential, and industrial sectors. By planning proactively for the next 10 years and beyond, streamlining processes, and fostering a welcoming mindset, we will meet the evolving needs of new and existing residents while ensuring a sustainable and vibrant future.

Real Estate Sector Assets

1. Quality of Life:

- Small community feel
- Lower crime rates than major urban centers
- Better homes for lower prices

2. Location and Proximity:

- Dufferin as the next frontier due to proximity to the Greater Toronto Area (GTA) and neighboring municipalities

3. Infrastructure Access:

- Access to urban infrastructure, including wastewater plants for Orangeville and Shelburne

Top Priorities

- 1. Infrastructure Development:** Focus on enhancing essential infrastructure, including schools, roads, water, and sewer systems, with special attention to sensitive aquifers.
- 2. County-wide Collaboration:** Promote County-wide decision-making in planning policies and infrastructure development, especially regarding water and sewer systems, to achieve economies of scale.
- 3. Community-Driven Vision:** Align decision-makers with the vision of creating complete communities in Dufferin County, ensuring that resources are allocated to support living, working, and playing locally without the need for commuting.

Municipal Workshops

TOWNSHIP OF AMARANTH

Vision Statement

To cultivate a vibrant, family-oriented community in Amaranth where natural resources are protected, agriculture thrives, and residents take pride in their sense of place. We envision robust recreational opportunities, a growing industrial and commercial sector, and a thriving downtown core that serves as a hub for local residents and businesses. By prioritizing fiscal sustainability, active transportation, balanced housing, and community education on agriculture and environmental stewardship, Amaranth will be a well-connected and informed community ready for the future.

Township of Amaranth Assets:

1. Agriculture and Food Production:

- Agricultural sector
- Dufferin County Culinary Collective connecting food producers with restaurants

2. Governance and Strategic Planning:

- New Strategic Plan
- Growth in attendance at council meetings

ENGAGEMENT

Community Insights Workshop Series

3. Recreation and Community Engagement:

- Local Parks and Recreation Committees
- Uptake on Rail Trail

4. Natural Resources and Environmental Stewardship:

- Natural resources and biodiversity
- Environmentally friendly farm practices
- Rural water quality programs

Top Priorities

1. Intentional Growth and Development: Foster collaboration through working groups with multi-sector representation, including businesses, citizens, and the local community, to guide thoughtful growth and development.

2. Public Education on Agriculture: Enhance public understanding of agricultural practices to promote coexistence and reduce conflicts, utilizing diverse communication methods beyond the internet.

3. Strengthening Partnerships: Build strong partnerships with neighboring municipalities, the County, and organizations like the Dufferin Federation of Agriculture to support shared goals and initiatives.

Municipal Workshops

TOWN OF MONO

Vision Statement

To preserve Mono's natural environment while fostering a thriving, connected community. We envision gentle, low-impact development that supports home-based businesses and limited commercial growth. As a sought-after recreational destination, Mono will attract visitors who contribute to the local economy with minimal impact on our infrastructure and environment.

Town of Mono Assets:

1. Infrastructure and Connectivity:

- New high-speed internet
- Location: Highways and proximity to major urban areas

2. Natural and Protected Lands:

- Public accessible lands (natural)
- Niagara Escarpment (attracts visitors, provides growth controls under environmentally protected lands, and natural beauty)

3. Healthcare and Services:

- Close to a good hospital

4. Leadership and Governance:

- Strong local leadership against external pressures

Top Priorities

1. Strengthening Mono's Identity: Educate residents about Mono's unique identity, emphasizing land and environmental stewardship, and fostering a strong sense of community pride.

2. Responsible Tourism Development: Promote tourism that benefits Mono, including exploring a Municipal Accommodation Tax to offset the costs on residents, ensuring tourism supports the town's sustainability.

3. Support for Local Businesses: Protect existing employment lands from residential conversion and provide accessible guidance for home-based businesses to start or scale up into commercial spaces.

Municipal Workshops

TOWNSHIP OF MELANCTHON

Vision Statement

Melancthon envisions a thriving, innovative agricultural sector that leads in cutting-edge technology and green energy, positioning the township as a hub for agri-tourism and agricultural innovation. The township is committed to maintaining its rural charm, while embracing investments in high-speed internet to support work-from-home opportunities and home-based businesses. With a strong focus on recreation through the Rail Trail and other trail systems, Melancthon strives to offer a balanced, connected, and vibrant community for residents and visitors alike.

Township of Melancthon Assets

1. Natural and Recreational Assets:

- Trails
- Parks

2. Renewable Energy and Sustainability:

- Wind turbines

3. Community and Human Capital:

- Aspirational residents
- Demand for connections between schools and farms

4. Location:

- Strategic location

ENGAGEMENT

Community Insights Workshop Series

Top Priorities

- 1. Regional Collaboration:** Foster stronger partnerships with neighboring municipalities to adopt a regional approach to recreation, tourism, and economic development. This will enable shared resources and coordinated strategies that enhance opportunities for residents and businesses.
- 2. Agri-Tourism and Innovation:** Build on Melancthon's agricultural strength by promoting agri-tourism and establishing the township as a hub for agricultural innovation and green energy. Strengthen connections between schools and local farms, promoting agricultural education and creating pathways for youth engagement in farming and green technology sectors.
- 3. Connectivity and Infrastructure:** Ensure high-speed internet access across the township to support work-from-home opportunities, home-based businesses, and enhance digital connectivity for rural economic development. This will also strengthen Melancthon's position as a desirable location for both residents and businesses.
- 4. Recreation and Quality of Life:** Enhance recreational assets, such as trails and parks, and integrate them into a broader County-wide network. This will improve the quality of life for residents while attracting tourists who value outdoor activities and rural charm.

Municipal Workshops

TOWNSHIP OF EAST GARAFRAXA

Vision Statement

East Garafraxa will be a thriving, sustainable community where quality employment opportunities flourish alongside a strong agricultural sector. Our vibrant public schools will serve as a cornerstone for residents, while diversified use of employment lands will drive economic growth. By fostering business development, supporting farm infrastructure, and facilitating accessible housing within the County, East Garafraxa will continue to grow as a dynamic and inclusive place for families and businesses to thrive.

East Garafraxa Assets

1. Natural and Recreational Assets:

- Trail network
- Recreational activities
- Large public events

2. Geographical and Infrastructure Assets:

- Location (Marsville as a central location with several major intersecting roads)

3. Economic and Developmental Assets:

- Employment lands (potential to expand through cross-municipal agreements)

East Garafraxa Priorities

- 1. Economic Growth and Business Attraction:** a) Leverage the County's leadership on economic development to attract businesses that provide good quality jobs. b) Expand and diversify the use of employment lands through cross-municipal partnerships.
- 2. Infrastructure and Land Development:** Create more shovel-ready residential and commercial land by partnering with neighboring municipalities to facilitate necessary servicing.
- 3. Community and Education Development:** Support vibrant public schools to enhance community appeal for residents and families.
- 4. Agricultural Strength and Sustainability:** Maintain a strong agricultural sector by reinforcing farm infrastructure and supporting agricultural development.
- 5. Recreational and Event Promotion:** Promote East Garafraxa's trail network, recreational activities, and large public events to enhance community engagement and attract visitors.

General Public

Vision Statement

To build a proud and vibrant community in Dufferin where businesses, families, and individuals work together to create a dynamic environment. We envision a County where economic and employment opportunities foster a balanced work, play, and visit experience. With a strong sense of place, Dufferin will be renowned as a foodie destination, an arts-friendly hub, and a center for sustainable industry. Through collaboration, eco-friendly job creation, and a commitment to affordable housing, we aim to strongly position our urban centres to support our rural and natural assets, ensuring a thriving live-work community for all.

Dufferin's Assets:

1. Cultural and Arts Assets:

- Amphitheatre (Island Lake)
- Theatre Orangeville
- Vibrant arts community
- Museum
- Festivals and events (Blues and Jazz festival, etc.)
- Rich history

2. Natural and Recreational Assets:

- Rail Trail
- Bruce Trail
- Dufferin County Forest
- Clean air and natural beauty
- Year-round recreation and natural assets
- Farms and farm markets
- Agricultural destination
- Publicly accessible lands (trails, Island Lake, etc.)

3. Community and Social Assets:

- Community-minded people
- Amazing service groups
- Safe community and great schools
- Not-for-profits and co-op housing
- County-owned housing (though insufficient to meet demand)
- Dufferin residents and workers (commitment and collaboration)
- Small town vibe

4. Economic and Tourism Assets:

- Affordable spaces for small businesses
- Restaurants and food destination
- Hotels and accommodation
- Vibrant college in Orangeville
- Transportation routes and location (two major highways, proximity to Pearson airport)
- Grey bus service (though ending soon)
- Tourism assets (trails, Island Lake, etc.)
- Orangeville's downtown with free parking (also available in Shelburne and throughout the County)

5. Education and Workforce Assets:

- Highly skilled/educated workforce

Top Priorities

1. Attracting Quality Employment: Focus on bringing in higher-paying jobs by targeting employers that address local employment gaps and supporting economic development initiatives that center around people and community needs.

2. Affordable Housing and Development: Implement strategies to reduce housing prices and create attainable housing through partnerships with various levels of government, ensuring the development of mixed-use spaces and addressing zoning and childcare requirements.

3. County-Wide Collaboration and Pride: Foster a "County" mindset by encouraging collaboration across municipalities, setting County-wide goals, and promoting pride in being a County resident. This includes enhancing transportation, developing healthcare facilities, and creating programs for low-income families while training people in trades through a unified County-wide approach.

PUBLIC

ENGAGEMENT

Additional Economic Development Priorities

Town of Orangeville

PRIORITIES

Developing a Resilient Business Community

Economic diversity is one of the most effective ways to increase long-term economic resilience. Having a diverse economy means Orangeville can weather downturns in the economy, resist disruptive events (e.g., COVID 19) and help provide a more sustainable environment for business start-up, success and growth. It's all about retaining local business, providing opportunities for business to grow and attracting new business to the community while providing a climate conducive to investment.

Supporting Small Business

Small businesses are the heart of Orangeville. Most of the jobs in Orangeville are provided by small businesses (5 to 9 employees) across a diverse range of sectors including manufacturing, retail, professional services, construction, and the creative sector. Beyond employment, small businesses support the economy by creating valuable local connections, investing in community initiatives, contributing significantly to the local tax base, and demonstrating pride for their community.

Fostering Tourism and Culture

Tourism and culture are intertwined. Creative industries are considered a key sector in Orangeville and are also important tourism drivers. In Orangeville, culture includes heritage, the performing arts (music, visual arts, dance), writing, film, and public art as well as festivals and events that celebrate our community. Tourism supports local business and draws visitors to spend money in the community. By supporting tourism and culture through authentic and unique experiences, the Town can strengthen the local sense of community and enhance community pride.

Township of Mulmur

PRIORITIES

Protect Agriculture

Ensure the protection of farms, farmland, and farmers through policies and actions that safeguard agricultural land and livelihoods.

Sustainable Tourism

Promote tourism that aligns with Mulmur's vision, benefiting local businesses while protecting farms, infrastructure, residents, and the environment.

Enhance Services and Infrastructure

Support the development of educational facilities, an Emergency Services Hub, secure additional water capacity in Mansfield, and attract essential medical services.

Recreational Investment

Encourage investment in both public and private recreational facilities, and promote diverse use of County forests and trails, ensuring appropriate amenities like parking, washrooms, and wayfinding signage.

Collaborative Economic Development

Advocate for Dufferin County to host an annual Economic Development Conference to foster regional collaboration and support local business growth.

Town of Grand Valley

PRIORITIES

The Town of Grand Valley aims to foster a thriving business environment by focusing on two key priorities:

Develop Employment Lands within the Urban Boundary

The potential of designated employment lands will be maximized through collaboration between the County, Business Improvement Area (BIA) and the Economic Development Committee (EDC). Economic development opportunities will be identified, and support will be provided to new and expanding businesses. In this way, long-term growth and job creation will be fostered within the community.

Position Grand Valley as a Premier Business Destination

Grand Valley will be promoted as an ideal location for both local entrepreneurs and external investors. Business attraction strategies will be implemented, and collaborations with key stakeholders will be facilitated. Efforts to retain and expand businesses will be supported, ensuring the local economy is strengthened and the town remains a vibrant business-friendly environment.

Town of Shelburne

Vision

Shelburne envisions itself as a vibrant, inclusive community where local businesses thrive, and residents enjoy a high quality of life. By developing Fiddle Park as a regional destination, fostering a dynamic arts and cultural scene at Grace Tipling Hall, and revitalizing the downtown with new retail and beautification efforts, we will create a town that attracts both visitors and new businesses. Shelburne will support small business start-ups and a diverse workforce, providing opportunities for local employment, innovation, and collaboration with educational institutions. As we expand successful industries and embrace flexible work opportunities, we aim to build a resilient local economy that balances growth with community well-being.

Town of Shelburne Assets

1. Workforce and Economic Assets

- Diverse workforce
- Entrepreneurial spirit (new residents driving business growth)
- Diverse range of national manufacturers (KTH, Stella Jones, Blue Mountain Plastics)
- Significant commercial retail growth (Emerald Crossing Plaza, Fieldgate, Summerhill Plaza)
- Knowledgeable Economic Development Team
- Residents' high degree of knowledge (subject matter experts)

2. Cultural and Recreational Assets

- Grace Tipling Concert Hall and art gallery
- Fiddle Park Master Plan (year-round accessibility with pathways and trails)
- Jack Downing Park
- Greenwood Park (sports tourism: soccer fields, splash pad)

3. Community and Supportive Infrastructure

- Robust community groups (Rotary, Legion)
- Strong community support services
- 3 elementary schools and 1 high school
- Medical Hub (diverse range of medical services for Dufferin)

Shelburne's Top Priorities

Based on the statements, the top economic development priorities for Shelburne are:

- 1. Infrastructure Investments:** Address Shelburne's wastewater capacity issues through investments from all levels of government to support the expansion and modernization of wastewater infrastructure.
- 2. Fiddle Park Development and Trail Connectivity:** Develop Fiddle Park as a tourism and visitor asset and increase trail connectivity to enhance accessibility and promote recreation throughout the town.
- 3. Downtown Revitalization and Accessibility:** Improve accessibility in the BIA district through the Community Improvement Plan (CIP) and eliminate or reduce traffic in the downtown area with a truck bypass to improve pedestrian experience and local business activity.
- 4. Cultural Development and Events:** Invest in the renovation and modernization of Grace Tipling Concert Hall and host a variety of cultural events, fostering partnerships with local artists and cultural organizations to attract visitors and boost tourism.
- 5. Business and Community Engagement:** Continue business outreach and strengthen partnerships with community services/organizations to foster local employment, economic growth, and community engagement.

The Shelburne Economic Development team is set to update its Economic Development Strategy for the 2025-2029 period, with a strong focus on community engagement. The Town is preparing for significant residential growth by 2051, with over 2,000 new homes and an expected population increase of 5,500, bringing the total to over 15,000 residents. However, the town's Wastewater Pollution Control Plant (WPCP) has limited remaining capacity. Originally designed for a population of 6,000 (with upgrades allowing for 10,000), the plant's capacity is fully allocated to approved and proposed developments, necessitating urgent infrastructure upgrades to support future growth.

ENGAGEMENT

Emerging Themes

The various statements and community sentiments gathered from different sectors and municipalities within Dufferin County reflect a diverse but interconnected set of priorities and aspirations. Across the various communities and industry sectors, several key themes emerge regarding economic development, infrastructure needs, and the preservation of unique local characteristics. The overarching goals across these municipalities focus on diversifying economies, enhancing employment opportunities, and creating environments conducive to business growth and retention. Dufferin's local municipalities are driven by the desire to attract high-quality jobs, with special emphasis on sectors such as agriculture, manufacturing, tourism, and the arts. These municipalities are actively seeking partnerships with other levels of government, business associations, and local organizations to achieve these objectives.

Economic Resilience and Diversity

Across different communities and sectors, there is a strong emphasis on economic diversity as a path to long-term resilience. By diversifying their economic bases, communities aim to better withstand external shocks and avoid overreliance on one sector. This aligns with a forward-thinking approach to economic development that balances tradition with innovation.

- **Orangeville:** Building a resilient business community through economic diversity is central to weathering disruptions, such as the COVID-19 pandemic.
- **Melancthon and Amaranth:** Innovation in agriculture, such as green energy and agri-tourism, further highlights the push for economic diversification in rural areas, moving beyond traditional farming into sectors that are innovative and future-focused.
- **Real Estate Sector:** There is a recognition of the need for a balanced mix of commercial, industrial, and residential development, which will sustain economic growth over time.

Support for Small Businesses and Home-Based Enterprises

Small businesses are viewed as the backbone of local economies, providing jobs, community investment, and local pride. There is widespread recognition that creating a nurturing environment for small and home-based businesses is critical for community stability. Providing resources like accessible guidance, financial support, and technological infrastructure is viewed as a priority to ensure these businesses thrive.

- **Orangeville:** Most jobs are created by small businesses, and supporting their growth is seen as essential to maintaining a strong economy.
- **Mono and Melancthon:** Encouraging home-based businesses and providing infrastructure like high-speed internet ensures that residents can work from home, further supporting the local economy.

Tourism and Asset Development

Tourism is a critical component of the economic development vision in many communities, with the intent to capitalize on Dufferin's tourism assets such as its natural landscape, trails, parks, and growing arts communities. Arts and culture are seen as valuable tools for not only economic growth but also for enhancing community pride. Theatre Orangeville, Grace Tipling Hall, and the vibrant arts community across Dufferin County are recognized for their potential to draw both local residents and tourists, strengthening the community's cultural fabric.

- **Orangeville:** Creative industries such as performing arts, festivals, and public art contribute both culturally and economically, attracting visitors and supporting local businesses.
- **Shelburne:** Highlighting public spaces as core tourism assets. Fiddle Park is set to become a centerpiece for tourism with enhanced amenities and event spaces.
- **Melancthon and Mono:** Highlight natural landscapes, trails, and unique agricultural experiences as core tourism assets.
- **General Public:** The scenic landscape, trails, and recreational amenities across the County, as well as a vibrant arts and cultural scene, position tourism as an economic pillar.

Agriculture and Agri-Tourism as Economic Drivers

Agriculture remains a cornerstone for many communities in Dufferin, with sentiments reflecting a strong desire to protect farmland, support farming innovation, and promote unique agribusinesses. Moreover, agri-tourism is seen as a growing opportunity to leverage natural assets and rural culture to generate economic benefits. This includes promoting farm tours, supporting local food producers, and establishing culinary collectives that connect farmers with restaurants and tourism-related businesses. By capitalizing on the County's natural beauty, culinary culture, and agricultural heritage, there is an opportunity to draw more visitors, support local businesses, and foster community pride.

- **Melancthon:** Emphasize innovation in agriculture and green energy, highlighting Dufferin's commitment to remaining at the forefront of sustainable farming practices.
- **Amaranth:** Agri-tourism is a major focus, linking agriculture with tourism to create a sustainable source of income for farmers while drawing visitors to the area.

Sustainable Growth, Attainable Housing and Infrastructure Development

Population growth must be managed carefully to balance economic development with environmental protection and community well-being. Growth is viewed not as an end in itself, but as a means to enhance community well-being while preserving the unique natural and rural characteristics of the area. A significant concern across communities in Dufferin is infrastructure capacity, particularly related to wastewater treatment and land servicing for future growth. Another prevalent theme is the need for attainable housing as a key focus in this ongoing growth. Sustainable growth strategies are therefore crucial to maintaining the quality of life that makes the County attractive to residents and visitors alike.

- **Shelburne:** There is the need to upgrade waste management systems to support ongoing population growth.
- **East Garafraxa:** There is a focus on expanding and servicing employment lands to attract businesses and diversity local economies.

- **Mono:** There is a clear desire to protect the natural environment while supporting limited and low-impact development, such as home-based businesses.
- **Amaranth and Melancthon:** There is a focus on protecting farmland and ensuring that agricultural growth is compatible with environmental sustainability. For instance, the wind turbines in Melancthon highlight a commitment to green energy.
- **Real Estate Sector:** There is a push for more attainable housing, mixed-use spaces, and infrastructure that supports sustainable, complete communities.

Collaboration and Regional Approaches

Working together regionally is seen as the most effective way to maximize resources and achieve shared goals. Collaboration across municipalities, businesses, and sectors is recognized as necessary to achieve economic and environmental sustainability. By adopting a County-wide mindset, communities can address issues such as infrastructure, housing, and economic development more efficiently and cohesively.

- **Melancthon:** A regional approach to tourism and economic development, along with collaboration among municipalities, is seen as essential for better outcomes for residents.
- **Mulmur:** Encouraging Dufferin County to host an annual economic development conference illustrates the desire for more collaboration and shared learning among different regions.
- **Mono and Amaranth:** Protecting the identity of each community while fostering inter-municipal cooperation is seen as vital for sustainable development and better management of shared resources.

Education, Workforce Development, and Innovation

Developing the local workforce and fostering innovation are critical for long-term economic sustainability. Education, particularly in the trades and agriculture, is seen as a key driver for the future workforce. Communities recognize that they must cultivate homegrown talent and provide the infrastructure necessary to retain these workers. Innovation, particularly in agriculture and green energy, is seen as a way to stay competitive and sustainable.

- **Shelburne:** Investing in initiatives to support local businesses, and attracting a diverse workforce, and providing career growth opportunities is seen as a priority.
- **Melancthon and Agricultural Sector:** There is a focus on agricultural education, connecting schools with farms, and promoting innovation in agriculture through green technology.
- **Real Estate and Construction Sector:** Emphasizing the need for housing that meets the evolving needs of the population, and streamlining the process for developing second dwellings, shows a proactive approach to addressing housing shortages.
- **General Public:** The push for job creation that aligns with green values and eco-friendly practices is tied to a broader vision of sustainable economic growth.

Quality of Life and Community Pride

Maintaining a high quality of life and fostering a strong sense of community pride is central to many of the community's goals. Maintaining and enhancing the small-town vibe, community engagement, and overall quality of life are seen as vital to retaining residents and attracting new ones. Residents want to feel a sense of pride in their community, and this is closely tied to the County's economic, cultural, and environmental sustainability.

- **Mono and Melancthon:** Emphasize low-impact developments that align with environmental stewardship values.
- **Amaranth:** Ensuring that residents remain connected, informed, and engaged is a key factor in instilling community pride.
- **Orangeville:** Community pride and a sense of place are viewed as essential for both residents and visitors, with the downtown core seen as a hub of activity and culture.
- **General Public:** There is a desire for residents to feel proud of their community and to promote Dufferin as a live-work destination, where good-paying jobs and affordable housing create a high quality of life.

The overall vision that emerges from the collected statements is one of balanced, sustainable growth that prioritizes economic diversity, small business support, regional collaboration, and environmental protection. There is a strong emphasis on community pride, preserving rural charm, and fostering innovation, particularly in agriculture and green energy. Tourism, driven by the County's natural beauty, creative culture, and agricultural heritage, is seen as a key economic driver. The desire for collaborative regional approaches to development and a focus on creating attainable housing and workforce development are central to addressing long-term challenges such as housing affordability and economic resilience.

THE BIG MOVE

Over the last decade, Dufferin County has experienced major changes in its population. Dufferin’s population increased from 61,735 in 2016 to 66,257 and is expected to reach 95,000 by 2051. However, population growth rarely happens in a linear manner. People are constantly moving in and out of regions. The net gain in this movement over time is what is accounted for in population growth. Table 1.1 demonstrates this movement of people into and away from Dufferin. Among persons aged 15 years or older, Dufferin experienced a net population gain of 2,175.

Table 1.1
Number of Movers, Dufferin, 2016 to 2021

	Moved to Dufferin	Moved Away from Dufferin	Dufferin Net Gain/Loss
Population 15+	13,230	11,055	2,175
Labour Force 15+	9,870	7,490	2,380
Labour Force as a % of the Population	74.6%	67.8%	-

Source: Statistics Canada, 2021 Census (Custom Tabulation)

The effects of this movement on the availability of labour in the County is a paramount question in developing this strategy. Of note, the labour force in this context is limited to people who live within Dufferin County. In dissecting this question, it is important to first understand where these new members of Dufferin’s labour force are coming from, and where previous members are moving to. It is evident from Table 1.2 that the majority of these new residents within the labour force came from Peel Region.

Table 1.3 also shows that the County experienced a net loss of movers to neighboring municipalities in Grey County, Wellington County and Simcoe County. What these two tables demonstrate is an outward migration of people from the Greater Toronto Area. The tables also demonstrate a smaller migration from Dufferin to Counties that are to the west, north and east of Dufferin and the GTA. It is unclear whether there is causality between these two migration patterns. What is clear, however, is that these patterns indicate an overall outward migration away from the GTA and the immediate surrounding areas.

Table 1.2
Top 5 Net Gain Movers by Origin and Destination, 2016 to 2021

Census Division	Moved to Dufferin	Moved Away from Dufferin	Net Gain
Peel - 3521	5,305	805	4,500
Toronto - 3520	1,060	520	540
York - 3519	360	135	225
Halton - 3524	495	270	225
Durham - 3518	100	85	15
Total - Canada	9,870	7,490	2,380

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Table 1.3
Top 5 Net Loss Movers by Origin and Destination, 2016 to 2021

Census Division	Moved to Dufferin	Moved Away from Dufferin	Net Loss
Bruce - 3541	10	130	-120
Muskoka - 3544	10	145	-135
Waterloo - 3530	85	345	-260
Simcoe - 3543	610	1,110	-500
Wellington - 3523	400	940	-540
Grey - 3542	190	810	-620
Total - Canada	9,870	7,490	2,380

Source: Statistics Canada, 2021 Census (Custom Tabulation)

THE BIG MOVE

Age Demographics of Dufferin's Movers

While tables 1.1 and 1.2 indicate a labour force net gain of 2,380 in Dufferin, this data alone provides no insight on demographic shifts and trends, which is essential for planning long-term economic growth. Precisely, tracking the movements and changes in age cohorts within a municipality's labour force is essential for effective workforce planning, economic sustainability, talent attraction, housing and population planning, economic resilience, and targeted policy development. This understanding will ensure that this strategy is aligned with the evolving demographic realities of the municipality.

Table 2.1 addresses this question by identifying these Dufferin labour force movers by age cohort. As indicated, the majority of movers into Dufferin were in 25-to-44-year range. This cohort also saw the largest move away from Dufferin, resulting in a net gain of 2,025, the largest among any age cohort. Notably, there was a net loss of 140 people among those aged 15 to 24, and a net loss of 150 people among those aged 55 years and older. This table seems to support the notion that 25-to-44 year olds typically have the flexibility to move across regions for more conducive living and working conditions. Of note, Table 2 also indicates that there was a net loss of 55+ year olds in the labour force. This cohort of the labour force are typically the most experienced professionals, and in most occupations, essential for training and ushering in a new generation of workers.

Table 2.1
Movers by Age Cohort, Labour Force 15+, Dufferin, 2016 to 2021

Age Cohort	Moved to Dufferin	Moved Away from Dufferin	Dufferin Net Gain/Loss
15 to 24 years	1,115	1,255	-140
25 to 44 years	5,750	3,725	2,025
45 to 54 years	1,750	1,090	660
55 years and older	1,260	1,410	-150
Total 15+	9,870	7,490	2,380

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Effects on Dufferin's Talent Pool

Table 2.1 brings into question which occupations experienced largest net gains and losses during this period. The ensuing analyses of the occupations of those moving into and out of a municipality is essential for assessing economic impacts, addressing skill gaps, supporting economic growth, and guiding community and infrastructure planning. Table 3.1 lists the top 5 occupations that experienced the highest net gain of residents in Dufferin between 2016 and 2021. As shown, skilled trades have emerged as a key driver of population growth in Dufferin County, with both general trades and technical trades showing significant net gains between 2016 and 2021. General trades occupations saw a net increase of 230 people, while technical trades and transportation operators added 210, reflecting a strong demand for skilled labour in sectors like construction, infrastructure, and logistics. Additionally, professional occupations in law, education, and social services, along with front-line public protection services, contributed to workforce growth, though skilled trades dominated the influx.

Table 3.1
Top 5 Net Gain Movers by Occupation, 2016 to 2021

Occupation	Moved to Dufferin	Moved Away from Dufferin	Net Gain
Total - Occupation - Unit group - National Occupational Classification (NOC) 2021	9,870	7,490	2,380
73 General trades	620	390	230
72 Technical trades and transportation officers and controllers	930	720	210
41 Professional occupations in law, education, social, community and government services	595	385	210
42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services	415	220	195
14 Administrative and financial support and supply chain logistics occupations	505	335	170

Source: Statistics Canada, 2021 Census (Custom Tabulation)

THE BIG MOVE

Table 3.2 lists the top 3 occupations that experienced the highest net loss of residents during this period. While these losses may seem statistically negligible, it is important to continue to monitor the loss of persons with occupations in sales and service as they are essential to the visitor economy and the viability of small businesses as a whole. The continued net loss of residents in these occupations may indicate a lack of access to affordable or attainable housing in Dufferin for specific occupations which could have negative implications for certain industries.

Table 3.2
Table 3.2 Top 5 Net Loss Movers by Occupation, 2016 to 2021

Occupation	Moved to Dufferin	Moved Away from Dufferin	Net Loss
Total - Occupation - Unit group - National Occupational Classification (NOC) 2021	9,870	7,490	2,380
6410 Retail salespersons and non-technical wholesale trade sales and account representatives	275	320	-45
7420 Transport equipment operators, utility maintenance and related maintenance workers	10	45	-35
9421 Furniture, wood, plastic and other products assemblers, finishers and inspectors	35	65	-30

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Overall, Tables 3.1 and 3.2 underscore the importance of focusing on skilled trades development and retention in the County's Economic Development Strategy, as these occupations will be critical to supporting future economic growth and infrastructure needs. Further analysis of movers data related to skilled trades is essential to understand the underlying factors driving this population influx and to identify specific opportunities for targeted economic growth. Table 4.3 provides deeper insight into these specific movers by providing the net gains and net losses for 3-digit occupational classifications that fall within the top 2 net gainers identified in Table 3.1.

Table 3.3
Movers by Occupation in Skilled Trades, 2016 to 2021

Occupation	Moved to Dufferin	Moved Away from Dufferin	Net Gain/ Loss
Total - Occupation - Unit group - National Occupational Classification (NOC) 2021	9,870	7,490	2,380
7 Trades, transport and equipment operators and related occupations	2,220	1,640	580
72 Technical trades and transportation officers and controllers	930	720	210
720 Technical trades contractors and supervisors	165	90	75
721 Technical industrial trades	140	135	5
722 Technical electrical trades	140	105	35
723 Technical construction trades	175	120	55
724 Technical maintenance trades	275	230	45
725 Technical equipment operation trades	0	15	-15
726 Transportation officers and controllers	15	25	-10
729 Other technical trades	10	0	10
73 General trades	620	390	230
731 General construction trades	105	70	35
732 Building maintenance installers, servicers and repairers	100	65	35
733 Transportation occupations	330	210	120
734 Operators, drillers and blasters	80	45	35

Source: Statistics Canada, 2021 Census (Custom Tabulation)

The top 2 net gainers in Table 3.1 both fall within the broader occupational classification of 'trades, transport and equipment operators and related occupations.' As indicated in Table 3.3, there was a net gain of 580 residents within this classification, which was the highest among all occupations. Further, the top net gainers by 3-digit occupations in the skilled trades were technical construction trades, technical trades contractors and supervisors, and transportation occupations.

THE BIG MOVE

Movers to Commuters?

So far, the data indicates an influx of residents in the skilled trades into Dufferin. However, there is no indication of where these residents work or general trends that may be influencing the influx of people within these specific occupations. Examining trends such as the industries attracting these workers and where these industries are located can help tailor economic development efforts as it relates to investment attraction, talent attraction and workforce development. Further, analyzing commuting patterns and the possible reasons behind these behaviors will offer insights into how the County can better support and sustain its skilled workforce who are a critical component in the County’s projected population and economic growth. The ensuing data focuses on the commuting patterns of Dufferin residents within the labour force and those who work in Dufferin.

Commuters are defined as residents who travel to their regular place of work. This subsection of Dufferin residents represents nearly 70% of Dufferin’s employed labour force¹³. It is assumed that this percentage is significantly higher in 2024 as this data was gathered at the height of the COVID-19 pandemic (2020) when many employers were operating under fully remote work settings. Table 4.1 shows that **51.4%** of all residents with a regular place of work commuted outside of the community for work. Table 4.1 contextualizes this by comparing this commuting pattern of Dufferin’s residents to residents in other Census Divisions (CD) across Ontario. In this context, Census Divisions are defined as counties and regional municipalities. This data reveals that Dufferin has the second highest percentage of its residents commuting outside their Census Division for work in the entire province. All of Dufferin’s neighboring Counties and regional municipalities fall outside the top 10 in this category.

Table 4.1
Top 10 CDs with the highest percentage of residents who commute outside the CD

Census Division (County/Regional Municipality)	Total # of residents with a regular place of work	Total # of residents who work within Census Division	% of resident who work within Census Division	Total # of resident who work outside Census Division	% of Residents who Work Outside Census Division
Lennox and Addington	12,845	5,670	44%	7,175	55.9%
Dufferin	21,540	10,465	49%	11,075	51.4%
Kawartha Lakes	20,685	11,085	54%	9,600	46.4%
Prescott and Russell	27,750	15,030	54%	12,720	45.8%
Haldimand-Norfolk	35,455	20,515	58%	14,940	42.1%
Prince Edward	6,060	3,510	58%	2,550	42.1%
Halton	146,785	86,095	59%	60,690	41.3%
York	284,225	173,415	61%	110,810	39.0%
Elgin	29,145	17,800	61%	11,345	38.9%
Durham	184,455	114,355	62%	70,100	38.0%

Source: Statistics Canada, 2021 Census (Custom Tabulation)

¹³ Statistics Canada, 2023. (table). Census Profile, 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-renewement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

THE BIG MOVE

Table 4.2 indicates that not only did 11,075 *Dufferin* residents commute outside of the County for work, but another 3,940 people commuted to *Dufferin* for work. This resulted in a net loss of 7,135 workers. As well, a total of 10,465 *Dufferin* residents both lived and worked in the community. Table 4.2 also indicates that overall, *Dufferin* residents who commuted outside of *Dufferin* earned a median employment income of **\$50,000**, which is significantly more than *Dufferin* residents who worked in *Dufferin* (\$38,000). Outside residents who commuted into the community for work also earned more than live-work residents. This is the same pattern observed in 2016.

Table 4.2
Median employment income of Dufferin commuters (2021)

	Number	Median employment income
Live in Dufferin, work outside	11,075	\$50,000
Live outside, work in Dufferin	3,940	\$41,200
Live and work in Dufferin	10,465	\$38,000

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Table 4.2 seems to indicate that *Dufferin* residents who commute outside of the Census Division are motivated to do so because of higher wages. So where are these residents commuting to? Table 4.3 indicates that Peel Region was the main destination for commuting *Dufferin* residents.

Table 4.3
Where Dufferin Residents Commute to Work

Live In	Work in	Number
Dufferin	Dufferin	10,465
Dufferin	Peel	6,005
Dufferin	Simcoe	1,135
Dufferin	Toronto	1,095
Dufferin	Wellington	955
Dufferin	York	855
Dufferin	All other regions	1,030

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting out

- 72 Technical trades and transportation officers and controllers: **1,520**
- 14 Administrative and financial support and supply chain logistics: **735**
- 73 General trades: **685**
- 42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services: **585**
- 75 Helpers and laborers and other transport drivers, operators and laborers: **535**

These top occupations have median employment incomes ranging from \$39,200 to \$62,000. Three of the top five occupations were in 7 Trades, transport and equipment operators and related occupations, which has a median income of \$53,600.

Top industries commuting out

- 336 Transportation equipment manufacturing: **825**
- 611 Educational services: **750**
- 913 Local, municipal and regional public administration: **665**
- 238 Specialty trade contractors: **565**
- 622 Hospitals: **425**
- 541 Professional, scientific and technical services: **410**
- 484 Truck transportation: **390**
- 621 Ambulatory health care services: **310**
- 561 Administrative and support services: **260**
- 722 Food services and drinking places: **245**

These top industries have median employment incomes ranging from \$15,800 to \$87,000. Three of the top ten industries were in 62 Health care and social assistance, which has a median employment income of \$46,000.

Dufferin Workers

A total of **3,940** people (**27.4%** of all workers) commuted to *Dufferin* for work.

THE BIG MOVE

Table 4.4
Where Dufferin workers Commute From

Live In	Work in	Number
Dufferin	Dufferin	10,465
Peel	Dufferin	1,090
Wellington	Dufferin	850
Simcoe	Dufferin	710
Grey	Dufferin	705
All other regions	Dufferin	585

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting in

- 72 Technical trades and transportation officers and controllers: **380**
- 31 Professional occupations in health: **275**
- 65 Sales and service support occupations: **265**
- 60 Middle management occupations in retail and wholesale trade and customer services: **245**
- 64 Sales and service representatives: **205**

These top occupations have median employment incomes ranging from \$19,000 to \$77,000. Three of the top five occupations have a median income lower than the Canadian median income. Three of the top five occupations were in Sales and service occupations, which has a Canadian median income of \$27,600.

Top industries commuting in

- 621 Ambulatory health care services: **320**
- 611 Educational services: **255**
- 623 Nursing and residential care facilities: **250**
- 622 Hospitals: **225**
- 722 Food services and drinking places: **200**
- 326 Plastics and rubber products manufacturing: **190**
- 238 Specialty trade contractors: **140**
- 541 Professional, scientific and technical services: **135**
- 445 Food and beverage stores: **120**
- 452 General merchandise stores: **110**

These top industries have median employment incomes ranging from \$15,700 to \$65,000. Three of the top ten industries were in 62 Health care and social assistance, which has a median employment income of \$46,000.

Median employment income

Workers who commute to Dufferin earned a median employment income of **\$41,200** in 2019.

Dufferin Live-Work Residents

A total of **10,465** Dufferin residents both lived and worked in the County.

Top occupations

- 65 Sales and service support occupations: **1,765**
- 64 Sales and service representatives and other customer and personal service occupations: **920**
- 72 Technical trades and transportation officers and controllers: **695**
- 14 Administrative and financial support and supply chain logistics: **615**
- 60 Middle management occupations in retail and wholesale trade and customer services: **535**

These top occupations have median employment incomes ranging from \$19,000 to \$62,000. Three of the top five occupations were in Sales and service occupations, which has a median income of \$27,600.

Top industries Commuting In

- 722 Food services and drinking places: **995**
- 621 Ambulatory health care services: **615**
- 611 Educational services: **560**
- 445 Food and beverage stores: **690**
- 623 Nursing and residential care facilities: **530**
- 622 Hospitals: **355**
- 238 Specialty trade contractors: **435**
- 541 Professional, scientific and technical services: **365**
- 326 Plastics and rubber products manufacturing: **310**
- 452 General merchandise stores: **385**

THE BIG MOVE

These top industries have median employment incomes ranging from \$13,800 to \$67,500. Three of the top ten industries were in 62 Health care and social assistance, which has a median employment income of \$46,000.

Median employment income

Dufferin residents working in **Dufferin** earned a median employment income of **\$38,000** in 2019, much lower than residents who commute out.

KEY TAKEAWAYS

Overall, this data suggests that residents in Dufferin with specific occupations may find substantial financial incentives to commute to other regions for work. As well, Dufferin's employer base is largely supported by retail and service based industries that are offering relatively lower wages. It is important to note that lower wages for those working locally could contribute to increased economic inequality in Dufferin. Evidently, Dufferin's economy is not substantially benefiting from the influx of residents from Peel over the last decade. The data suggests that these residents, many of whom are in the skilled trades, maintained their Peel jobs when they moved to Dufferin, and did so due to higher wages, and perhaps a lack of available opportunities in Dufferin. However, the County-level data that has been analyzed so far does not tell the whole story.

A DEEPER DIVE

INTO DUFFERIN

Dufferin County comprises of several towns and townships – Orangeville, Shelburne, East Garafraxa, Mono, Mulmur, Melancthon, Grand Valley and Amaranth - each with unique local economies and labour dynamics. The ensuing data takes a deeper dive into the median employment income and commuting patterns of residents in each local municipality in Dufferin.

East Garafraxa

A total of **780** East Garafraxa residents commuted outside of the community for work and **280** people commuted into East Garafraxa for work. A total of **115** East Garafraxa residents both lived and worked in the community. The community saw a **net loss of 500 workers**.

Table 5.1
Median Employment Income of East Garafraxa Commuters

	Number	Median employment income
Live in East Garafraxa, work outside	780	\$59,200
Live outside, work in East Garafraxa	280	\$47,600
Live and work in East Garafraxa	115	\$50,400

Source: Statistics Canada, 2021 Census (Custom Tabulation)

In terms of median employment income, East Garafraxa performs well in comparison with other municipalities in Dufferin County. Overall, East Garafraxa residents who commuted outside of East Garafraxa earned more than East Garafraxa residents who worked in East Garafraxa. Outside residents who commuted into the community for work earned less than live-work residents.

East Garafraxa Residents

A total of **780** East Garafraxa residents (**87.1%** of all residents) commuted outside of the community for work with Orangeville being the most popular destination.

Table 5.2
Where East Garafraxa Residents Commute To Work

Live In	Work in	Number
East Garafraxa	Orangeville	225
East Garafraxa	Mississauga	120
East Garafraxa	East Garafraxa	115
East Garafraxa	Brampton	75
East Garafraxa	Centre Wellington	60
East Garafraxa	Guelph	55
East Garafraxa	All other regions	245

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting out

- 72 Technical trades and transportation officers and controllers: **100**
- 73 General trades: **65**
- 60 Middle management occupations in retail and wholesale trade and customer services: **50**

These top occupations have median employment incomes ranging from **\$48,800 to \$68,000**.

Median employment income

East Garafraxa residents who commute out, earned a median employment income of **\$59,200** in 2019.

East Garafraxa Workers

A total of **280** people (**70.9%** of all workers) commuted into East Garafraxa for work.

A DEEPER DIVE

INTO DUFFERIN

Table 5.3
Where East Garafraxa Workers Commute From

Live In	Work in	Number
East Garafraxa	East Garafraxa	115
Orangeville	East Garafraxa	65
Centre Wellington	East Garafraxa	40
All other regions	East Garafraxa	175

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations

1. 73 General trades: **40**
2. 12 Administrative and financial supervisors and specialized administrative occupations: **25**
3. 94 Machine operators, assemblers and inspectors in processing, manufacturing and printing: **25**

These top occupations have median employment incomes ranging from \$43,600 to \$52,000.

Median employment income

Workers who commute to *East Garafraxa* earned a median employment income of **\$47,600** in 2019.

East Garafraxa Live-Work Residents

A total of **115** *East Garafraxa* residents both lived and worked in the community.

Top occupations

1. 80 Middle management occupations in production and agriculture: **25**
2. 64 Sales and service representatives and other customer and personal service occupations: **15**
3. 72 Technical trades and transportation officers and controllers: **15**

These top occupations have median employment incomes ranging from \$28,000 to \$62,000.

Median employment income

East Garafraxa residents working in **East Garafraxa** earned a median employment income of **\$50,400** in 2019.

Amaranth

A total of **1,235** *Amaranth* residents commuted outside of the community for work and **355** people commuted into *Amaranth* for work (for a **net loss of 880 workers**). A total of **165** *Amaranth* residents both lived and worked in the community.

Table 6.1
Median Employment Income of Amaranth Commuters

	Number	Median employment income
Live in Amaranth, work outside	1,235	\$49,200
Live outside, work in Amaranth	355	\$45,200
Live and work in Amaranth	165	\$44,000

Source: Statistics Canada, 2021 Census (Custom Tabulation).

Overall, *Amaranth* residents who commuted outside of *Amaranth* earned more than *Amaranth* residents who worked in *Amaranth*. Outside residents who commuted for work earned slightly more than live-work residents.

Amaranth Residents

A total of **1,235** *Amaranth* residents (**88.2%** of all residents) commuted outside of the community for work.

Table 6.2
Where Amaranth Residents Commute To Work

Live In	Work in	Number
Amaranth	Orangeville	345
Amaranth	Brampton	185
Amaranth	Amaranth	165
Amaranth	Mississauga	120
Amaranth	Shelburne	100
Amaranth	All other regions	485

Source: Statistics Canada, 2021 Census (Custom Tabulation).

A DEEPER DIVE

INTO DUFFERIN

Top occupations commuting out

- 72 Technical trades and transportation officers and controllers: **200**
- 65 Sales and service support occupations: **185**
- 42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services: **80**

These top occupations have median employment incomes ranging from \$19,000 to \$62,000.

Median employment income

Amaranth residents who worked outside the community earned a median employment income of **\$49,200** in 2019

Amaranth Workers

A total of **355** people (**68.3%** of all workers) commuted into Amaranth for work.

Table 6.3

Where Amaranth Workers Commute From

Live In	Work in	Number
Amaranth	Amaranth	165
Orangeville	Amaranth	85
Shelburne	Amaranth	45
Grand Valley	Amaranth	35
All other regions	Amaranth	190

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations

- 73 General trades: **75**
- 72 Technical trades and transportation officers and controllers: **70**
- 14 Administrative and financial support and supply chain logistics: **35**

These top occupations have median employment incomes ranging from \$39,200 to \$62,000.

Median employment income

Workers who commute to Amaranth for work, earned a median employment income of **\$45,200** in 2019.

Amaranth Live-Work Residents

A total of **165** Amaranth residents both lived and worked in the community.

Top occupations

- 72 Technical trades and transportation officers and controllers: **25**
- 80 Middle management occupations in production and agriculture: **15**
- 51 Professional occupations in art and culture: **15**

These top occupations have median employment incomes ranging from \$31,400 to \$62,000.

Median employment income

Amaranth residents working in Amaranth earned a median employment income of **\$44,000** in 2019.

Grand Valley

A total of **1,070** Grand Valley residents commuted outside of the community for work another **205** people commuted into Grand Valley for work. A total of **180** Grand Valley residents both lived and worked in the community. The community saw a **net loss of 865 workers**.

Table 7.1

Median Employment Income of Grand Valley Commuters

	Number	Median employment income
Live in Grand Valley, work outside	1,070	\$50,800
Live outside, work in Grand Valley	205	\$32,400
Live and work in Grand Valley	180	\$28,600

Source: Statistics Canada, 2021 Census (Custom Tabulation)

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INTO DUFFERIN

In terms of median employment income, Grand Valley has the highest level of inequality in Dufferin County (comparing live-work scenarios). Grand Valley residents who commuted outside of Grand Valley earned significantly more than Grand Valley residents who worked in Grand Valley.

Grand Valley Residents

A total of **1,070** Grand Valley residents (**85.6%** of all residents) commuted outside of the community for work.

Table 7.2
Where Grand Valley Residents Commute To Work

Live In	Work in	Number
Grand Valley	Orangeville	195
Grand Valley	Grand Valley	180
Grand Valley	Mississauga	145
Grand Valley	Brampton	125
Grand Valley	Centre Wellington	70
Grand Valley	Wellington North	65
Grand Valley	All other regions	470

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting out

- 72 Technical trades and transportation officers and controllers: **175**
- 73 General trades: **90**
- 14 Administrative and financial support and supply chain logistics: **80**

These top occupations have median employment incomes ranging from \$39,200 to \$62,000.

Grand Valley Workers

A total of **205** people (**53.2%** of all workers) commuted into Grand Valley for work.

Table 7.3
Where Grand Valley Workers Commute From

Live In	Work in	Number
Grand Valley	Grand Valley	180
Orangeville	Grand Valley	35
Brampton	Grand Valley	30
Amaranth	Grand Valley	25
All other regions	Grand Valley	115

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting in

- 7 Trades, transport and equipment operators and related occupations: **60**
- 6 Sales and service occupations: **50**
- 4 Occupations in education, law and social, community and government services: **25**

These top occupations have median employment incomes ranging from \$27,600 to \$55,200.

Median employment income

Workers in Grand Valley earned a median employment income of **\$32,400** in 2019

Grand Valley Live-Work Residents

A total of **180** Grand Valley residents both lived and worked in the community.

Top occupations

- 6 Sales and service occupations: **60**
- 7 Trades, transport and equipment operators and related occupations: **35**
- 1 Business, finance and administration occupations: **25**

These top occupations have median employment incomes ranging from \$27,600 to \$53,600.

Median employment income

Grand Valley residents working in **Grand Valley** earned a median employment income of **\$28,600** in 2019.

A DEEPER DIVE

INTO DUFFERIN

Mono

A total of **2,135** *Mono* residents commuted outside of the community for work and **975** people commuted into *Mono* for work. **470** *Mono* residents both lived and worked in the community. The community saw a **net loss of 1,160 workers**.

Table 8.1
Median Employment Income of Mono Commuters

	Number	Median employment income
Live in Mono, work outside	2,135	\$50,000
Live outside, work in Mono	975	\$46,400
Live and work in Mono	470	\$45,200

Source: Statistics Canada, 2021 Census (Custom Tabulation)

In terms of median employment income, *Mono* performs well in comparison with other municipalities in Dufferin County, (far more income parity among live-work scenarios)

Mono Residents

A total of **2,135** *Mono* residents (**82.0%** of all residents) commuted outside of the community for work.

Table 8.2
Where Mono Residents Commute To Work

Live In	Work in	Number
Mono	Orangeville	680
Mono	Mono	470
Mono	Brampton	355
Mono	Mississauga	220
Mono	Toronto	175
Mono	All other regions	705

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting out

- 65 Sales and service support occupations: **235**
- 72 Technical trades and transportation officers and controllers: **205**
- 14 Administrative and financial support and supply chain logistics: **140**

These top occupations have median employment incomes ranging from \$19,000 to \$62,000.

Median employment income

Mono residents who worked outside the community earned a median employment income of **\$50,000** in 2019.

Mono Workers

A total of **975** people (**67.5%** of all workers) commuted into *Mono* for work.

Table 8.3
Where Mono Workers Commute From

Live In	Work in	Number
Mono	Mono	470
Orangeville	Mono	275
Shelburne	Mono	110
Caledon	Mono	80
Melancthon	Mono	50
All other regions	Mono	460

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting in

- 72 Technical trades and transportation officers and controllers: **170**
- 64 Sales and service representatives and other customer and personal services occupations: **115**
- 65 Sales and service support occupations: **100**

These top occupations have median employment incomes ranging from \$19,000 to \$62,000.

Median employment income

Workers in *Mono* earned a median employment income of **\$46,400** in 2019.

Mono Live-Work Residents

A total of **470** *Mono* residents both lived and worked in the community.

A DEEPER DIVE

INTO DUFFERIN

Top occupations

- 72 Technical trades and transportation officers and controllers: **45**
- 80 Middle management occupations in production and agriculture: **40**
- 64 Sales and service representatives and other customer and personal service occupations: **40**

These top occupations have median employment incomes ranging from \$28,000 to \$62,000.

Median employment income

Mono residents working in **Mono** earned a median employment income of **\$45,200** in 2019.

Orangeville

A total of **5,760 Orangeville** residents commuted outside of the community for work, while **4,485** people commuted into **Orangeville** for work. A total of **4,460 Orangeville** residents both lived and worked in the community. The community saw a **net loss of 1,275 workers**.

Table 9.1

Median Employment Income of Orangeville Commuters

	Number	Median employment income
Live in Orangeville, work outside	5,760	\$50,400
Live outside, work in Orangeville	4,485	\$40,400
Live and work in Orangeville	4,460	\$35,200

Source: Statistics Canada, 2021 Census (Custom Tabulation)

In terms of median employment income, Orangeville performs below average in comparison with other municipalities in Dufferin County. Overall, Orangeville residents who commuted outside of Orangeville earned significantly more than Orangeville residents who worked in Orangeville.

Orangeville Residents

A total of **5,760 Orangeville** residents (**56.4%** of all residents) commuted outside of the community for work.

Table 9.2

Where Orangeville Residents Commute To Work

Live In	Work in	Number
Orangeville	Orangeville	4,460
Orangeville	Brampton	1,475
Orangeville	Mississauga	1,035
Orangeville	Caledon	710
Orangeville	Toronto	510
Orangeville	Vaughan	240
Orangeville	All other regions	2,670

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting out

- 72 Technical trades and transportation officers and controllers: **775**
- 14 Administrative and financial support and supply chain logistics: **415**
- 73 General trades: **365**

These top occupations have median employment incomes ranging from \$19,000 to \$77,000.

Median employment income

Orangeville residents who commute out, earned a median employment income of **\$50,400** in 2019.

Orangeville Workers

A total of **4,485** people (**50.1%** of all workers) commuted into **Orangeville** for work.

Table 9.3

Where Orangeville Workers Commute From

Live In	Work in	Number
Orangeville	Orangeville	4,460
Mono	Orangeville	680
Caledon	Orangeville	425
Shelburne	Orangeville	405
Brampton	Orangeville	345
All other regions	Orangeville	2,630

Source: Statistics Canada, 2021 Census (Custom Tabulation)

A DEEPER DIVE

INTO DUFFERIN

Top occupations commuting in

1. 65 Sales and service support occupations: **555**
2. 31 Professional occupations in health: **365**
3. 72 Technical trades and transportation officers and controllers: **335**

These top occupations have median employment incomes ranging from \$19,000 to \$77,000.

Median employment income

Workers in *Orangeville* earned a median employment income of **\$40,400** in 2019

Orangeville Live-Work Residents

A total of **4,460** Orangeville residents both lived and worked in the community.

Top occupations

1. 65 Sales and service support occupations: **930**
2. 64 Sales and service representatives and other customer and personal service occupations: **475**
3. 14 Administrative and financial support and supply chain logistics: **240**
4. 60 Middle management occupations in retail and wholesale trade and customer services: **240**

These top occupations have median employment incomes ranging from \$19,000 to \$54,000. Three of the top four occupations were in 6 Sales and services occupations, which has a median income of \$27,600.

Median employment income

Orangeville residents working in **Orangeville** earned a median employment income of **\$35,200** in 2019.

Mulmur

A total of **935** *Mulmur* residents commuted outside of the community for work, another **225** people commuted into *Mulmur* for work. A total of **145** *Mulmur* residents both lived and worked in the community. The community saw a **net loss of 710 workers**.

Table 10.1
Median Employment Income of Mulmur Commuters

	Number	Median employment income
Live in Mulmur, work outside	935	\$60,800
Live outside, work in Mulmur	225	\$48,800
Live and work in Mulmur	145	\$60,400

Source: Statistics Canada, 2021 Census (Custom Tabulation)

In terms of median employment income, *Mulmur* performs very well in comparison with other municipalities in Dufferin County, ranking as #1 for the incomes of residents, workers, and live-work residents.

Mulmur Residents

A total of **935** *Mulmur* residents (**86.6%** of all residents) commuted outside of the community for work.

Table 10.2
Where Mulmur Residents Commute To Work

Live In	Work in	Number
Mulmur	Mulmur	145
Mulmur	Orangeville	110
Mulmur	Mississauga	100
Mulmur	Brampton	85
Mulmur	Shelburne	50
Mulmur	All other regions	590

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations commuting out

1. 72 Technical trades and transportation officers and controllers: **110**
2. 65 Sales and service support occupations: **65**
3. 42 Front-line public protection services and paraprofessional occupations: **65**

These top occupations have median employment incomes ranging from \$19,000 to \$62,000.

A DEEPER DIVE

INTO DUFFERIN

Median employment income

Mulmur residents earned a median employment income of **\$60,800** in 2019

Mulmur Workers

A total of **225** people (**60.8%** of all workers) commuted into Mulmur for work.

Table 10.3
Where Orangeville Workers Commute From

Live In	Work in	Number
Mulmur	Mulmur	145
Shelburne	Mulmur	45
Melancthon	Mulmur	30
All other regions	Mulmur	150

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations

1. 6 Sales and service occupations: **75**
2. 4 Occupations in education, law and social, community and government services: **65**
3. 7 Trades, transport and equipment operators and related occupations: **40**

These top occupations have median employment incomes ranging from \$27,600 to \$53,600.

Median employment income

Workers in Mulmur earned a median employment income of **\$48,800** in 2019

Mulmur Live-Work Residents

A total of **145** Mulmur residents both lived and worked in the community.

Top occupations

1. 4 Occupations in education, law and social, community and government services: **35**
2. 1 Business, finance and administration occupations: **25**
3. 7 Trades, transport and equipment operators and related occupations: **20**

These top occupations have median employment incomes ranging from \$60,800 to \$72,000.

Median employment income

Mulmur residents working in **Mulmur** earned a median employment income of **\$60,400** in 2019.

Melancthon

A total of **775** Melancthon residents commuted outside of the community for work and another **145** people commuted into Melancthon for work **225** Melancthon residents both lived and worked in the community. The community saw a **net loss of 630 workers**.

Table 11.1
Median Employment Income of Melancthon Commuters

	Number	Median employment income
Live in Melancthon, work outside	775	\$49,200
Live outside, work in Melancthon	145	\$42,000
Live and work in Melancthon	225	\$44,400

Source: Statistics Canada, 2021 Census (Custom Tabulation)

In terms of median employment income, Melancthon residents who commuted outside of Melancthon earned more than Melancthon residents who worked in Melancthon. Outside residents who commuted for work into the community earned less than live-work residents. The difference in these income amounts is not as significant as in several other Dufferin municipalities.

Melancthon Residents

A total of **775** Melancthon residents (**77.5%** of all residents) commuted outside of the community for work.

Table 11.2
Where Melancthon Residents Commute To Work

Live In	Work in	Number
Melancthon	Melancthon	225
Melancthon	Shelburne	170
Melancthon	Orangeville	135
Melancthon	Brampton	55
Melancthon	Mono	50
Melancthon	All other regions	365

Source: Statistics Canada, 2021 Census (Custom Tabulation)

A DEEPER DIVE

INTO DUFFERIN

Top occupations

1. 72 Technical trades and transportation officers and controllers: **170**
2. 65 Sales and service support occupations: **70**
3. 73 General trades: **60**

These top occupations have median employment incomes ranging from \$19,000 to \$62,000.

Median employment income

Melancthon residents earned a median employment income of **\$49,200** in 2019

Melancthon Workers

A total of **145** people (**39.2%** of all workers) commuted into Melancthon for work.

Table 11.3

Where Melancthon Workers Commute From

Live In	Work in	Number
Melancthon	Melancthon	225
Shelburne	Melancthon	15
Brampton	Melancthon	15
All other regions	Melancthon	115

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations

1. 7 Trades, transport and equipment operators and related occupations: **65**
2. 6 Sales and service occupations: **25**

These top occupations have median employment incomes of \$53,600 and \$27,600, respectively.

Median employment income

Workers in Melancthon earned a median employment income of **\$42,000** in 2019

Melancthon Live-Work Residents

A total of **225** Melancthon residents both lived and worked in the community.

Top occupations

1. 8 Natural resources, agriculture and related production occupations: **65**
2. 1 Business, finance and administration occupations: **60**
3. 7 Trades, transport and equipment operators and related occupations: **35**

These top occupations have median employment incomes ranging from \$40,800 to \$53,200.

Median employment income

Melancthon residents working in Melancthon earned a median employment income of **\$44,400** in 2019.

Shelburne

A total of **2,235** Shelburne residents commuted outside of the community for work and **1,125** people commuted into Shelburne for work. **860** Shelburne residents both lived and worked in the community. The community saw a **net loss of 1,110 workers**.

Table 12.1

Median Employment Income of Shelburne Commuters

	Number	Median employment income
Live in Shelburne, work outside	2,235	\$47,200
Live outside, work in Shelburne	1,125	\$39,600
Live and work in Shelburne	860	\$32,800

Source: Statistics Canada, 2021 Census (Custom Tabulation)

In terms of median employment income, Shelburne performs very poorly in comparison with other municipalities in Dufferin County, ranking as last for the income of residents, and as #7 for the income of workers and live-work residents.

A DEEPER DIVE

INTO DUFFERIN

Overall, Shelburne residents who commuted outside of Shelburne earned significantly more than Shelburne residents who worked in Shelburne. Outside residents who commuted for work earned more than live-work residents.

Shelburne Residents

A total of **2,235** Shelburne residents (**72.2%** of all residents) commuted outside of the community for work.

Table 12.2
Where Shelburne Residents Commute To Work

Live In	Work in	Number
Shelburne	Shelburne	860
Shelburne	Brampton	410
Shelburne	Orangeville	405
Shelburne	Mississauga	275
Shelburne	Toronto	155
Shelburne	Caledon	125
Shelburne	Mono	110
Shelburne	All other regions	755

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations

- 72 Technical trades and transportation officers and controllers: **210**
- 14 Administrative and financial support and supply chain logistics: **175**
- 73 General trades: **165**

These top occupations have median employment incomes ranging from **\$39,200 to \$62,000**.

Median employment income

Shelburne residents earned a median employment income of **\$47,200** in 2019

Shelburne Workers

A total of **1,125** people (**56.7%** of all workers) commuted into Shelburne for work.

Table 12.3
Where Shelburne Workers Commute From

Live In	Work in	Number
Shelburne	Shelburne	860
Melancthon	Shelburne	170
Orangeville	Shelburne	165
Amaranth	Shelburne	100
Mono	Shelburne	65
All other regions	Shelburne	625

Source: Statistics Canada, 2021 Census (Custom Tabulation)

Top occupations

- 33 Assisting occupations in support of health services: **145**
- 65 Sales and service support occupations: **105**
- 94 Machine operators, assemblers and inspectors in processing, manufacturing and printing: **100**

These top occupations have median employment incomes ranging from **\$19,000 to \$43,600**.

Median employment income

Workers in Shelburne earned a median employment income of **\$39,600** in 2019.

Shelburne Live-Work Residents

A total of **860** Shelburne residents both lived and worked in the community.

Top occupations

- 65 Sales and service support occupations: **205**
- 33 Assisting occupations in support of health services: **65**
- 64 Sales and service representatives and other customer and personal service occupations: **55**

These top occupations have median employment incomes ranging from **\$19,000 to \$35,600**. Two of the top three occupations were in 6 Sales and service occupations, which has a median income of **\$27,600**.

Median employment income

Shelburne residents working in Shelburne earned a median employment income of **\$32,800** in 2019.

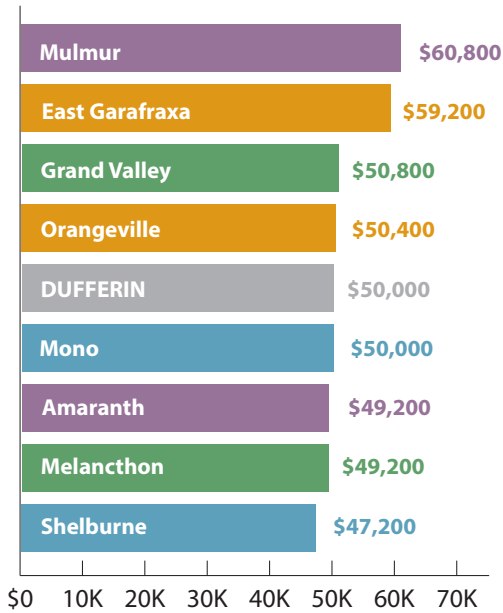
A DEEPER DIVE

INTO DUFFERIN

Municipality Comparison

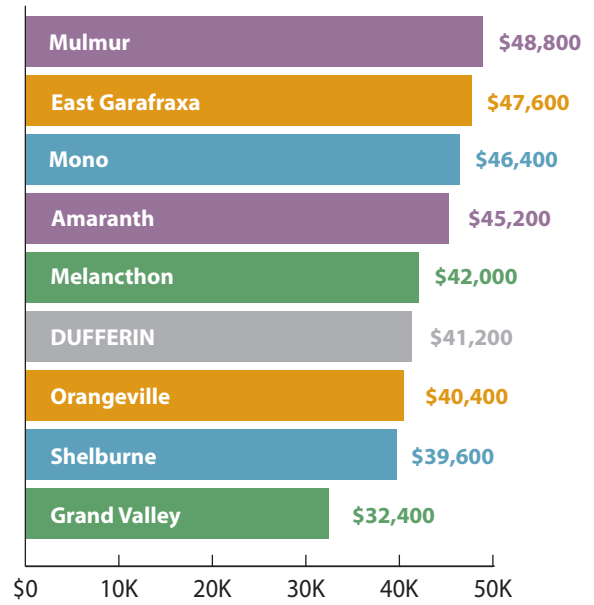
Graph 13.1

Median employment income: Residents



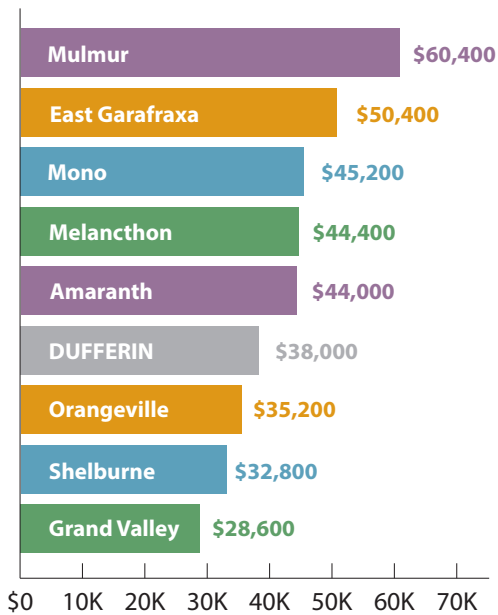
Graph 13.2

Median employment income: Workers



Graph 13.3

Median employment income: Live-work Residents



A DEEPER DIVE

INTO DUFFERIN

KEY TAKEAWAYS

The data and analysis of commuting patterns and employment incomes within Dufferin's local municipalities reveals several important trends that can inform the County's economic development strategy and action plan. Here are the key takeaways:

Significant Outbound Commuting

- A large portion of residents in Dufferin County's municipalities commute outside of their communities for work. For example, 87% of East Garafraxa residents, 88% of Amaranth residents, and 85% of Grand Valley residents travel to neighboring municipalities.
- While industries in Peel and other regions remain the significant employers of Dufferin's commuting residents, several Dufferin municipalities are dependent on each other for employers and employees, especially in retail, sales and service based industries.
- Commuting residents consistently earn higher incomes than those working locally. For instance, East Garafraxa residents who work outside earn \$59,200 on average, compared to \$50,400 for those who live and work locally.

Income Disparities

- There is a clear median employment income gap between those who work locally and those who commute outside. In municipalities like Grand Valley, live-work residents earn significantly less (\$28,600) than those commuting out (\$50,800), indicating that high-paying jobs are located outside the community.
- Mulmur is an outlier, with residents who work locally earning a comparable median employment income with those who commute out, reflecting a stronger local economy or higher-paying sectors within the community.

Top Occupations

- Across municipalities, technical trades, transportation officers, and general trades dominate as the top occupations for outbound commuters, with high-income ranges up to \$68,000. This suggests that Dufferin County is home to a significant number of skilled tradespeople and workers in transportation, logistics, and construction sectors.
- Inbound workers often fill positions in general trades, administrative, and manufacturing roles, which tend to have lower median incomes.

Net Loss of Workers

- All municipalities experience a net loss of workers, with more residents commuting out than non-residents commuting in. For example, Amaranth loses 880 workers, and Mono loses 1,160 workers. This indicates limited local employment opportunities, which pushes residents to seek jobs elsewhere.

CONNECTION TO PEEL

The data above indicates a strong economic connection between Dufferin's commuters and Peel region. There are evident wage discrepancies between those who commute outside of Dufferin for work and those who work within Dufferin that require further analysis. The table below compares the median employment income of Dufferin and Peel by occupation.

Occupations with largest income differences between Dufferin Workers and Peel Commuters

Table 14.1

Occupations with largest income differences between Dufferin Workers and Peel Commuters

Employed labour force aged 15 years and over having a usual place of work	Live in Dufferin		Median Empl. Income Peel \$	Median Empl. Income Dufferin \$	Income Difference
	Number that work in Peel	Number that work in Dufferin			
Total - Occupation - Unit group - National Occupational Classification (NOC) 2021	6,005	10,465	65,000	38,000	27,000
42 Front-line public protection services and paraprofessional occupations in legal, social, community, education services	360	330	111,000	40,000	71,000
62 Retail sales and service supervisors and specialized occupations in sales and services	115	275	73,500	28,600	44,900
70 Middle management occupations in trades and transportation	205	75	88,000	54,000	34,000
72 Technical trades and transportation officers and controllers	905	695	78,000	48,800	29,200
90 Middle management occupations in manufacturing and utilities	65	90	102,000	74,500	27,500

Source: Statistics Canada, 2021 Census (Custom Tabulation)

The table above indicates that Dufferin County residents commuting to Peel for work earn significantly more than those working locally, with the largest wage discrepancies seen in public protection services (up to \$71,000 more) and retail supervisors (\$44,900 more). Middle management roles in trades, production, and manufacturing also show substantial gaps, with Peel workers earning \$27,500 to \$34,000 more. Technical trades and transportation roles follow a similar trend, with Peel workers earning \$29,200 more.

CONNECTION TO PEEL

Implications

With Dufferin commuters spending a significant portion of their day outside the County, a substantial portion of their spending is likely directed to Peel and other regions. This ongoing trend has broader implications on Dufferin's economy:

1. Local Business Revenue Loss

Commuters may spend more on goods and services near their workplaces in Peel, reducing the flow of disposable income into Dufferin's local businesses. This can weaken local retail, hospitality, and service industries, hindering their growth.

2. Leakage of Economic Activity

The outflow of wages to neighboring regions creates economic leakage, where potential local economic activity (e.g., spending on housing, dining, and entertainment) is lost, limiting Dufferin's overall economic growth and tax revenue generation.

3. Reduced Community Investment

When a significant portion of the workforce spends less time and money locally, there's less incentive for them to engage in community activities, support local initiatives, or invest in local real estate, further slowing down the community's development.

4. Challenges for Innovation and Attracting Investments

Outbound commuting may result in lower demand for certain types of businesses and industries (such as restaurants, retail shops, and entertainment) within Dufferin, reducing the need for these businesses to expand or innovate. The outflow of economic activity could also make it more challenging to attract investments to support growth and innovation in these industries, as these potential investors may perceive a weaker local customer base and less vibrant economic ecosystem.

5. Infrastructure Burden

Commuting patterns increase reliance on transportation infrastructure, which can lead to added costs for the county in maintaining roads, public transit, and related services, without corresponding increases in local spending or investment.

Addressing these implications requires Dufferin to create more local employment opportunities, promote local businesses, and ensure that economic development efforts encourage residents to spend more within the county. The data points to a need for local job creation strategies, especially in higher-paying sectors. There is also a need for local workforce development initiatives focused on training and upskilling. These could help bridge the wage gap by aligning local workers' skills with the demands of higher-paying industries.

Pathway To Dufferin As A Complete Community

Complete communities are urban or rural areas designed to meet the diverse needs of residents by providing convenient access to essential services and amenities, such as housing, employment, education, healthcare, recreation, and transportation options. These communities aim to promote sustainability, inclusivity, and a high quality of life by encouraging mixed-use development, active transportation, and social interaction. They support a range of housing options to accommodate different income levels and life stages, foster local economic opportunities, and ensure that public spaces and services are accessible, safe, and welcoming for everyone. In essence, complete communities are areas where people of ranging income levels can live, work and play.

The natural migration of a highly skilled and educated labour force workers into Dufferin places the County at a unique vantage point in its efforts towards being a complete community. Many municipalities outside of Dufferin have to adopt resource intensive strategies in order to attract or develop a highly skilled labour force, which typically sets the foundation for attracting investments into their communities. Dufferin, by its proximity to the GTA, continues to attract a highly skilled labour force and can therefore focus its efforts on creating more local employment opportunities and supporting efforts to reduce outbound commuting.

CONNECTION TO PEEL

These efforts can include:

Attracting Investments

There is a clear opportunity to attract higher-paying industries to Dufferin, particularly in sectors like manufacturing, skilled trades, and construction. Expanding opportunities in these sectors and occupations could reduce outbound commuting and improve local economic health.

Investing in Local Industries

Foster investment and development in high-demand, high-wage industries like trades, manufacturing, and agriculture to retain residents and create local job opportunities. Promoting industries that align with the skill sets of existing residents, particularly in technical trades and general trades, could attract both businesses and workers to stay within the community.

Focused Talent Retention Efforts

These can be geared towards supporting the retail and service sector ecosystem, which provide essential products and services needed to attract and retain a skilled labour force. A thriving retail and service sector with an ecosystem of complimentary industries can also help bridge income disparities between local and outbound workers.

Enhancing Transportation and Infrastructure

As many residents are commuting outside the County, Dufferin County's Transportation Master Plan should be used as a guide to improving transportation infrastructure and accessibility to employment hubs could support local businesses and facilitate smoother commuting for residents.

Supporting Mixed-Use Development and Housing Affordability

In alignment with the County's Master Housing Strategy, mixed-use developments should be encouraged to help ensure that residential, commercial, and recreational amenities are accessible. The County could also partner with educational institutions, private companies and not-for-profit organizations to develop housing initiatives that align with local economic needs, such as modular home production, which would create jobs and address housing shortages.

To build a complete community, Dufferin must address the economic disparities driving residents to seek employment outside the County by fostering local opportunities that offer competitive wages, thereby creating an environment where talent thrives without needing to commute. By attracting investments in high-value industries, supporting workforce development, and nurturing a vibrant local economy, Dufferin can reduce economic leakage, enhance local spending, and create a sustainable, self-sufficient community where residents live, work, and play, and are collectively invested in the successful future of their local communities.

BUILD IN DUFFERIN

ACTION PLAN (2025-2030)

The qualitative and quantitative data analysis provided point to a clear set of actions needed to address Dufferin's challenges and tap into existing and emerging opportunities.

These actions will be led by Dufferin County and involve potential partnerships with local municipal economic development offices, economic development committees, and relevant local and external organizations to implement specific actions. This collaborative approach aims to improve alignment and harmonization on economic development between all lower and upper-tier municipalities, avoiding unnecessary duplication and building capacity within local communities.

Currently, Dufferin County employs two staff persons within its economic development division. Achieving these actions within the scheduled timelines would require ample resources and additional economic developments staff to develop strategies and spearhead initiatives. The Action Plan therefore represents a comprehensive but contextual approach to fostering sustainable economic growth and community well-being across the County's diverse municipalities.

The Action Plan focuses on five core themes and objectives:



B

Business Retention and Expansion:

Support, retain, and foster the growth of local businesses, with a focus on medium-sized enterprises

U

Upskilling the Workforce:

Develop initiatives to enhance skills, training, and create pathways to high-quality employment

I

Investment Attraction:

Promote Dufferin as a prime location for new businesses and attract private investments

L

Local Innovation:

Encourage and support innovative practices across industries

D

Destination Development:

Position Dufferin as a visitor and economic destination, enhancing community connections and fostering a vibrant local economy

Each of these themes is designed to address the unique opportunities and challenges that exist within Dufferin, from supporting local businesses and retaining skilled talent to creating a vibrant cultural hub that attracts visitors and investors alike. Each action within the B.U.I.L.D. theme is crafted to address the specific dynamics and needs of Dufferin's local municipalities and key economic sectors as revealed in the comprehensive data analysis provided in the Strategy. Together, the objectives and actions within the Action Plan aim to strengthen Dufferin's economy by promoting sustainable growth, local innovation, affordable housing, and high-quality employment opportunities, ensuring a thriving and prosperous community for all residents.

BUILD

IN DUFFERIN ACTION PLAN (2025-2030)

Business Retention and Expansion

Support, retain, and foster the growth of local businesses, with a focus on medium-sized enterprises

This theme focuses on not only expanding local businesses but also retaining existing enterprises that form the backbone of Dufferin's economy. While small businesses remain critical for essential products and services, medium-sized enterprises are significant anchors for employment and innovation, particularly in sectors like manufacturing, wholesale trade, professional services, technology and construction. These businesses tend to have more stable employment opportunities and are more likely to export products and services, drawing outside revenue into the local economy. By addressing encouraging mixed-use developments and other affordable housing options, Dufferin can maintain a healthy workforce base, reduce business closures, and foster long-term growth across its municipalities.

	ACTIONS	PRIORITY	TIMELINE	POTENTIAL SUPPORT PARTNER(S)
Objective 1: Support, retain, and foster the growth of local businesses, with a focus on medium-sized enterprises				
1.1	Proactive Business Retention Initiatives: Establish a program to engage with local businesses, address challenges, and provide tailored support to prevent closures or relocation, focusing on medium-sized enterprises	A	January 2025 and ongoing	MEDOs, MEDJCT
1.2	Business Support Grants: Collaborate with local municipalities to develop a Community Improvement Plan (CIP) that supports businesses that are innovating, expanding or modernizing (including home-based businesses), and promotes mixed-use developments	A	July 2025-December 2027	MEDOs, LM
1.3	Centralized Business Hub: Create a virtual hub that connects small and medium-sized businesses, fostering partnerships and strengthening the local supply chain	B	January 2026 and ongoing	MEDJCT
1.4	Access to Resources: Build awareness of programs and supports for businesses in the community through collaborative initiatives with community partners and organizations	A	July 2025-December 2027	SBEC, DBOT
1.5	Networking Events: Host business forums and sector-specific events that foster stronger networks and facilitates connections between businesses and local talent	B	January 2025 and ongoing	DBOT

Performance Metrics:

- **Number of Businesses Expanded:** Track the number of existing businesses that have expanded their operations annually.
- **Business Satisfaction:** Conduct surveys to measure satisfaction levels among business owners with County support services.
- **Funding and Resources Accessed:** Monitor the uptake of the Community Improvement Plan and other business support programs.
- **Employment Growth:** Measure the number of new jobs created by expanding businesses.

BUILD IN DUFFERIN ACTION PLAN (2025-2030)

Upskill Workforce

Develop initiatives to enhance skills, training, and create pathways to high-quality employment and affordable housing options.

Dufferin County's workforce dynamics show a significant portion of residents commuting to neighboring regions like Peel for work, with wage disparities being a critical issue. This theme focuses on actions that support upskilling the workforce and providing locally relevant skills and training opportunities, fostering the growth of local economic eco-systems and enabling residents to find and create quality work without needing to leave the County. With a focus on skilled trades and innovation in the construction sector, these actions can be aligned with the goals of the Master Housing Strategy to tackle housing affordability in Dufferin, a major barrier to talent attraction and retention in several key sectors.

	ACTIONS	PRIORITY	TIMELINE	POTENTIAL SUPPORT PARTNER(S)
Objective 2: Develop initiatives to enhance skills, training, and create pathways to high-quality employment and affordable housing options.				
2.1	Workforce Development: Create a Workforce Development Strategy that focuses on developing programs to upskill and reskill existing workers in skilled trades, healthcare, and education	A	January 2025 – December 2025	WPB, Els
2.2	Youth Engagement: Partner with local high schools, colleges and other institutions to create hands-on programs that prepare young residents for in-demand jobs within Dufferin	B	January 2026 – December 2026	Els, DBOT, DFA
2.3	Establish a Skilled Trades Training Facility: Explore partnerships with educational institutions and local organizations to establish a facility that provides specialized training programs in the skilled trades to foster innovation in modular home production and other affordable housing options	A	January 2025 – December 2026	Els, WPB, DBOT
2.4	Employment Support Services: Provide job-matching and career counseling services to connect residents with high-quality employment opportunities within the County.	C	January 2026 – December 2026	WPB, DBOT

Performance Metrics:

- **Training Program Participation:** Track the number of individuals participating in County-sponsored upskilling and reskilling programs.
- **Growth of Construction Businesses:** Monitor business counts and the growth in the number of jobs within Dufferin's construction sector.
- **Reduction in Outbound Commuting:** Measure the percentage decrease in residents commuting to neighboring regions for employment.
- **Youth Employment Opportunities:** Track the number of internships, apprenticeships, and co-op placements facilitated by local businesses.

BUILD

IN DUFFERIN ACTION PLAN (2025-2030)

Investment Attraction

Promote Dufferin as a prime location for new businesses and attract private investments

Attracting investment is essential for creating sustainable economic growth across Dufferin’s municipalities. Investment can help revitalize underutilized employment areas and turn them into thriving hubs of economic activity. This theme emphasizes actions that position Dufferin as a prime location for new businesses in target sectors. This will support the diversification of the local economy. By bringing new businesses to the region, Dufferin can also generate more high-quality local jobs, reducing the reliance on outbound commuting for employment opportunities.

	ACTIONS	PRIORITY	TIMELINE	POTENTIAL SUPPORT PARTNER(S)
Objective 3:				
Promote Dufferin as a prime location for new businesses and attract private investments				
3.1	Develop a Strategy: Develop an Investment Attraction Strategy to address income insecurity and help advance higher paying jobs	A	January 2025 – December 2025	LM, MEDOs
3.2	Asset Mapping: Collaborate with local municipalities to identify locations across the County that are available for ranging types of commercial and industrial development, and can be presented to site selectors in the form of an investor guide or online portal.	A	January 2025 – July 2025	LM, MEDOs
3.3	Development Facilitation: Act as a liaison to streamline communications between investors and regulatory agencies and departments during development application process	A	January 2025 & ongoing	LM, IO, MEDOs
3.4	Leverage County Assets: Position the Museum of Dufferin, Rail Trail and other County assets as focal points to attract targeted investments and build a unique brand for the region.	A	January 2025 – December 2026	IO, MTCS, LM, MEDOs
3.5	Targeted Marketing Campaigns: Launch marketing campaigns to highlight Dufferin’s assets and competitive advantages to attract investors.	B	January 2025 and ongoing	IO

Performance Metrics:

- **New Business Establishments:** Track the number of new businesses that establish operations in Dufferin County.
- **Private Investment Value:** Measure the total value of private investments attracted to Dufferin annually.
- **Vacant Property Utilization:** Monitor the occupancy rate and development of vacant plots, such as those at Airport Road.
- **Marketing Campaign Reach:** Analyze the effectiveness of marketing campaigns by measuring impressions, inquiries, and lead conversions.

BUILD

IN DUFFERIN ACTION PLAN (2025-2030)

Local Innovation

Encourage and support innovative practices across industries

Local innovation is a key driver of economic resilience and long-term competitiveness, particularly in the face of changing economic conditions. Innovation relies heavily on reliable digital infrastructure. This theme emphasizes actions that advance advocacy efforts for investments in digital infrastructure, encouraging entrepreneurship and supporting innovative practices. These infrastructural investments are crucial for the growth of Dufferin’s rural municipalities where agri-food businesses can benefit from adopting new technologies and processes to improve productivity and expand their markets.

	ACTIONS	PRIORITY	TIMELINE	POTENTIAL SUPPORT PARTNER(S)
Objective 4:				
Encourage and support innovative practices across industries and municipalities				
4.1	Innovation Hub: Establish an innovation hub or co-working space to provide local entrepreneurs with resources like mentorship, office space, and access to technology.	C	January 2026 – December 2027	Els, DFA, BA, DBOT
4.2	Improve broadband and Cellular Connectivity Across the County: Advocate to upper levels of government for additional funding programs to support remaining underserved areas.	A	January 2025 & ongoing	DFA,DBOT, HCIA, EFAO, NFU
4.3	Talent Attraction: Develop a Talent Attraction and Retention Strategy that aims to attract and retain skilled workers in target industries, fostering innovation, growth and higher wages	B	January 2026 – December 2026	HCIA, DBOT, LM
4.4	Highlight Success Stories: Promote successful local businesses that are innovating through events, media coverage, and County publications.	C	January 2026 & ongoing	DFA, DBOT, EFAO, NFU, CFFO
4.5	Innovation Grants: Launch a small business innovation fund to support businesses adopting new technologies or developing new products in agriculture, manufacturing and other key sectors	B	January 2026 – December 2026	DFA, BA, EFAO, NFU, CFFO, DBOT, LM

Performance Metrics:

- **Number of Startups and Innovative Projects:** Track the number of new startups and innovation-driven projects launched in the County.
- **Use of Innovation Grants:** Monitor the uptake and distribution of funds through the small business innovation fund.
- **Industry Partnerships:** Count the number of partnerships established between local businesses and educational institutions or research bodies.
- **Innovation Hub Utilization:** Measure the occupancy rate and number of entrepreneurs using the County’s innovation hub or co-working space.

BUILD

IN DUFFERIN ACTION PLAN (2025-2030)

Destination Development

Position Dufferin as a visitor and economic destination, enhancing community connections and fostering a vibrant local economy

This theme emphasizes a collaborative approach to improving experiences at Dufferin’s natural, recreational, and cultural assets. By enhancing these offerings, Dufferin aims to create a distinct sense of place while maintaining and strengthening connections between communities. Expanding arts, culture, and recreational opportunities will not only attract visitors but also support talent attraction and stimulate economic activity in key sectors such as retail, hospitality, food services, and creative industries. These efforts will generate economic and social benefits across both urban and rural municipalities, fostering a diversified local economy and building meaningful connections among residents, visitors, and businesses.

ACTIONS	PRIORITY	TIMELINE	POTENTIAL SUPPORT PARTNER(S)	
Objective 5: Position Dufferin as a visitor and economic destination				
5.1	Explore Funding Sources: Conduct a feasibility study of the Municipal Accommodation Tax (MAT) as a revenue source for tourism development in Dufferin	A	January 2025 – December 2025	CCT, LM, MEDOs
5.2	Tourism Promotion: Partner with regional and provincial tourism organizations and travel platforms to promote Dufferin as a vibrant tourism destination for visitors, businesses and investors.	B	January 2025 and ongoing	CCT, MEDOs
5.3	Cultural Events and Agri-tourism: Support the expansion of cultural festivals, farmer’s markets, farm tours, and art events to attract both residents and visitors, leveraging the County’s agricultural and art sector and key assets such as the Museum of Dufferin	B	January 2025 and ongoing	BIAs, LM, HFFA, DFA, DAC, EFAO, NFU, CFFO, DBOT
5.4	Infrastructure Investment: Invest in infrastructure, such as public spaces, trails, and signage, to improve the resident and visitor experience, making the County more appealing for attracting talent, visitors and investors	A	January 2025 and ongoing	CCT
5.5	Public transportation: Explore transportations options that facilitate inbound commuting of workers and visitors and accessibility to Dufferin’s employment hubs, bolstering connectivity between rural and urban areas.	B	January 2025 – December 2026	LM

Performance Metrics:

- **Tourism Metrics:** Track the number of visitors to the Museum of Dufferin and other major cultural events.
- **Economic Impact of Tourism:** Measure the economic impact of cultural festivals and tourism, including revenue generated by local businesses.
- **Number of Cultural Events Hosted:** Track the number of cultural events and festivals organized in Dufferin County annually.
- **Resident Satisfaction:** Conduct surveys to gauge satisfaction levels with the County’s tourism and recreational infrastructure and cultural offerings.

ABBREVIATIONS

BA	Boundless Accelerator (Formerly Innovation Guelph)	IO	Invest Ontario
BIAs	Business Improvement Areas	LM	Local Municipalities
CCT	Central Counties Tourism	MEDJCT	Ministry of Economic Development, Job Creation and Trade
CFFO	Christian Farmers Federation of Ontario	MEDOs	Local Municipal Economic Development Offices
DAC	Dufferin Arts Council	MTCS	Ontario Ministry of Tourism, Culture, Gaming and Sport
DBOT	Dufferin Board of Trade	NFU	National Farmers Union
DFA	Dufferin Federation of Agriculture	SBEC	Orangeville & Area Small Business Enterprise Centre
EFAO	Ecological Farmers Association of Ontario	WPB	Workforce Planning Board of Waterloo, Wellington and Dufferin
EIs	Educational Institutions		
HCIA	Headwaters Communities In Action		
HFFA	Headwaters Food and Farming Alliance		

The Dufferin Board of Trade (DBOT) is a nonprofit, community-building organization dedicated to helping local businesses thrive. As the local Chamber of Commerce and the advocate for businesses in the region, DBOT has a longstanding tradition of supporting economic development, tourism, and business success in our community. We were pleased to collaborate with the County and HCIA in this strategic planning process, actively listening to participants and gathering insights and feedback from our local businesses. The information we have compiled reflects a combination of input gathered through the workshop series, our daily interactions with local businesses, and data from our annual business surveys. Through our role in this partnership, we aim to ensure that the vital perspectives and needs of our local small businesses are effectively represented and prioritized in Dufferin's new Economic Development Strategic Plan.

A key annual initiative of DBOT is our Business Survey. This year marked our sixth annual business survey which was completed by over 100 local businesses, both DBOT members and non-members, from across all eight lower tier municipalities. Our survey asks businesses to identify their priorities for the year, compare their business performance year over year, and anticipate the challenges they may face in the upcoming year. Respondents were asked to rank their top three concerns their company will face in 2024. In previous surveys, attracting employees has consistently ranked as a top concern. This year however, it was identified by only 26% of businesses as their primary concern, while 60% of businesses cited inflation and rising costs as their number one issue. This represents the largest year-over-year shift we have observed.

We are also part of the Ontario Chamber Network. Their annual economic outlook survey, which included responses from 1,800 businesses, revealed similar concerns. Only 13% of respondents expressed confidence in Ontario's economic outlook this year, compared to 29% in 2021. The primary reasons for this pessimism were the cost of living (82% of respondents) and inflation (80%).

Building up our community by helping local businesses thrive

The workshop series echoed these concerns. "Housing and Development" emerged as the most common theme in discussions. Participants consistently identified the need for diverse housing options—affordable, attainable, and rental properties—as a top priority for Dufferin. The current housing crisis is having an unprecedented impact on businesses, transforming what was once seen as a social issue into a critical business concern. Participants also emphasized the importance of strategic, well-planned development that includes necessary infrastructure and avoids harmful environmental impacts.

Employment concerns were the next most frequently mentioned theme in the workshops. Commuting significantly affects both residents and businesses, impacting local engagement and the economy. Many participants highlighted the need to create more local jobs with competitive wages and benefits to retain the workforce within our community.

Agriculture and local food production were also key themes. There is strong support for local agriculture in Dufferin, with an emphasis on preserving and promoting our local farmers through education, infrastructure, and policy support. The need for local meat processing and egg grading facilities to complete the supply chain within our community was mentioned multiple times.

Tourism development was another priority identified. Participants discussed the importance of promoting local attractions, improving infrastructure, and developing a cohesive plan to attract and retain visitors to Dufferin County. Balancing tourism attraction with the desire to maintain a quiet, safe community and protect the natural environment is crucial. Leveraging cultural, historical, and natural assets to boost local tourism and community pride was also highlighted.

Participants stressed the need to support local small businesses by encouraging growth through business support systems, infrastructure, and government policies. Discussions also covered supply chain challenges and the need to foster local business connections to strengthen the economy.

Skills training, particularly in skilled trades and agriculture, was identified as essential for preparing the local workforce for available jobs. The importance of youth engagement and connecting local youth with local opportunities was also discussed.

Improved transportation and infrastructure were frequently mentioned. Participants called for better public transportation within and outside the County to support commuting, tourism, and overall connectivity. Digital connectivity remains a challenge for many in Dufferin, with enhanced high-speed internet access needed to support businesses, remote work, and educational opportunities.

Environmental and sustainability concerns were raised at every workshop. Our community is seeking a strong emphasis on sustainable conservation and the integration of green values into development plans. The protection of natural resources and biodiversity was a popular topic, with participants insisting that growth should not come at the expense of the environment.

The insights gathered through these economic development workshops, combined with data from our annual surveys and business conversations, underscore the critical improvements that our businesses need to thrive in Dufferin County. While we cannot control outside forces such as inflation, an environmentally sustainable made in Dufferin County solution that will help local business thrive is attainable. The Dufferin Board of Trade is committed to playing a strong roll in Dufferin's new Economic Development Strategic Plan. We will continue to push for the interconnected needs of the local business community which includes affordable housing, local employment and strategic development. Addressing these challenges is essential for fostering a business environment that is resilient, inclusive, and reflective of the needs of all stakeholders in our community. By prioritizing these concerns, we can build a stronger, more vibrant Dufferin County for generations to come.

Headwaters Communities In Action is a registered charity and community backbone organization that has been fostering community development since 2004. We support research and actions that serve a long-term, holistic vision of community well-being for Dufferin County and Caledon, Ontario. We are dedicated to engaging citizens and bringing people from different backgrounds together to shape a thriving community.

In partnership with the County of Dufferin and the Dufferin Board of Trade, HCIA helped facilitate the Community Insights Workshops to gather diverse perspectives for the Economic Development Strategy. Our aim was to listen deeply to the community, highlight strengths, and ensure the strategy reflects local experiences while aligning with existing plans. The combined perspectives of government, business and community brought an open, balanced and holistic approach to the conversations, which will surely help deliver a well-rounded strategy and action plan. In the workshops, participants were invited to articulate a 10-year vision of future success, identify what conditions need to be in place to achieve it, and what is already working in support of that vision. This led to some enlightening conversation about what is possible and what is strong, rather than focusing on what is wrong or problems and fixes, although those did inevitably arise when setting the path. Triangulating all of these inputs will help the County identify where resources can be directed to have the most impact, and where partnerships will be key to building the future we want to see for Dufferin. We are grateful for the opportunity to participate in this important work.

A thriving community is one where everyone is safe, has a sense of belonging, opportunities to participate and ability to meet their needs, in a healthy environment.

Communities are shaped by a confluence of factors, from individual personal health and financial stability, employment and recreation, the strength of the social fabric, availability of services, and quality of the natural environment in communities, to resilience to outside pressures and future impacts. Economists often point to seven types of capital—natural, cultural, human, social, political, financial, and built—as the building blocks of thriving communities. As these elements are interdependent, the success of long term plans will be assessed for their impact on all seven, positive and negative, intended or not.

Many areas of community development have a critical role in economic development, and it is clear that many social and environmental challenges are rooted in economic conditions that require economic solutions. Here we offer learnings from other project work that relate to the themes surfaced in the workshops. The sources we selected for this context are:

- **Community Safety and Well-Being (CSWB) 2024 public survey preliminary results (607 respondents)**
- **Dufferin County Equity Collaborative (DCEC) 2023 Report to Community**, consultation with the **VOICES of Lived Experience Dufferin**, a poverty advocacy group, and working groups on Housing & Homelessness, Employment, and Health Equity, including the **Dufferin Food Access Subcommittee**
- **Headwaters Food and Farming Alliance**, and the **Headwaters Food Charter**

What we heard - Broad Themes and Added Context

- **Connected communities.** All sessions included comments on the importance of maintaining and strengthening community connections, whether as professional networks by sector - like tourism operators, farmers or creatives, as municipalities connecting with each other, other levels of government and community and business partners, or as residents to share information, celebrate culture and create a sense of place and belonging.
 - **2024 Community Safety and Well-Being (CSWB) Survey:** 70% of respondents would recommend this community as a place to live. A significant number of respondents highlighted the friendliness and engagement of the community as a positive aspect. This includes mentions of supportive neighbours, community events, and a sense of belonging. Emphasis on community engagement and involvement highlights the importance of active participation from residents in shaping the future of the community and addressing its challenges.

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- **Live, work, play communities.** This was a very common theme in the sessions. Value is placed on the small-town feel, vast natural assets, good schools and family-orientation, diverse businesses and creative people who call Dufferin home. Affordability was discussed both as a draw for people moving in from more expensive areas, and as a challenge for those who work here but either do not earn enough to live here, or cannot find available housing in their price range, either for purchase or rent. Workshops revealed the importance of maintaining Dufferin's small-town charm while fostering responsible economic development, focusing on human, environmental, and financial well-being.
 - **2024 CSWB Survey:** Many responses call for increased employment opportunities, livable wages, and supporting local businesses to foster economic growth. Participants highlighted the need for various community supports and infrastructure improvements, including better employment opportunities, education on empathy and kindness, community building across cultural lines, recreational activities for kids, pedestrian and bike safety, reliable and accessible public transportation, social support, skills training for youth, and combating racism and discrimination.
 - **CSWB on Employment:** Local opportunities and livable wages, several respondents called for stronger infrastructure to support growth, e.g. skills training, public transit, and affordable housing.
 - **Applying Data:** Commuting data seems alarming as a single statistic, however taken together with the fact that home-based businesses, entrepreneurs and creative professionals (significant in Dufferin) are not included, and that commuters may work several days from home, further study may be required before commuting rises to priority status versus a symptom that would improve by addressing others, like employment, housing and wages. Data must support decision making, but interpretation, testing and corroboration are key to tell the whole story.
 - This topic intersects with the **DCEC Employment Working Group**, the FindYourJob.ca local insights portal, the County's ECE Workforce Strategy and living wage advocacy and certification, public events and other Workforce Planning Board activities.

- **Natural assets, agriculture and food production.** This is another unanimous theme from the sessions, and includes land stewardship, parks and recreational green spaces, protection of natural resources, preservation of agricultural lands and concerns about water, including aquifers.
 - **Headwaters Food Charter:** Goals and actions include protection of prime agricultural land; advocacy for supportive policies in land use, local food procurement, urban agriculture and zoning that help ag operations remain viable; awareness of vulnerabilities to and impact on climate change, practices that help mitigate and adapt, and minimizing food waste. Language here is moving beyond "sustainable" to "regenerative", to build back soils, wetlands, tree canopies and pursue carbon-negative actions that draw down carbon.
 - **2024 CSWB survey:** Appreciation for the rural setting, natural beauty, and peaceful environment of the area, including access to outdoor spaces, proximity to nature, and the quiet, safe atmosphere of small-town life. Calls for preserving green spaces and implementing environmentally friendly practices reflect a commitment to environmental protection and sustainability. Some responses express concerns about pollution, advocating for more monitoring of factories, and ensuring environmental protection measures are in place.
 - This intersects with the County's Climate Action Plan and many lower-tier municipal priorities to preserve the natural landscape and increase ecological services on farms.

- **Intentional, low-impact development.** The need to be intentional and cautious about development was a consistent theme in the workshops. Mono prioritized "low-impact development" while Amaranth prioritized "intentional growth", for example. Communities vary in their ability to accommodate growth and their own strategic goals for growth and development are complicated by conflicting goals of real estate and incumbent development companies.
 - **2024 CSWB survey:** Several respondents expressed concerns about the pace and type of development in the area, including urban sprawl, infrastructure issues, and the loss of small-town charm due to growth.
 - The Dufferin Climate Action Plan, Smart Communities Pillar states: "Dufferin County will promote economic development and diversification in established settlement areas, while preserving and protecting agricultural areas and the rural and natural character of the County."

- **Affordability.** Housing, food and childcare were three themes discussed both in terms of availability/accessibility and affordability, and related to employment, wages and commuting. Also mentioned was the cost of doing business in Dufferin, the tax rate and the complex regulatory environment.
 - **Housing** was the most mentioned aspect of affordability. Specifically the need for a mix of housing, close to services, employment and transportation, allowing for densification in urban settlements, multi-family dwelling on rural acreage and other options.

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- **VOICES of Lived Experience Dufferin** wrote: “We cannot begin healing while in the pressure cooker of living without a home”. They recommend a multi-approach to meet the diverse needs and circumstances of low-income individuals and families, including a range of housing initiatives, living wage employment and income supports, and innovative ideas like converting abandoned buildings, community land trusts for cooperatives (complete with community gardens), and a framework for improving housing affordability and stability.
- **2024 CSWB Survey:** 28.5% responded that they currently do not have access to affordable housing options. The availability of services and activities for children, teenagers, and families was also a concern. Requests for affordable child care, food, medication, and overall affordability for various services. Housing and Homelessness has been a CSWB priority area since 2021. A significant number of responses emphasized the importance of addressing food security issues, including support for food banks, subsidies or assistance for accessing food, and initiatives to address food insecurity. Additional emphasis was on reducing food prices, supporting local food producers, advocating for basic income, and implementing school food programs.
- This topic intersects with the County’s **Master Housing Strategy** (upcoming) and Dufferin County Equity Collaborative (DCEC) **Housing and Homelessness Working Group**, and a new **Homelessness Task Force**, as well as the **Dufferin Food Access Subcommittee**, which is prioritizing actions identified through consultation with **VOICES**.
- **Infrastructure.** This included everything from digital infrastructure (high speed internet), to municipal infrastructure like roads, land and water management, to employment infrastructure like skills training, transportation and business supports, to agriculture infrastructure like food processing facilities and protection of farmable lands. An even longer term planning horizon was encouraged to consider needs 30-40 years down the road, if the current rate of growth continues, and to ensure a sustainable future for food production in particular. Discussions highlighted the need for clarity about jurisdictions, regulations and consistency in policies among levels of government and between municipalities, as well as council support for more supportive policies.
- **2024 CSWB Survey:** A recurring theme from the survey is the availability of services and amenities within the community, such as health care, shopping, recreational activities, and cultural events. Accessibility issues, such as lack of public transportation or amenities for specific demographics, were also mentioned. Access to transportation, including concerns about public transit and road conditions, was mentioned by several respondents as both a positive and negative aspect of the community.
- This intersects with the County’s **Transportation Master Plan** (2023), the **Meat Processing Project** (2022) and aspects of the Official Plan.

For a community to thrive, governments, businesses, institutions, community groups, and individuals must all contribute within their unique spheres of influence to build social, environmental and economic prosperity. An effective regional strategy can offer cohesion, consistency, and economies of scale, but recognizes that one-size-fits-all solutions do not work at the ground level. It creates an environment for success while allowing strategies to be tailored to the strengths and aspirations of each contributor.

Based on the workshop discussions, the County seems well positioned to: serve as a hub for community-level data; activate existing plans like meat processing and transportation; convene sector networks like tourism, agriculture/food, construction/housing, and creative industries; advocate for policy changes and remove red tape without compromising protections; champion municipal plans and spark innovation (e.g. through design contests and RFPs); support collaborative community initiatives through direct participation and championship.

Our hope is that this strategy will help build a well-being economy locally, one that nurtures a business environment that delivers on all seven capitals. One that multi-solves, that addresses community priorities, supported by data, and that celebrates differences among lower-tier municipalities to facilitate the realization of the shared vision established through these engaging Community Insights Workshops. Based on 20 years of supporting transformative collaborative work, we believe it is possible to achieve the vision of a future where Dufferin County is the model of a thriving community.

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THE PATH FORWARD

The next phase of this Strategy and Action Plan will be a collaborative implementation process involving partnerships with local municipalities and stakeholder organizations. There will be annual status update reports to County Council identifying key performance metrics for each theme. The reports will cover the progress made on the identified actions, challenges encountered, and any adjustments made to the plan.

This annual check-in and reaffirming process will ensure that the Strategy remains dynamic and responsive to the evolving economic landscape and community needs. It also promotes transparency, accountability, and adaptability in the implementation of the action plan. This approach will ensure that the initiatives that are developed by the County from this Strategy and Action Plan are resilient, relevant, and in line with the unique aspirations and needs of the local communities and municipalities.



DUFFERIN BUILDS TOGETHER

Dufferin County Economic Development Strategy and Action Plan

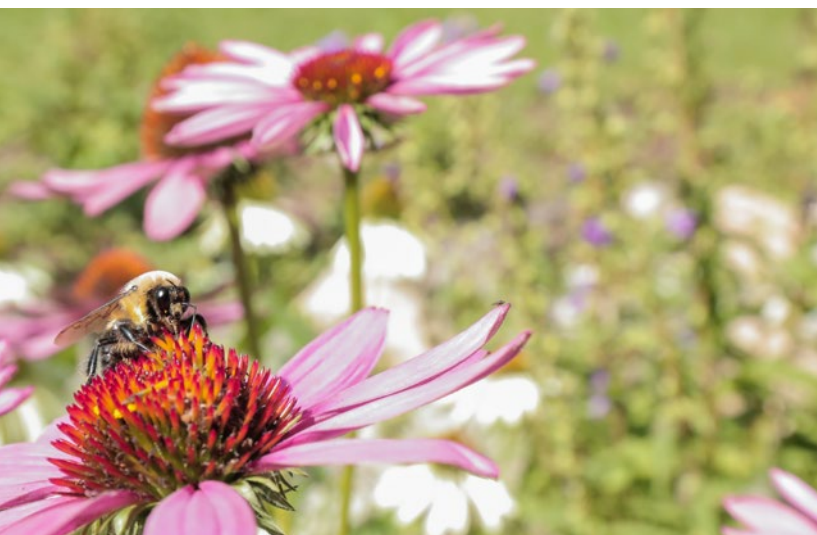
2025-2030



TABLE OF CONTENTS



3	A Message From The Chief Administrative Officer
4	Introduction
5	Developing The Strategy
6	Key Takeaway from Public Engagement
8	Key Takeaway from Data Analysis
9	BUILD In Dufferin
11	The Path Forward



A MESSAGE

FROM THE CHIEF ADMINISTRATIVE OFFICER
SONYA PRITCHARD



We are excited to share the Economic Development Strategy and Action Plan for Dufferin County. This plan, which is born out of Dufferin County's 2023-2026 Strategic Plan represents a collaborative effort involving local municipalities, businesses, and community stakeholders, aiming to shape a prosperous future for our region.

This strategy addresses key opportunities and challenges that impact the well-being and economic growth of our community. It emphasizes fostering innovation, building on our strengths, and leveraging partnerships to achieve sustainable, inclusive economic development. The plan is built around enhancing local business growth, attracting new investment, supporting a diverse workforce, and positioning Dufferin as a leading arts and culture hub.

Our Economic Development Strategy provides a framework for making informed decisions that align with the County's overall vision of resilience, inclusivity, and prosperity. It is grounded in the values of collaboration, innovation, and equity—principles that reflect our commitment to ensuring all residents benefit from economic opportunities. This approach also involves supporting local talent and creating conditions for our skilled workforce to flourish close to home.

The strategy is an evolving document, adaptable to emerging needs and opportunities. We will continuously monitor progress, evaluate outcomes, and update our approach where needed. Engaging the community, celebrating successes, and learning from challenges will be fundamental to ensuring that our economic development efforts have a meaningful, positive impact.

We are committed to working alongside our local municipalities and community organizations to realize a vibrant and economically dynamic future for Dufferin County. Together, we can BUILD in Dufferin a thriving community that grows, prospers, and stands resilient in the face of change.

Nestled just 45 minutes north of Toronto, Dufferin County is home to approximately 71,000 people and boasts of picturesque landscapes, vibrant local economy, and charming small towns. Dufferin County is also a growing community. Dufferin’s population increased from 61,735 in 2016 to 66,257 in 2021¹, and is expected to reach 95,000 by 2051².



Considering this reality, Dufferin County designed its 2023-2026 Strategic Plan with a forward-looking focus to guide the organization in its efforts to manage and direct this growth. The 2023-2026 Strategic Plan lays out two main goals for an economy that will support a growing and thriving community:

- 1. Advance County-wide economic and workforce development**
- 2. Improve broadband and cellular connectivity.**

To advance these goals, the County hosted an economic development workshop in November 2023 which was attended by County Councilors, County and local municipal staff, and community stakeholders. This workshop marked the first phase of the development process for the County’s Economic Development Strategy. Through this workshop, it was identified that there is a gap in the availability of comprehensive data about Dufferin’s unique economic opportunities. The workshop also revealed a lack of consensus on the appropriate direction for the County’s economic development efforts. **These two identified challenges helped define the objective behind this economic development strategy:**

To create a dynamic and inclusive economic development strategy for Dufferin County that harnesses comprehensive quantitative and qualitative data to unlock our unique direction for sustainable growth and prosperity across the County.

With this objective, the County’s Economic Development Strategy and Action Plan will serve as an integral extension of the County’s broader Strategic Plan, which emphasizes sustainable growth, enhanced quality of life, and fostering community resilience. As the County continues to grow and evolve, this Economic Development Strategy and Action Plan seeks to harness Dufferin’s unique assets while addressing key challenges such as workforce commuting patterns, regional wage disparities, and the need for more localized job opportunities.

¹ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 6, 2024)

² Estimated in the County of Dufferin Official Plan (2024)

DEVELOPING THE STRATEGY

Inclusivity is a fundamental principle that underpinned the roadmap to developing this Economic Development Strategy and Action Plan. This bottom-up approach brought together diverse perspectives, fostered community engagement, and ensured the incorporation of comprehensive data and analysis.

This Strategy was developed over three main phases:

1. Education and planning
2. Public engagement and data analysis
3. Plan approval



Phase 1 – Education and Planning

It was important to start this collaborative strategy development process by first establishing a general understanding of the importance of an economic ecosystem. This would be done through an intensive economic development learning process led by some of the leading minds in modern economic development. In November 2023, the County hosted a two-day economic development workshop to kickstart this learning process. The workshop was attended by County Councilors, County and local municipal staff, and community stakeholders.

Brock Dickinson, adjunct professor at the University of Waterloo, was joined by Paul Knafelc of Community Benchmarks and Erik Lockhart of Lockhart Facilitation Inc. to lead and facilitate this workshop. Through this workshop, it was identified that there is a gap in the availability of comprehensive municipal-level data that defines Dufferin’s unique economic opportunities. The workshop also revealed a lack of consensus on the appropriate direction for the County’s economic development efforts. These revelations informed the direction of the next phase of the strategy development process.

Phase 2 – Public Engagement and Data Analysis

By April 2024, the roadmap was set for soliciting community sentiments through a myriad of avenues. These included municipal workshops, guided discussions at local Council meetings, and brainstorming sessions by local economic development committees. In addition to these, the County partnered with the Dufferin Board of Trade (DBOT), and Headwaters Communities In Action (HCIA) to facilitate a series of workshops that targeted specific municipalities, key industries, businesses and community groups. The series, which was dubbed the Community Insights Workshop Series, ran from April through July 2024 and anchored the public engagement phase of the strategy development process.

The Community Insights Workshop Series was highlighted by the data insights that were presented. Through consultation with Community Benchmarks, a premier data consulting company based in Pelham, Ontario, relevant quantitative data was unearthed and presented at the workshops. The data informed the discussions and priorities that were generated. This approach helped decentralize the economic development learning process from Phase 1, and facilitated a collective understanding of modern economic development practice, leading to the identification of local challenges and opportunities.

Phase 3 – Plan Approval

The third phase involved creating and presenting the draft Municipal Economic Development Action Plans and the Dufferin County Economic Development Action Plans to the Community Development and Tourism Committee, the respective local municipal Councils, and the general public for comments and feedback. Each body was given appropriate time to review, provide feedback, and endorse the Strategy and Action Plans. By involving a diverse range of stakeholders through each phase, including upper and lower-tier municipalities, local industry, not-for-profit organizations, and residents, a broader and more representative perspective was achieved. This phase was completed in November 2024.

From PUBLIC ENGAGEMENT

The various statements and community sentiments gathered from different sectors and municipalities within Dufferin County reflect a diverse but interconnected set of priorities and aspirations. Across the various communities and industry sectors, several key themes emerge regarding economic development, infrastructure needs, and the preservation of unique local characteristics.



Economic Resilience and Diversity

Across different communities and sectors, there is a strong emphasis on economic diversity as a path to long-term resilience. By diversifying their economic bases, communities aim to better withstand external shocks and avoid overreliance on one sector. This aligns with a forward-thinking approach to economic development that balances tradition with innovation.



Support for Small Businesses and Home-Based Enterprises

Small businesses are viewed as the backbone of local economies, providing jobs, community investment, and local pride. There is widespread recognition that creating a nurturing environment for small and home-based businesses is critical for community stability. Providing resources like accessible guidance, financial support, and technological infrastructure is viewed as a priority to ensure these businesses thrive.



Tourism and Asset Development

Tourism is a critical component of the economic development vision in many communities, with the intent to capitalize on Dufferin's tourism assets such as its natural landscape, trails, parks, and growing arts communities. Arts and culture are seen as valuable tools for not only economic growth but also for enhancing community pride. Theatre Orangeville, Grace Tipling Hall, and the vibrant arts community across Dufferin County are recognized for their potential to draw both local residents and tourists, strengthening the community's cultural fabric.



Agriculture and Agri-Tourism as Economic Drivers

Agriculture remains a cornerstone for many communities in Dufferin, with sentiments reflecting a strong desire to protect farmland, support farming innovation, and promote unique agribusinesses. Moreover, agri-tourism is seen as a growing opportunity to leverage natural assets and rural culture to generate economic benefits. This includes promoting farm tours, supporting local food producers, and establishing culinary collectives that connect farmers with restaurants and tourism-related businesses. By capitalizing on the County's natural beauty, culinary culture, and agricultural heritage, there is an opportunity to draw more visitors, support local businesses, and foster community pride.



Sustainable Growth, Attainable Housing and Infrastructure Development

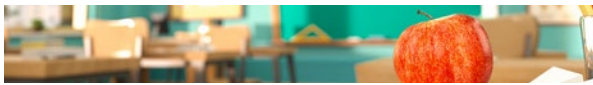
Population growth must be managed carefully to balance economic development with environmental protection and community well-being. Growth is viewed not as an end in itself, but as a means to enhance community well-being while preserving the unique natural and rural characteristics of the area. A significant concern across communities in Dufferin is infrastructure capacity, particularly related to wastewater treatment and land servicing for future growth. Another prevalent theme is the need for attainable housing as a key focus in this ongoing growth. Sustainable growth strategies are therefore crucial to maintaining the quality of life that makes the County attractive to residents and visitors alike.

From PUBLIC ENGAGEMENT



Collaboration and Regional Approaches

Working together regionally is seen as the most effective way to maximize resources and achieve shared goals. Collaboration across municipalities, businesses, and sectors is recognized as necessary to achieve economic and environmental sustainability. By adopting a County-wide mindset, communities can address issues such as infrastructure, housing, and economic development more efficiently and cohesively.



Education, Workforce Development, and Innovation

Developing the local workforce and fostering innovation are critical for long-term economic sustainability. Education, particularly in the trades and agriculture, is seen as a key driver for the future workforce. Communities recognize that they must cultivate homegrown talent and provide the infrastructure necessary to retain these workers. Innovation, particularly in agriculture and green energy, is seen as a way to stay competitive and sustainable.



Quality of Life and Community Pride

Maintaining a high quality of life and fostering a strong sense of community pride is central to many of the community's goals. Maintaining and enhancing the small-town vibe, community engagement, and overall quality of life are seen as vital to retaining residents and attracting new ones. Residents want to feel a sense of pride in their community, and this is closely tied to the County's economic, cultural, and environmental sustainability.

The overall vision that emerges from the collected statements is one of balanced, sustainable growth that prioritizes economic diversity, small business support, regional collaboration, and environmental protection. There is a strong emphasis on community pride, preserving rural charm, and fostering innovation, particularly in agriculture and green energy. Tourism, driven by the County's natural beauty, creative culture, and agricultural heritage, is seen as a key economic driver. The desire for collaborative regional approaches to development and a focus on creating attainable housing and workforce development are central to addressing long-term challenges such as housing affordability and economic resilience.

QUANTITATIVE DATA ANALYSIS

Commuting data revealed that 51.4% of Dufferin residents with a regular place of work commute to areas outside of Dufferin for work. This ranks Dufferin as second highest in this category in the entire province of Ontario. The ensuing data and analysis of commuting patterns and employment incomes within Dufferin's local municipalities revealed several important trends:

Employees commuting outside of Dufferin to work

51.4%



Significant Outbound Commuting

- A large portion of residents in Dufferin County's municipalities commute outside of their communities for work. For example, 87% of East Garafraxa residents, 88% of Amaranth residents, and 85% of Grand Valley residents travel to neighboring municipalities.
- Peel Region serves as the leading place of work for Dufferin's commuting residents. Many of these residents are believed to have moved into Dufferin from Peel over the last decade, but maintained their Peel jobs.

Income Disparities

- There is a clear median employment income gap between those who work locally and those who commute outside. In municipalities like Grand Valley, live-work residents earn significantly less (\$28,600) than those commuting out (\$50,800), indicating that high-paying jobs are located outside the community.
- Mulmur is an outlier, with residents who work locally earning a comparable median employment income with those who commute out, reflecting a stronger local economy or higher-paying sectors within the community.

Top Occupations

- Across municipalities, technical trades, transportation officers, and general trades dominate as the top occupations for outbound commuters, with high-income ranges up to \$68,000. This suggests that Dufferin County is home to a significant number of skilled tradespeople and workers in transportation, logistics, and construction sectors.
- Inbound workers often fill positions in general trades, administrative, and manufacturing roles, which tend to have lower median incomes.

Net Loss of Workers

- All of Dufferin's local municipalities are experiencing a net loss of workers, with more residents commuting out than non-residents commuting in. For example, Amaranth loses 880 workers, and Mono loses 1,160 workers. This indicates limited local employment opportunities, which pushes residents to seek jobs elsewhere.

Acquiring both qualitative and quantitative data was crucial for building the Strategy. Each type of data provided unique insights that complemented one another. The quantitative data, acquired through consultation with Community Benchmarks, offered measurable, objective metrics—such as employment rates, income levels, and commuting patterns—that revealed trends and opportunities at a macro level.

However, the qualitative data, derived from the Workshop Series and other municipally determined avenues, captured the subjective experiences, opinions, and needs of local industry and communities, adding pertinent local context to the numbers. Together, these data types ensured a well-rounded understanding of Dufferin's economic landscape, enabling an informed, nuanced analysis that addresses both statistical realities and community perspectives.

BUILD IN DUFFERIN

The qualitative and quantitative data analysis provided point to a clear set of actions needed to address Dufferin’s challenges and tap into existing and emerging opportunities.

These actions will be led by Dufferin County and involve potential partnerships with local municipal economic development offices, economic development committees, and relevant local and external organizations to implement specific actions. This collaborative approach aims to improve alignment and harmonization on economic development between all lower and upper-tier municipalities, avoiding unnecessary duplication and building capacity within local communities.

Currently, Dufferin County employs two staff persons within its economic development division. Achieving these actions within the scheduled timelines would require ample resources and additional economic developments staff to develop strategies and spearhead initiatives. The Action Plan therefore represents a comprehensive but measured approach to fostering sustainable economic growth and community well-being across the County’s diverse municipalities.

The Action Plan focuses on five core themes and objectives:

B **Business Retention and Expansion:**
Support, retain, and foster the growth of local businesses, with a focus on medium-sized enterprises

U **Upskilling the Workforce:**
Develop initiatives to enhance skills, training, and create pathways to high-quality employment

I **Investment Attraction:**
Promote Dufferin as a prime location for new businesses and attract private investments

L **Local Innovation:**
Encourage and support innovative practices across industries

D **Destination Development:**
Position Dufferin as a visitor and economic destination, enhancing community connections and fostering a vibrant local economy

Each of these themes is designed to address the unique opportunities and challenges that exist within Dufferin, from supporting local businesses and retaining skilled talent to creating a vibrant cultural hub that attracts visitors and investors alike. Each action within the B.U.I.L.D. theme is crafted to address the specific dynamics and needs of Dufferin’s local municipalities and key economic sectors as revealed in the comprehensive data analysis provided in the Strategy. Together, the objectives and actions within the Action Plan aim to strengthen Dufferin’s economy by promoting sustainable growth, local innovation, affordable housing, and high-quality employment opportunities, ensuring a thriving and prosperous community for all residents.

BUILD IN DUFFERIN

Business Retention and Expansion

Support, retain, and foster the growth of local businesses, with a focus on medium-sized enterprises

This theme focuses on not only expanding local businesses but also retaining existing enterprises that form the backbone of Dufferin's economy. While small businesses remain critical for essential products and services, medium-sized enterprises are significant anchors for employment and innovation, particularly in sectors like manufacturing, wholesale trade, professional services, technology and construction.

These businesses tend to have more stable employment opportunities and are more likely to export products and services, drawing outside revenue into the local economy. By addressing encouraging mixed-use developments and other affordable housing options, Dufferin can maintain a healthy workforce base, reduce business closures, and foster long-term growth across its municipalities.

Upskill Workforce

Develop initiatives to enhance skills, training, and create pathways to high-quality employment and affordable housing options.

Dufferin County's workforce dynamics show a significant portion of residents commuting to neighboring regions like Peel for work, with wage disparities being a critical issue. This theme focuses on actions that support upskilling the workforce and providing locally relevant skills and training opportunities, fostering the growth of local economic eco-systems and enabling residents to

find and create quality work without needing to leave the County. With a focus on skilled trades and innovation in the construction sector, these actions can be aligned with the goals of the Master Housing Strategy to tackle housing affordability in Dufferin, a major barrier to talent attraction and retention in several key sectors.

Investment Attraction

Promote Dufferin as a prime location for new businesses and attract private investments

Attracting investment is essential for creating sustainable economic growth across Dufferin's municipalities. Investment can help revitalize underutilized employment areas and turn them into thriving hubs of economic activity. This theme emphasizes actions that position Dufferin as a prime location for new businesses in target

sectors. This will support the diversification of the local economy. By bringing new businesses to the region, Dufferin can also generate more high-quality local jobs, reducing the reliance on outbound commuting for employment opportunities.

Local Innovation

Encourage and support innovative practices across industries

Local innovation is a key driver of economic resilience and long-term competitiveness, particularly in the face of changing economic conditions. Innovation relies heavily on reliable digital infrastructure. This theme emphasizes actions that advance advocacy efforts for investments in digital infrastructure, encouraging entrepreneurship and

supporting innovative practices. These infrastructural investments are crucial for the growth of Dufferin's rural municipalities where agri-food businesses can benefit from adopting new technologies and processes to improve productivity and expand their markets.

Destination Development

Position Dufferin as a visitor and economic destination, enhancing community connections and fostering a vibrant local economy

This theme emphasizes a collaborative approach to improving experiences at Dufferin's natural, recreational, and cultural assets. By enhancing these offerings, Dufferin aims to create a distinct sense of place while maintaining and strengthening connections between communities. Expanding arts, culture, and recreational opportunities will not only attract visitors but also

support talent attraction and stimulate economic activity in key sectors such as retail, hospitality, food services, and creative industries. These efforts will generate economic and social benefits across both urban and rural municipalities, fostering a diversified local economy and building meaningful connections among residents, visitors, and businesses.

THE PATH FORWARD

The next phase of this Strategy and Action Plan will be a collaborative implementation process involving partnerships with local municipalities and stakeholder organizations. There will be annual status update reports to County Council identifying key performance metrics for each theme. The reports will cover the progress made on the identified actions, challenges encountered, and any adjustments made to the plan.

This annual check-in and reaffirming process will ensure that the Strategy remains dynamic and responsive to the evolving economic landscape and community needs. It also promotes transparency, accountability, and adaptability in the implementation of the action plan. This approach will ensure that the initiatives that are developed by the County from this Strategy and Action Plan are resilient, relevant, and in line with the unique aspirations and needs of the local communities and municipalities.



Denise Holmes

From: Michelle Hargrave <mhargrave@dufferincounty.ca>
Sent: Wednesday, September 18, 2024 10:46 AM
To: Alice Byl; Denise Holmes; Donna Tremblay; Fred Simpson; Jennifer Willoughby; Jessica Kennedy; mtownsend (mtownsend@townofgrandvalley.ca); Nicole Martin; Raylene Martell; Roseann Knechtel; Tracey Atkinson
Cc: Michelle Dunne; Rebecca Whelan
Subject: Multi-Jurisdictional Fire Prevention and Prevention Modernization Plan
Attachments: Dufferin County - Multi-Jurisdictional Review - Final 1.3.pdf

Good Morning,

At its regular meeting on September 12, 2024, Dufferin County Council passed the following resolution:
THAT the report from the Chief Administrative Officer, dated September 12, 2024, regarding a Fire Protection and Prevention Review, be received;
AND THAT Multi-Jurisdictional Fire Prevention and Protection Modernization Plan Report be forwarded to all Dufferin local municipalities and fire boards for their consideration;
AND THAT comments from the local municipalities be brought back to Council by end of year to decide next steps.

A copy of the report is attached.

Thank you,
Michelle

Michelle Hargrave | Administrative Support Specialist, Clerk's Department | Office of the CAO
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Dufferin County

Multi-Jurisdictional Fire Prevention and Protection Modernization Plan



TABLE OF CONTENTS

SECTION 1: PREFACE 6

County Background 6

Industrial Revolution of Fire Service 6

Evolution of Dufferin County and Fire Service Challenges 7

Town of Orangeville 14

Town of Shelburne 16

Town of Grand Valley 18

Township of Amaranth 19

Township of East Garafraxa 20

Township of Melancthon 21

Town of Mono 22

Township of Mulmur 23

Summary of Challenges with Current Operations 24

SECTION 2: GOVERNANCE 35

Governance Model Overview for each Fire Department 35

Differences Between Governance Models 37

SECTION 3: OPTIONS 39

CONCLUSION AND FINAL COMMENTS 45

FIGURE #1: FIRE SERVICES ORGANIZATIONAL CHART9

FIGURE #2: FIRE SERVICE COVERAGE11

FIGURE #3: SERVICE BOUNDARIES WITHIN THE COUNTY.....12

FIGURE #4: TOWN OF ORANGEVILLE WITHIN DUFFERIN COUNTY.....14

FIGURE #5: TOWN OF SHELBURNE WITHIN DUFFERIN COUNTY.....16

FIGURE #6: TOWN OF GRAND VALLEY WITHIN DUFFERIN COUNTY.....18

FIGURE #7: TOWNSHIP OF AMARANTH WITHIN DUFFERIN COUNTY.....19

FIGURE #8: TOWNSHIP OF EAST GARAFRAXA WITHIN DUFFERIN COUNTY20

FIGURE #9: TOWNSHIP OF MELANCTHON WITHIN DUFFERIN COUNTY21

FIGURE #10: TOWN OF MONO WITHIN DUFFERIN COUNTY.....22

FIGURE #11: TOWNSHIP OF MULMUR WITHIN DUFFERIN COUNTY23

TABLE #1: MUNICIPALITIES AND CORRESPONDING FIRE SERVICES.....8

TABLE #2: MUNICIPAL POPULATION FORECASTS10



ACRONYMS

AHJ	Authority Having Jurisdiction
CFES	Caledon Fire and Emergency Services
DFD	Dundalk Fire Department
EFD	Erin Fire Department
FSB	Fire Service Board
FUS	Fire Underwriters Survey
GVDFD	Grand Valley and District Fire Department
MMFD	Mulmur-Melancthon Fire Department
NFPA	National Fire Protection Association
OFD	Orangeville Fire Department
POC	Paid-on-Call
RDFD	Rosemont District Fire Department
SDFD	Shelburne and District Fire Department



SECTION 1

Preface

SECTION 1: PREFACE

County Background

Nestled in Central Ontario, Dufferin County spans an area of 1,486.31 square kilometres and is home to 66,257 residents, according to the 2021 census. Established as the Provisional County of Dufferin in 1881, it was carved out from portions of Grey, Simcoe, and Wellington counties. Looking ahead, the 2017 Official Plan projects that Dufferin County's population will rise to approximately 81,000 by 2036, marking an anticipated 18% increase. Detailed population projections for each of the county's eight municipalities are provided in the table below, which incorporates both the initial estimates from the Dufferin County Official Plan and updated figures from Statistics Canada.

Industrial Revolution of Fire Service ¹

The fire service's history dates back to the relics of portable water pumps found in ancient Egypt. The first organized fire service recorded in history began in Rome under the rule of Augustus Caesar over 2,000 years ago; groups of enslaved people were dispatched through the night, in charge of watching for fires and crime – herein the fire brigade was born.

Throughout ancient times, firefighting equipment evolved along with the demand for better firefighting services. Insurance companies began supporting local fire brigades which in turn protected insured buildings. By the 1900s, the need for governance by municipal and district partnerships became evident. Mid-century expansion of urban areas, changes in government responsibilities, and government initiatives led to a massive wave of municipal mergers.²

Hereon, we can infer that independent agencies were developed, which governed the vast regions of populated land; this is where the concept of a Fire Service Board (FSB) was established.

As civilization has evolved, there has been a shift from rural to urban communities, for which the needs of either differ tremendously, highlighting challenges in a wide range of governance.

¹ Jim Spell. "A brief history of the fire service: from ancient equipment to modern technology." FireRescue1. Accessed March 22, 2024. <https://www.firerescue1.com/firefighting-history/articles/a-brief-history-of-the-fire-service-from-ancient-equipment-to-modern-technology-uTSiJ1nGr7xUm5fm/>

² "How Local Government Works." Association of Municipalities of Ontario. Accessed March 26, 2024. <https://www.amo.on.ca/about-us/municipal-101/how-local-government-works>

Evolution of Dufferin County and Fire Service Challenges

Dufferin County (the County) is an upper-tier municipality composed of 14 Council members representing eight municipalities, including the Town of Orangeville, Town of Shelburne, Town of Grand Valley, Township of Amaranth, Township of East Garafraxa, Township of Melancthon, Town of Mono, and Township of Mulmur.

For more than 30 years, the residents of the County have relied on fire services provided by various lower-tier municipalities and several Fire Service Boards (FSBs), including some that are based outside the County's borders.

Currently, the County does not oversee fire service delivery nor possesses the authority to alter the existing model. Some have criticized the Fire Service Board (FSB) governance model in use for its inadequacy in addressing the needs of a growing population. Operating fire services has become increasingly costly, and more technically demanding. Pumper trucks now exceeding a million dollars and aerial trucks costing upwards of three million dollars. While it was once considered acceptable for fire apparatus to remain in service for 30 years or more, this is no longer acceptable. Effective capital planning is essential to ensure that fire equipment adheres to National Fire Protection Association (NFPA) and Fire Underwriters Survey (FUS) standards.

Moreover, the costs of constructing and operating fire stations have soared in recent years. For instance, one of the County's fire services is planning to build a new station with a projected cost exceeding \$25 million.

Rising salary costs for department personnel must also be factored into the increasing expenses. In the summer of 2022, Ontario Regulation 343/22: Firefighter Certification under the Fire Protection and Prevention Act (FPPA), 1997, came into effect. This Regulation mandates that all firefighters must be certified according to the standards outlined to perform fire protection services. By July 1, 2026, all firefighting disciplines are required to meet these certification standards, and an amendment has further stipulated that Technical Rescue disciplines must achieve the necessary certification by July 1, 2028. These regulatory requirements contribute significantly to the overall cost and management of operating fire services.

In addition to rising operational costs, the firefighting sector is becoming increasingly litigious. Within the County, at least two significant lawsuits have been initiated by fire service staff and applicants against Fire Service Boards (FSBs). Compounding the issue, homeowners—particularly those relocating from urban to rural areas—often have elevated expectations for fire services and are more inclined to file claims if these expectations are unmet. This growing trend poses a substantial challenge for developing communities.

TABLE #1: MUNICIPALITIES AND CORRESPONDING FIRE SERVICES

Municipalities	Fire Departments			
Town of Orangeville	Orangeville Fire Department (OFD)			
Town of Shelburne	Shelburne & District Fire Department (SDFD)			
Town of Grand Valley	Grand Valley & District Fire Department (GVDFD)			
Township of Amaranth	Orangeville Fire Department	Grand Valley & District Fire Department	Shelburne & District Fire Department	
Township of East Garafraxa	Grand Valley & District Fire Department	Orangeville Fire Department	Erin Fire Department Erin (EFD)	
Township of Melancthon	Mulmur-Melancthon Fire Department (MMFD)	Shelburne & District Fire Department	Dundalk Fire Department (DFD)	
Town of Mono	Shelburne & District Fire Department	Rosemont Fire Department (RFD)	Orangeville Fire Department	Caledon Fire and Emergency Services (CFES)
Township of Mulmur	Shelburne & District Fire Department	Rosemont Fire Department	Mulmur-Melancthon Fire Department	

Although this chart may seem confusing, it mirrors the complexity of the multiple fire services that serve different communities, which can also be confusing for residents.

FIGURE #1: FIRE SERVICES ORGANIZATIONAL CHART

Fire Services Organizational Chart

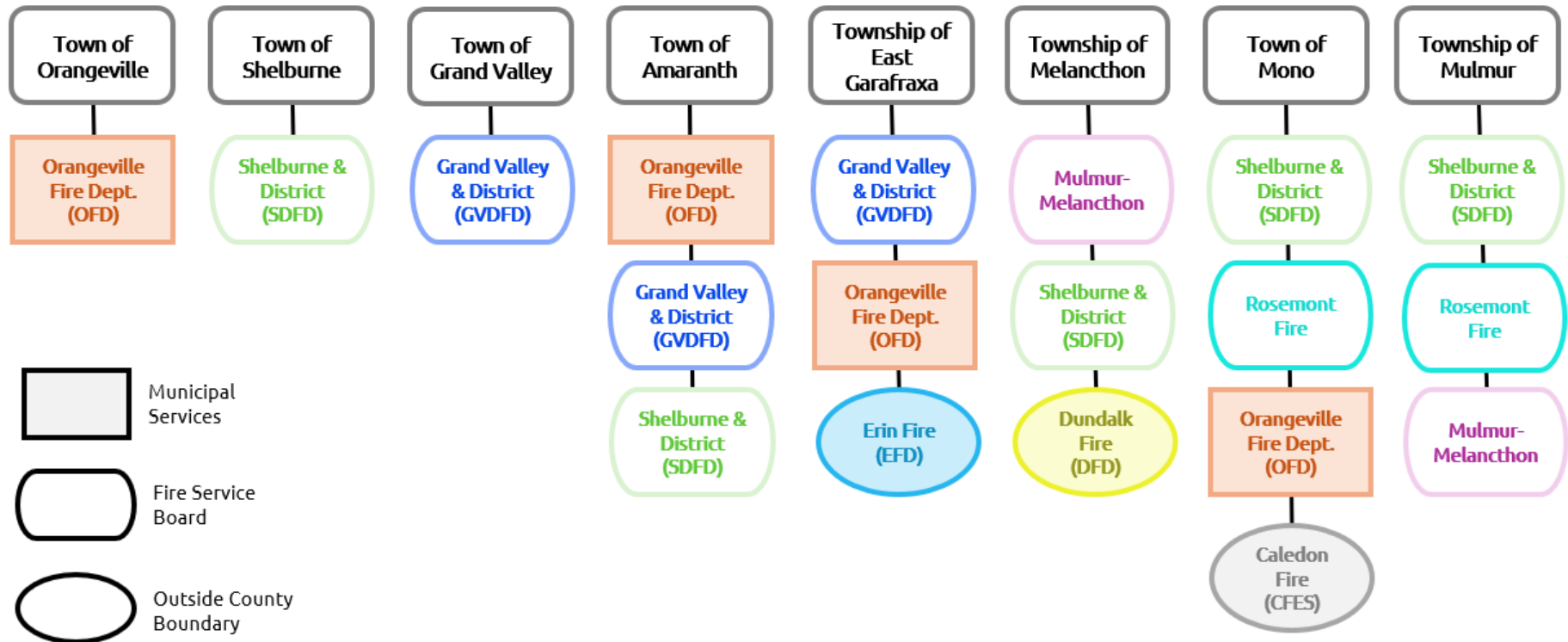


TABLE #2: MUNICIPAL POPULATION FORECASTS

	Population 2021 Statistics Canada	Population Forecast to 2031	Population Forecast to 2036	Percent Difference
Orangeville	30,167	36,490*	36,490*	+20.96%
Shelburne	8,994	10,000*	10,000*	+11.18%
Grand Valley	3,851	7,478*	7,503*	+94.83%
Grand Valley Urban	-	6,050*-	6,050*	-
Grand Valley Rural	-	1,428	1,453	-
Amaranth	4,327	4,680	4,710	+8.85%
East Garafraxa	2,794	3,150	3,180	+13.81%
Melancthon	3,132	3,410	3,430	+9.51%
Mono	9,421	9,770	9,890	+4.97%
Mulmur	3,571	4,290	4,340	+21.53%
Subtotal (excluding future reserved allocation)	-	79,268	79,543	-
Future Reserved Allocation	-	732	1,457	-
Total for the County of Dufferin	66,257	80,000	81,000	+22.25%

Note from the original chart:

Source: Statistics Canada National Household Survey 2011, MOI Letter, August 2010, MMM, C4SE

* Population forecasts beyond that identified is constrained due to the lack of approved municipal water services and municipal sewage services.

** Additional Future Reserved Allocation may be accommodated within Shelburne, subject to satisfying the Shelburne Urban Settlement Expansion policies of Section 3.5.1.2.

FIGURE #2: FIRE SERVICE COVERAGE

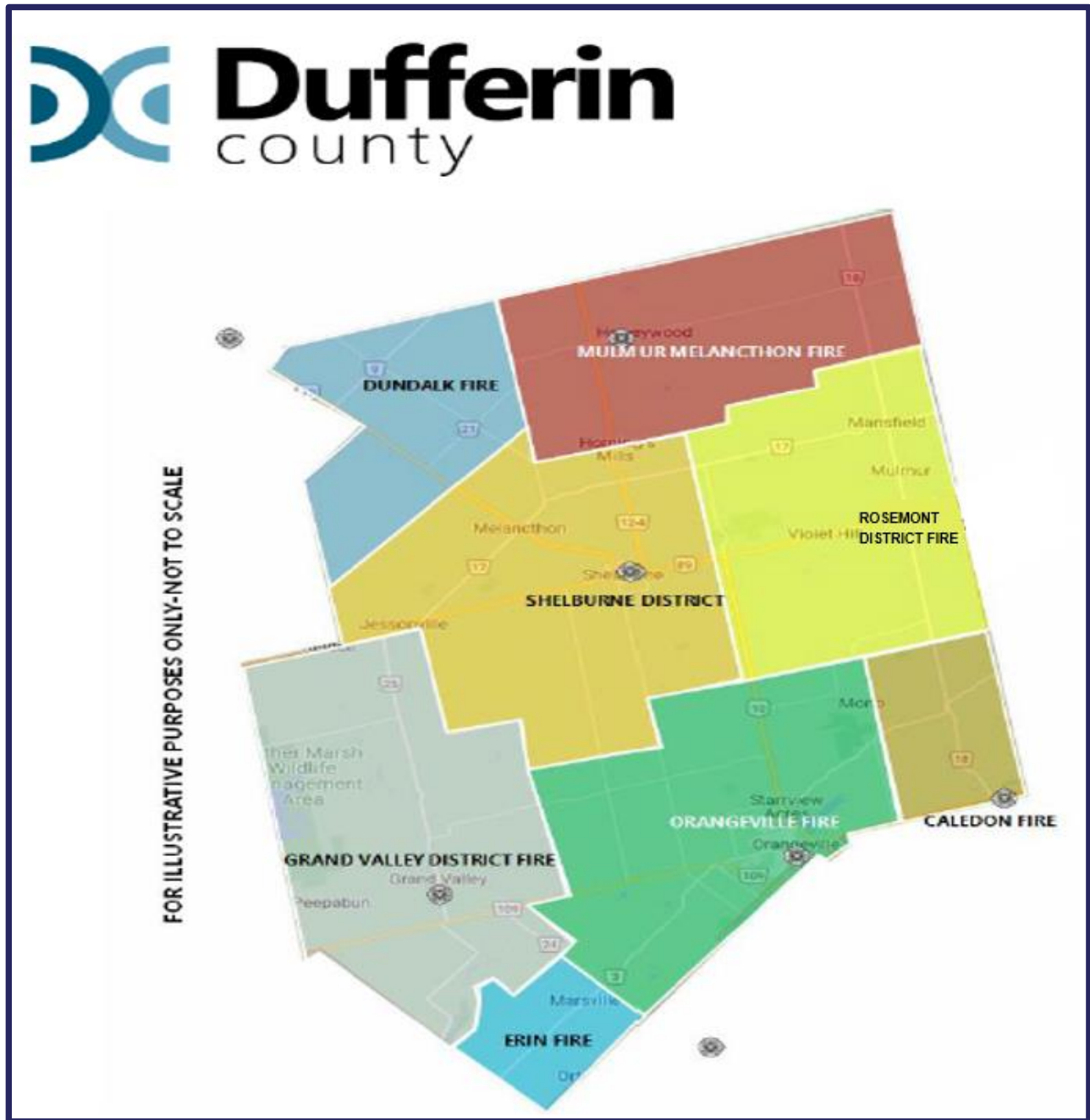
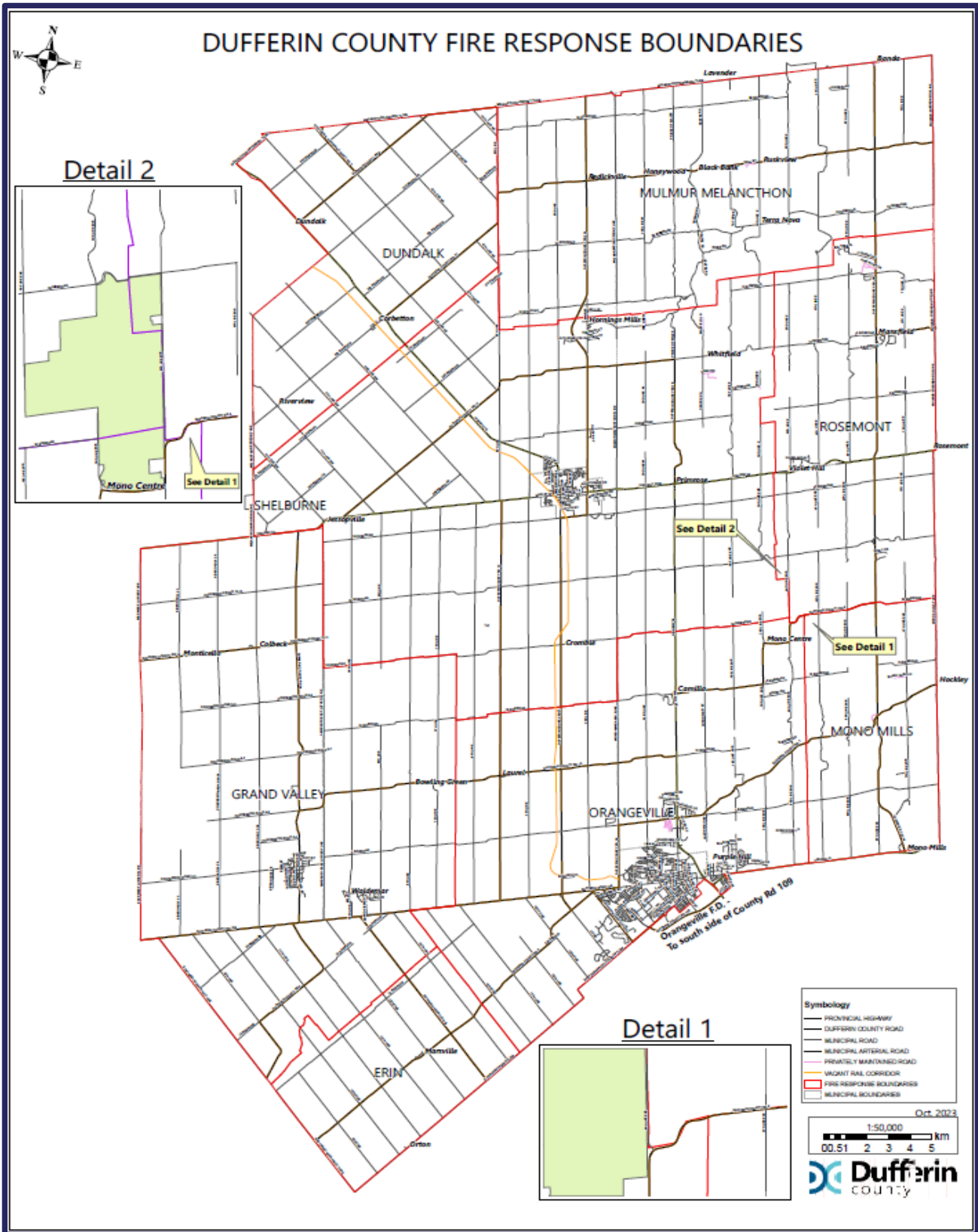


FIGURE #3: SERVICE BOUNDARIES WITHIN THE COUNTY



The lower-tier municipalities outside of County borders that provide fire protection services are contracted through service agreements with:

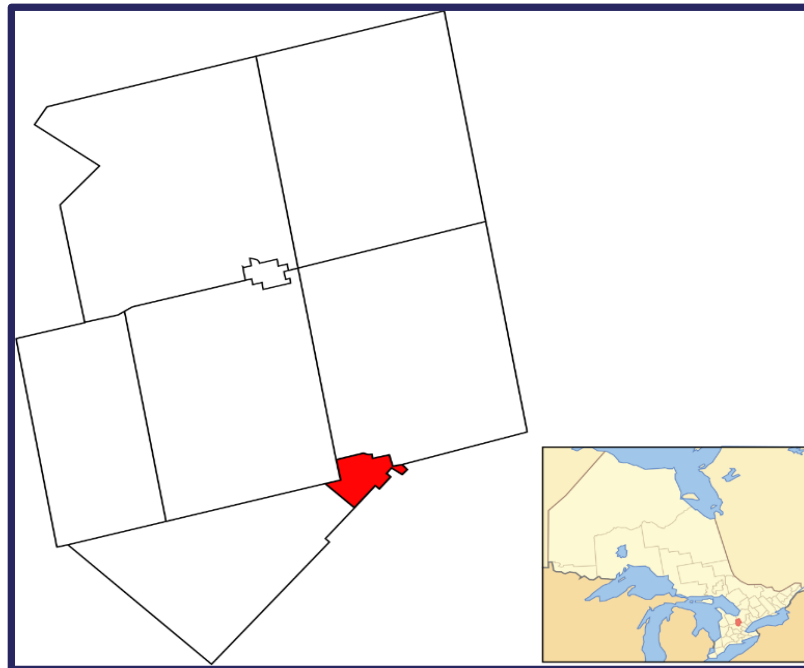
- Caledon Fire and Emergency Services (CFES) provides services to a portion of the Town of Mono.
- Erin Fire Department (EFD) services a portion of the Township of East Garafraxa (as well as the Town of Erin, outside County borders).
- Dundalk Fire Department (DFD) provides services to a large portion of the Township of Melancthon (as well as two other municipalities outside the County).

EMG has conducted a full review of each community and its related governance model. During this review the following points were assessed:

- How the community is protected (how many departments)
- The governance model - self governed, FSB or a combination
- An overview of feedback received in relation to the effectiveness of the governance
- Summary - future opportunities for efficiencies.

Town of Orangeville

FIGURE #4: TOWN OF ORANGEVILLE WITHIN DUFFERIN COUNTY



The Town of Orangeville was incorporated in 1874, named after Captain Orange Lawrence.³ Located in the south-central part of the county, this area is known as the 'seat.' It is bordered by East Garafraxa to the southwest, Mono to the northeast, and Amaranth to the northwest. The current population stands at 30,167, with a density of 1,900 people per square kilometer. By 2036, the population is projected to increase by 20.96%, reaching approximately 36,490 residents.

The Orangeville Fire Department (OFD), established in 1878, is the only directly operated municipal fire department within the County. It opened its current headquarters in 1972.⁴ It has a suppression team of 20 full-time firefighters and 28 volunteer firefighters responding from a single fire station. The Department serves the Town of Orangeville, Town of Mono, and the Townships of East Garafraxa and Amaranth.⁵

The Town is served by a single fire department, which follows a unified model for fire prevention education and enforcement. Although the Fire Department is directly managed by

³ "Orangeville, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Orangeville,_Ontario

⁴ "2023 Year End Information." PDF provided by the Fire Department.

⁵ "Fire Services". Town of Orangeville. Accessed March 27, 2024. <https://www.orangeville.ca/en/living-here/fire-services.aspx>

the Town, it has established an advisory committee with representatives from the neighbouring municipalities it serves. This committee helps maintain open communication by sharing information and collecting feedback from these municipalities. While the committee lacks formal authority, its role in facilitating dialogue is valued by the municipalities. Additionally, the Fire Department provides annual presentations to each of the councils to ensure transparency and foster engagement.

Feedback suggests that the fire service is highly regarded and well-supported by the Council. However, rising operational costs, particularly for maintaining career firefighters, are a concern. In 2020, the town transitioned from a municipal police service to a contract with the Ontario Provincial Police, which reduced annual costs by 48%. This shift has led to discussions about exploring alternative approaches to managing fire service expenses.

There is the opinion that the fire services should be 'fairly, and safely equipped', while remaining financially sustainable. As the costs of the fire service rise in the town of Orangeville, the town must raise the charges for fire coverage provided to neighbouring municipalities.

Town of Shelburne

FIGURE #5: TOWN OF SHELBURNE WITHIN DUFFERIN COUNTY



Statistics

The Town of Shelburne, incorporated in 1877 with an initial population of 750 villagers⁶, has grown to 8,994 residents. By 2036, the population is projected to reach 10,000, reflecting an 11.18% increase. The current population density in Shelburne is 907.1 people per square kilometre.

The town is served by the Shelburne and District Fire Department (SDFD), which has been operating since 1982 with one fire station. The Department is led by a full-time fire chief and includes a paid-on-call deputy chief, along with 35 approved paid-on-call firefighters. The Fire Services Board (FSB), consisting of five municipalities with two members each, sees the Town of Shelburne contributing 56.43% of the budget, corresponding to its share of calls within the municipality.

⁶ "Shelburne, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Shelburne,_Ontario

The Town of Shelburne has contemplated a resolution to dissolve the FSB, believing that greater 'care and control' is needed. Council supported, in principle, the recommendations specific to fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the board of management whereby the service would be directly delivered by the Town of Shelburne. Staff was directed to review and outline the processes to move forward with the dissolution of the board and outline the estimated timelines and estimated costs.

Shelburne and District Fire has exceeded the capacity of their current facility and a significant investment in the facility is required. Additionally, the 2024 capital budget highlights the need to replace two fire trucks, further straining financial resources.

The FSB contracts with the Shelburne Municipal Benefit Program and has begun adopting municipal policies and procedures for human resources and other operational areas. The Town Clerk has worked with the FSB so that it better meets transparency guidelines.

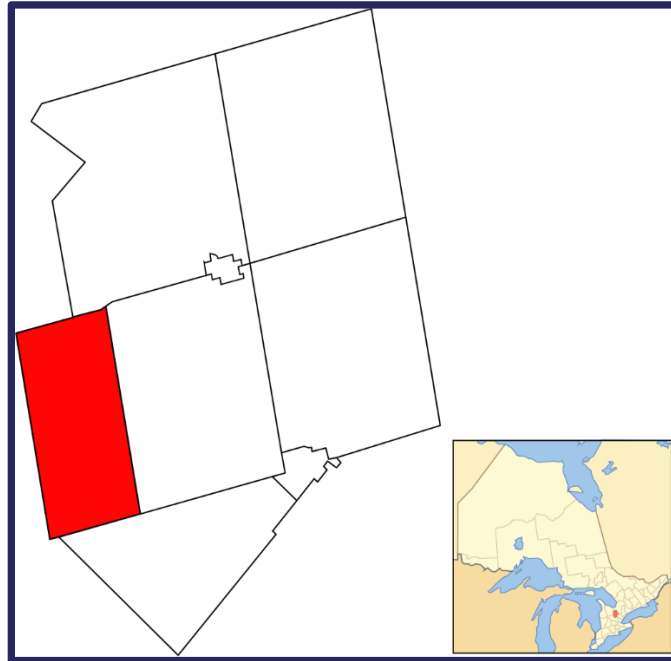
The County provides IT support through a service agreement, while the Town provides GIS, HR, finance, purchasing, benefits, through informal arrangements, and is not being compensated for the full range of services provided.

The original fire station, constructed before the formation of the FSB, is owned by the Town of Shelburne. However, an addition completed in 2012, during the FSB's governance of the fire department, means that each of the participating municipalities owns a share of the building. Under the terms of the agreement the land on which the station sits remains the property of the Town of Shelburne.

The Fire Services Board (FSB) is currently negotiating to acquire additional land next to the Fire Department. However, municipalities are concerned about having limited or no influence over the proposed property expansion.

Town of Grand Valley

FIGURE #6: TOWN OF GRAND VALLEY WITHIN DUFFERIN COUNTY



The Town of Grand Valley is in the southwest corner of Dufferin County. The formation of the town was a result of an amalgamation of the Township of East Luther, a rural farming area, and the Village of Grand Valley, thereafter, known as the Town of Grand Valley in 2012.⁸ It has a current population of 3,851 residents and a density of 18.7 people per square kilometre, with a significant growth of 94.83% expected by 2036, bringing the population to approximately 7,503 residents.

The Grand Valley and District Fire Department (GVDFD) has a single station operated by a Fire Service Board that serves the Town of Grand Valley and Townships of Amaranth and East Garafraxa.

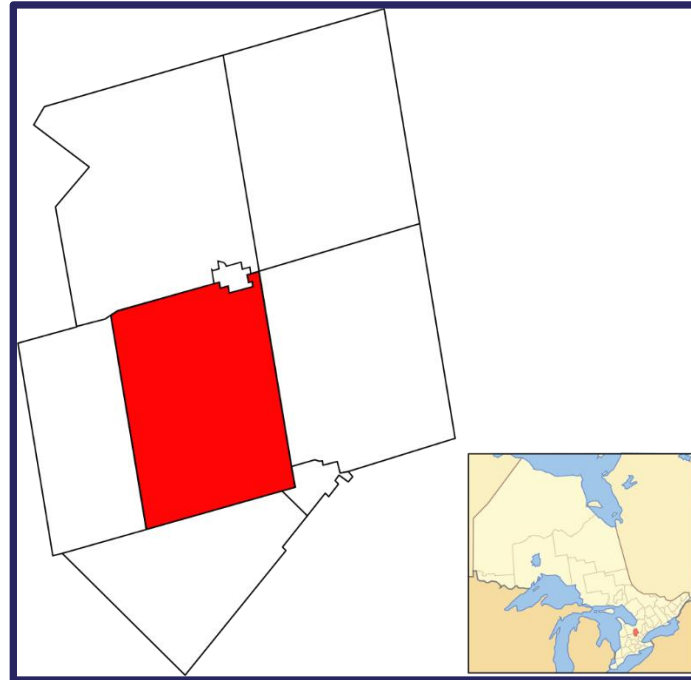
The operating levy is adjusted based on the call volume of the municipalities with the 2024 assessments allocating Amaranth with approximately 20.6% of the budget, East Garafraxa with 16% and the Town of Grand Valley with 63%.

As the town has a fire station within its boundaries, it has a fire prevention program provided by the single Department.

⁸ "Grand Valley, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Grand_Valley,_Ontario

Township of Amaranth

FIGURE #7: TOWNSHIP OF AMARANTH WITHIN DUFFERIN COUNTY



The Township of Amaranth was incorporated in 1854.⁹ Its current population is 4,327 residents with a density of 16.3 people per square kilometre. Amaranth has an anticipated growth rate of 8.85%, bringing the population to 4,710 by 2036.

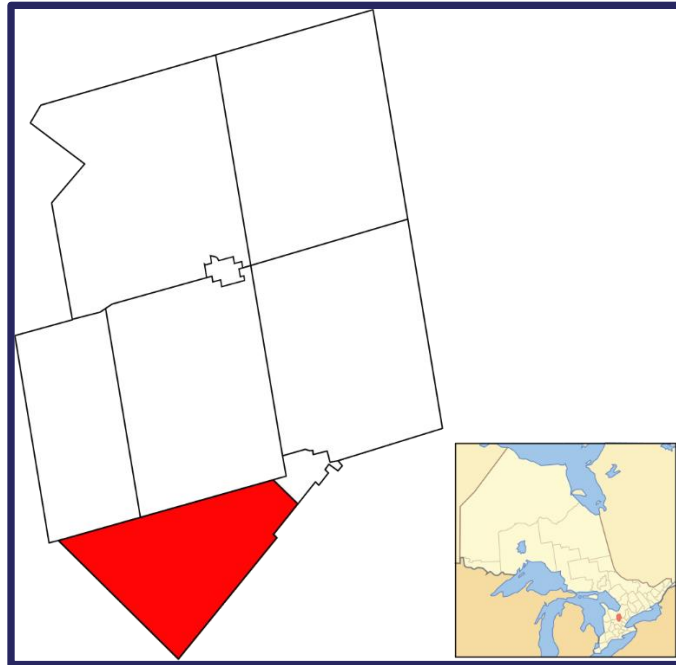
The Township is serviced by three fire departments – OFD, GVDFD, and SDFD. The result is that the Township has three different fire prevention education and enforcement models which can be difficult for property owners to understand.

The Township has two council members each on GVDFD and SDFD Fire Service Boards. Although they do not have formal representation on the OFD, the OFD does annual presentations

⁹ "Amaranth, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Amaranth,_Ontario

Township of East Garafraxa

FIGURE #8: TOWNSHIP OF EAST GARAFRAXA WITHIN DUFFERIN COUNTY



Incorporated in 1869,¹⁰ the Township of East Garafraxa has a current population of 2,794 residents, with a density of 15.5 residents per square kilometre. Its population is expected to grow to 3,180 for a 13.81% increase by 2036.

The Township is served by three fire departments - GVDFD, OFD, and Erin (outside the County border). The result is that the town has three different fire prevention education and enforcement models, which can be difficult for property owners to understand.

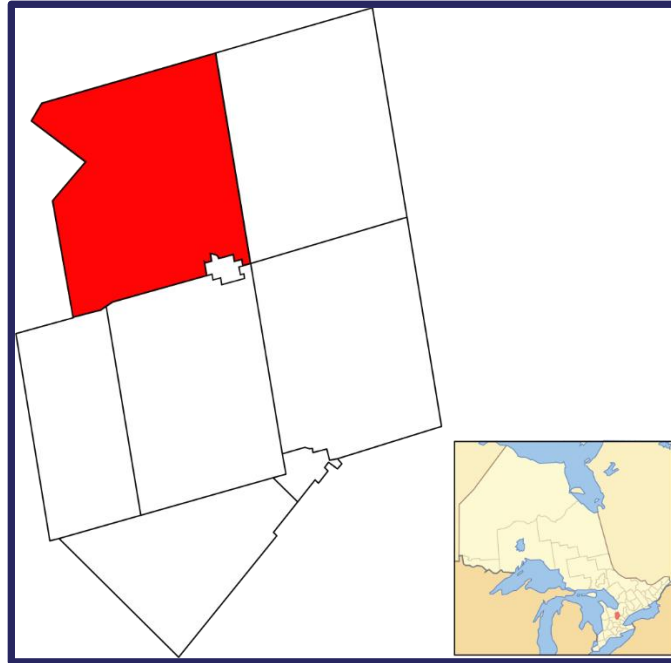
The Mayor and one Councillor sit as board members on the GVD Fire Board.

While the OFD and the GVFD provide annual budgets, the Erin Fire Department operates on an invoicing system based on the number of calls, the apparatus that responded, and the duration the apparatus is present on scene. In one case, a major fire incident consumed the entire annual budget that East Garafraxa had allocated for fire services. Although invoicing per call is a common practice in interjurisdictional agreements, it carries risks, particularly with large-scale emergencies that can quickly deplete allocated funds. As such, a more sustainable agreement should be in place between the two parties to cover large-scale emergencies.

¹⁰ "East Garafraxa." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/East_Garafraxa

Township of Melancthon

FIGURE #9: TOWNSHIP OF MELANCTHON WITHIN DUFFERIN COUNTY



The Township of Melancthon is a rural township in the northwest corner of the County, bordered in the east by Mulmur, Amaranth and Grand Valley to the south, Southgate to the west, and Grey Highlands to the north. Founded in 1853, it was originally part of Grey County until it was transferred to Dufferin County in 1881.¹¹ The Township has a current population of 3,132 residents with a population density of 9.7 people per square kilometre; it is expected to grow to 3,430 at a rate of 9.51% by 2036.

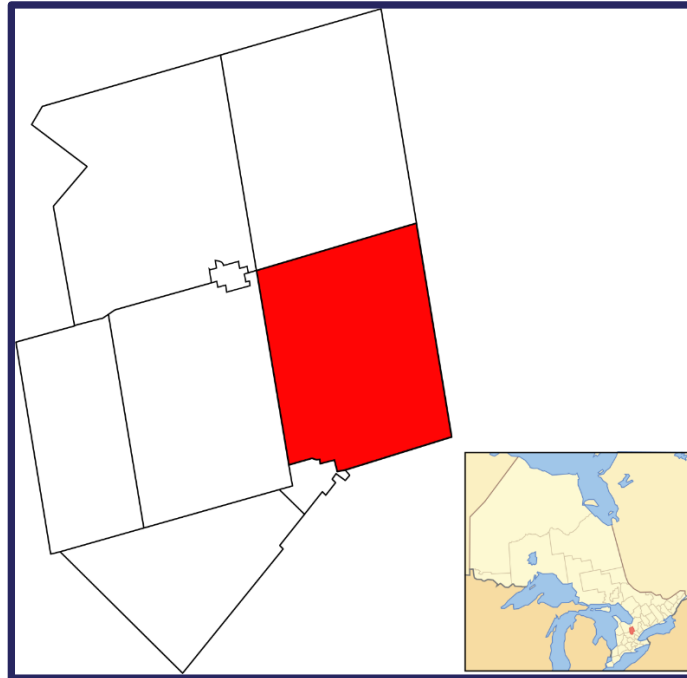
Melancthon is served by the Mulmur-Melancthon Fire Department (MMFD) as well as the SDFD and the Dundalk Fire Department (Township of Southgate, located outside Dufferin County). The result is that the town has three different fire prevention education and enforcement models which can be difficult for property owners to understand. Melancthon has appointed board members to serve on the MMFD and SDFD FSBs.

There is a service contract with SDFD which invoices the municipality at set flat rates. These rates are currently less than the MTO flat rates set by the province (that are updated annually).

¹¹ "Melancthon, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Melancthon,_Ontario

Town of Mono

FIGURE #10: TOWN OF MONO WITHIN DUFFERIN COUNTY



The Town of Mono, originally the Township of Mono, incorporated in 1850, is a rural municipality in the southeast corner of the County, with Amaranth to the west and Adjala-Tosorontio to the east. As a township, it was part of “Simcoe District” (which later became “Simcoe County”) transferring to from Simcoe to Dufferin in 1881. It became the Town of Mono in 1999.¹²

The current population of 9,421 is expected to grow by 4.97% to 9,890 residents by 2036.

The Town is served by SDFD, RDFD, CFD, and OFD. The result is that the town has four different fire prevention education and enforcement models, which can be difficult for property owners to understand.

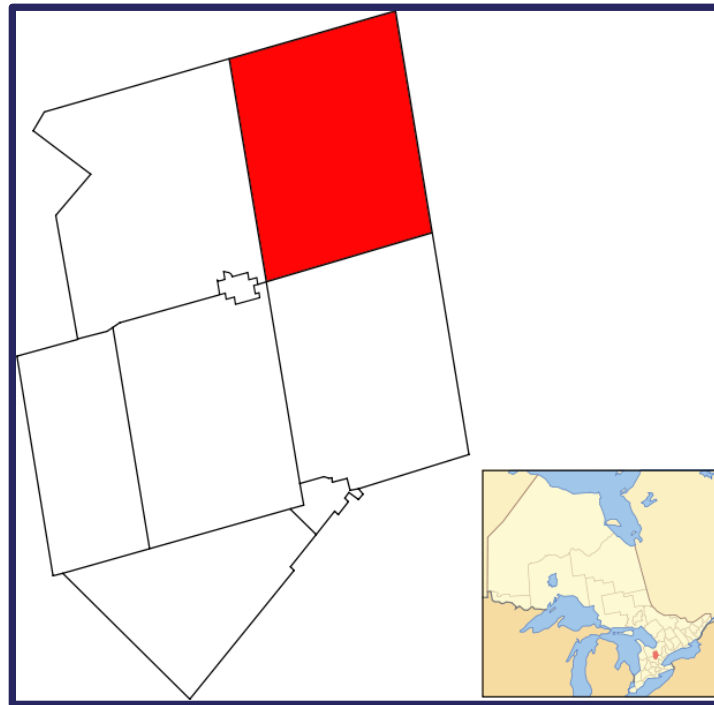
The CFD and OFD provide annual budgets based on the number of calls for the previous year.

The fire service agreement with SDFD was signed in 1991. There was a draft updated agreement in 2012 which has not been signed.

¹² “Mono, Ontario.” Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Mono,_Ontario

Township of Mulmur

FIGURE #11: TOWNSHIP OF MULMUR WITHIN DUFFERIN COUNTY



Incorporated in 1851, the Township of Mulmur is in the northeast corner of the County, straddling the Niagara Escarpment.¹³ Its current population of 3,571 has a density of 12.1 people per square kilometre and is expected to grow by 21.53% to 4,340 residents by 2036.

The Township has two council representatives who sit on three different Fire Service Boards.

The Township is protected by the SDFD, RDFD, and the MMFD. The result is that the Township has three different fire prevention education and enforcement models which can be difficult for property owners to understand.

The Township has challenges developing the budget because each FSB budgets are set differently and do not use the same terminology, making line-by-line comparisons difficult. Further, the FSBs approve their own budgets without Council's approval, which causes concerns when there are large, unexpected increases, including legal fees, and sometimes training.

Each FSB does Capital asset planning differently, making it a challenge for the Town to forecast Capital costs.

¹³ "Mulmur." Wikipedia. Accessed March 25, 2024. <https://en.wikipedia.org/wiki/Mulmur>

Summary of Challenges with Current Operations

Municipalities are legally mandated to provide public education on fire safety and to enforce the Fire Code. This responsibility ensures that residents are informed about fire prevention and safety measures while maintaining compliance with fire safety regulations to protect public health and property.

Section 202 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, allows two or more municipalities to enter into agreements to create a joint municipal service board. This provision enables municipalities to collaborate on establishing and operating such boards for services they deem necessary or beneficial. Municipal service boards cover a range of shared services, including fire services, libraries, arenas, health boards, water collection, utilities, police services, planning boards, and other bodies or local authorities established or exercising any power under any *Act*.

The legislative foundation for collaborative fire service arrangements was established in 1937, when municipalities were first authorized to enter into agreements with other municipalities or entities to deliver fire protection services. This provision laid the groundwork for cooperative fire service partnerships.

Municipal Act RSO 1937, c 226, s 425 Part 4

(4) For entering into a contract with the corporation of any fire brigade other municipality or municipalities for establishing, providing, and maintaining, jointly, a fire brigade, fire halls, fire engines, apparatus and equipment and for the maintenance and use thereof upon such basis as to the distribution of cost as the contract may stipulate.

(a) Each municipality shall issue its own debentures for its share of the capital cost of providing the said fire services, and the provisions of paragraphs 1 to 3 shall be applicable.

Fire Service Boards are long-standing entities that introduce a layer of municipal oversight to what were once independent fire brigades. They represent a model of shared governance, where multiple municipalities collaboratively oversee and manage a shared fire service. This structure enables joint decision-making and resource allocation, reflecting the evolving need for coordinated fire protection across multiple jurisdictions.

It should be noted that stakeholder consultations conducted by EMG revealed a range of perspectives. Some stakeholders support the use of Fire Service Boards, while others believe that Fire Service Boards are no longer an effective governance model in the evolving fire service environment.

Fire Service Board Benefits

Fire Service Boards provide advantages, including granting the municipalities receiving protection a formal role in decision-making regarding service delivery. In Dufferin County, these Boards consist of elected officials from the participating municipalities, who are tasked with keeping their Council and municipal staff informed about issues impacting the fire service. This structure ensures that local governments have a direct voice and vote in the management and oversight of fire services, promoting transparency and accountability in how these critical services are delivered.

In municipalities without an internal fire department, Fire Service Boards provide a mechanism for them to have a say in the fire services being delivered. For some long-standing Fire Service Board members, it is seen as a way to control expenses, while keeping their expectations in the forefront. They also believe that, with years of experience, they have a deep understanding of fire service leadership and management.

Fire Service Board Challenges

While members of FSBs generally support the FSB model, CAOs and Fire Chiefs often express concerns regarding its governance and effectiveness. Some of these challenges arise from the independent nature of the fire departments involved, which can lead to lower levels of coordination and integration among them.

Challenges

Under a Fire Service Board (FSB) model, the municipal Chief Administrative Officer (CAO) lacks authority and control over the Fire Chief, the fire department, or their activities, since the Fire Chief reports directly to the FSB. As a result, it is believed that FSBs do not offer the same level of oversight and accountability as a reporting structure that includes direct oversight by a CAO.

An establishing and regulating by-law (E&R) is a municipal council document that outlines policies for fire departments. It can be used to show how the municipality delivers fire protection services it has determined are necessary according to its needs and circumstances, as is required by the *Fire Protection and Prevention Act, 1997 (FPPA)*. The E&R By-law outlines the type and level of training required for fire department personnel. However, some municipalities serviced by the Fire Service Boards either lack an E&R By-law or have outdated versions, as they may not perceive themselves as directly responsible for fire services. This can result in inconsistencies in training and service standards across municipalities, creating gaps between the level of service that municipalities believe they are receiving and the actual level of service provided.

Several Chief Administrative Officers (CAOs) have noted that the fire service agreements between the Fire Service Board (FSB) and the municipalities have not been reviewed by legal services, and most have not been updated in many years.

Another concern is that FSB policies may not comply with provincial legislative requirements, such as those related to the *Accessibility for Ontarians with Disabilities Act (AODA)*, human resources, financial reporting, purchasing, and health and safety. Although municipalities do not have direct responsibility for the FSB, they still bear some level of responsibility, which could expose them to potential liabilities or financial obligations related to the FSB's operations.

Politicians who serve on FSBs often lack a background in firefighting, fire operations, or fire administration. Despite this, it was suggested that some boards try to involve themselves in operational matters, which can create challenges given their limited technical expertise.

Additionally, board members often lack experience in human resources management yet they are involved in managing HR issues. Each FSB has its own set of human resource policies, leading to a lack of consistency in how personnel matters are handled across different boards. FSBs are a strategic governance mechanism, not a director of tactical operations.

In one case, the Fire Service Board hired an administrative support person who reports directly to the FSB rather than the Fire Chief. While the Fire Chief requires administrative support, any work requests from this position need to be directed to the FSB. This reduces the Fire Chief's ability to provide direction and accountability to the role, without going through the FSB for authorization.

Independent FSBs often exhibit inconsistencies in planning among fire departments. Some departments have comprehensive strategic or master plans that outline a 10-year vision, while others lack any formal documentation or strategy.

Additionally, some FSBs operate without a cohesive financial plan or strategy, complicating municipal budget planning. This issue is exacerbated when a municipality is served by multiple fire departments, each with its own budgeting system.

FSBs within Dufferin County are relatively small organizations and typically lack internal administrative structures, including finance, human resources, and IT departments. To address

these needs, many FSBs contract these services from their local municipalities on a part-time or as-needed basis.

Some FSBs have not established capital reserves for apparatus or building expenditures. Fire apparatus that are used in suppression, including engines, pumpers, aerials, and tankers, typically have a lifespan of 20 years (or 25 years with recertification) and require financial planning. While buildings have much longer life spans, it is reasonable to anticipate the needs for capital repairs, expansion, and building replacement. This creates a concern for some municipalities when a large capital item is added to the annual budget.

This lack of capital reserves also poses a challenge when existing fire stations may not comply with current health and safety standards. For example, inadequate space may force bunker gear to be stored on the apparatus floor, and the absence of air filtration or exhaust extraction equipment can compromise the safety and well-being of fire service personnel.

Within the county, some fire departments invoice insurance companies for costs related to motor vehicle collisions or structure fires, while others do not utilize this practice. When different processes exist within a single municipality, it can create conflict. For instance, if one resident gets an invoice but others do not it highlights a lack of consistency in billing practices. Invoicing of insurance companies is becoming increasingly common as fire departments struggle with budget containment from the municipalities.

Taxpayer equality has emerged as a challenge in some communities served by multiple fire services. Disparities in service billing and funding can lead to uneven distribution of costs and benefits, creating inequities among taxpayers who may receive different levels of service or pay varying amounts for fire protection. For example, some residents may pay for full-time firefighters while others are served by volunteers, and the service levels provided by volunteer fire departments can vary significantly.

It was noted that municipalities and municipal purchasing groups might achieve cost savings (through a joint purchasing program) compared to FSBs that make purchases independently. By pooling resources and leveraging collective buying power, municipalities can often secure better prices and terms for equipment and services.

In communities served by multiple fire departments, inconsistencies in issuing burning permits and enforcing fire bans can create problems. For example, suppose one fire department imposes a burning ban while another does not. In that case, residents may express dissatisfaction if their area is subject to the ban while neighbouring areas are allowed to burn. One municipality tried to implement a unified burn permit form but faced significant challenges in getting the various fire departments to agree on its design and usage.

Some Fire Service Boards (FSBs) do not provide formal annual reports, resulting in a lack of detailed information about service performance and activities for the councils. This issue is more complicated for those fire departments from outside of the County serving these municipalities. For the FSB that are providing reports, there is not a common template, therefore, extracting information from multiple reports can be complex and not necessarily comparable. Some CAOs have expressed concern that the minutes of FSB meetings may lack transparency and may not capture all discussions. This can leave municipalities without a complete understanding of current or upcoming issues, impacting their ability to stay informed and engaged with the fire service's operations and challenges.

As each of the fire departments operates independently, there is a lack of consistency in the types and uses of equipment across the various departments. This variation can lead to inefficiencies and challenges in coordinating responses and standardizing practices. As fire departments may be responding to the same call using different types of equipment, which can result in situations where firefighting staff are not trained in or familiar with the equipment used by other departments. This issue also extends to radio systems, leading to communication breakdowns at fire scenes where multiple departments are present.

Current response boundaries were established according to historical municipal borders, including those that are no longer in place as municipal restructuring has taken place.

Suburban and rural areas require different firefighting tools due to their distinct characteristics. For example, a suburban municipality may benefit from an aerial device to fight fires in a multi-storey building, however the rural surrounding communities may not see the benefit to the same degree. If a fire department serves both a suburban and rural area, there can be conflict between fire service board members over who pays for the equipment. In some cases, rural municipalities may be required to pay a portion of the expense despite not needing that piece of equipment for their residents. In these cases, disagreements can cause delays in obtaining the required equipment.

There are ownership issues surrounding FSBs.

- If FSBs are dissolved, the municipality where each fire department is located would take on responsibility for its own operations, finance, human resources, and other aspects. This shift could be beneficial, but whether municipalities would welcome this change depends on their individual circumstances and preferences..
- Municipalities served by contracting fire prevention and protection services may no longer have a direct say in the department's strategic direction. Therefore, new agreements would need to be negotiated.

- In one instance, the ownership of various parts of the building varies depending on the municipalities providing funding at different levels. Some municipalities claimed a percentage of ownership of vehicles, while one FSB has indicated ownership of these vehicles rests with the FSB itself rather than the contributing municipalities.

County Operational Issues

Fire Prevention

Fire prevention encompasses both public education component and inspection components. It is the responsibility of the municipalities, rather than the FSBs, to fulfill these legislative requirements to provide fire prevention.

Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4, Part II

Municipal Responsibilities

2(1) Every municipality shall,

(a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and

(b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Regulations include the “certain components of fire prevention” to include inspections of vulnerable occupancies. It also included inspections of other properties upon issue identification or request.

The primary challenge in complying with the *FPPA (S.O. 1997)* in this context is the responsibility for fire prevention services in municipalities that do not have their own fire departments. Many municipalities assume that fire departments are handling fire prevention but lack specific details. For example, some municipalities have minimal or no formal documentation regarding their fire department's fire prevention efforts. Additionally, some agreements between FSBs and municipalities lack clauses on fire prevention, leaving the FSBs not obligated to provide these services, as legislation assigns this responsibility to the municipalities.

When fire prevention programs are in place, they are often not coordinated among the multiple fire departments serving the municipality. As a result, different response areas within the same municipality may experience varying levels of fire prevention.

In some cases, the municipalities simply relied on the FSBs to ensure fire prevention was being provided without understanding what was provided, by whom, and to what extent.

Except for Orangeville, Fire Prevention Officers are typically volunteer firefighters who take on this additional role while maintaining their full-time jobs. As a result, their time may be limited, particularly when they are responsible for multiple municipalities. This dual commitment can impact their availability and effectiveness in performing fire prevention duties.

Further, some of the members of the fire departments who are doing inspections do not have the formal training and certification to do so.

The Office of the Fire Marshal (OFM) has prioritized fire prevention, recognizing that the actions of residents before the fire department arrives are crucial in determining whether injuries or fatalities occur. Therefore, fire prevention must be a key focus in the recommendations and actions resulting from this fire service review.

Training

All firefighters in Ontario, whether career or paid-on-call (often referred to as volunteers), must meet minimum training requirements to ensure their health and safety. This training requires hundreds of hours of training as well as ongoing training to improve and maintain skill sets during their career as a firefighter. These long training hours impact the availability of some to volunteer and some of those who get certified look to become career firefighters in other jurisdictions.

The new standards also require more time, planning, and skill of those who provide the training. Training officers must now train to standards and ensure that the documentation is highly specific and detailed. Being a training officer in today's environment requires experience mixed with an academic understanding of fires, risks, and the learning patterns of the audience. In smaller fire departments, Fire Training Officers were often volunteers who, despite lacking extensive formal firefighting education, gained their expertise through years of on-the-job experience.

This situation has created challenges in ensuring that all firefighters meet certification requirements set to take effect on July 1, 2026, and the new technical rescue training standards scheduled for July 1, 2028. To address these challenges, some Fire Service Boards (FSBs) have engaged private firefighting academies to provide the necessary training and certification.

A larger, county-wide fire service could potentially have the resources to employ full-time training officers, ensuring that firefighters receive the highest quality training available.

Radio System Upgrade

A common concern raised during stakeholder consultations was the lack of a unified radio system, currently there is a mix of analogue VHF radios and digital communications across various fire services. This inconsistency hampers the ability of fire departments to communicate effectively with one another, which is especially problematic given the frequent mutual aid calls.

Developing a common, modern radio system is a costly undertaking that FSBs have failed to agree upon. Additionally, the situation is further complicated by the fact that each FSB maintains independent contracts for fire service dispatching, adding another layer of disjointedness to the communication process. Some FSB members suggested that an upgraded radio system be the county's responsibility, as the cost of such an upgrade is beyond their individual budgets and the County could ensure consistency across the municipal boundaries. Due to the federal requirement to implement the Next Generation 9-1-1 upgrades, the dispatch centres may mandate that their downstream clients (fire departments) move to digital radio systems. This will place a significant cost on the FSBs that some have been trying to avoid or delay.

Support for Fire Victims

A concern with the current governance model is that fire departments do not make use of available support for fire victims. Many individuals affected by fires are not referred to County Social Services or provided with preliminary resources to aid their recovery. Improving the coordination of services for these individuals is crucial to ensuring they receive the necessary support and assistance in the aftermath of a fire.

Costs

A common concern is that municipalities are reluctant to subsidize other municipalities. Small municipalities are wary of covering the higher costs associated with larger communities, while the larger communities resist bearing the costs of the smaller communities. The county has the authority to adjust tax rates based on the level of service provided.

Additionally, there is concern that new residents moving to the county from the Greater Toronto Area expect a standard of fire service similar to what they were accustomed to, adding pressure to meet these expectations.

Unionization

There is concern about the potential for volunteer firefighters to unionize and how this might impact fire service costs. One question raised is whether a county-operated fire service could increase the likelihood of unionization. Additionally, there is apprehension that, even without

unionization, volunteer firefighter pay rates might rise to the highest level in the country.

Tiered Response

In various communities, a common issue raised is the role of volunteer firefighters in responding to medical calls, particularly when paramedics often arrive more quickly. This raises questions about the efficiency and necessity of having volunteer firefighters attend these calls, given that paramedics are better resourced to provide pre-hospital medical care. Additionally, there are concerns about the financial costs incurred by fire departments for handling these medical emergencies. Fire departments, whether volunteer and composite, encounter higher costs associated to tiered response protocols. While it is challenging for smaller individual fire departments to negotiate tiered response protocols with the Ontario Ministry of Health a unified county-wide plan might provide greater leverage in these negotiations.

Financial Accountability

There is concern by both CAOs and FSB members that there should be caution about moving fire services to the County level, as many have a concern that the County is not as accountable to the taxpayers in the same way lower tiers are, and therefore, expenses are less controllable. It should be noted, however, that some of the FSBs have delayed expenditures or avoided expenditures that will need to be made, regardless of the delivery option selected and that there will be significant costs attached.

Recruitment and Retention

Volunteer firefighting faces a growing challenge with recruitment and retention, as many experienced firefighters approach retirement and recruits often seek to improve their resume as they seek full-time career positions in other jurisdictions. New training standards demand that volunteers commit to longer training hours both initially to achieve certification and ongoing to meet the demands of the job.

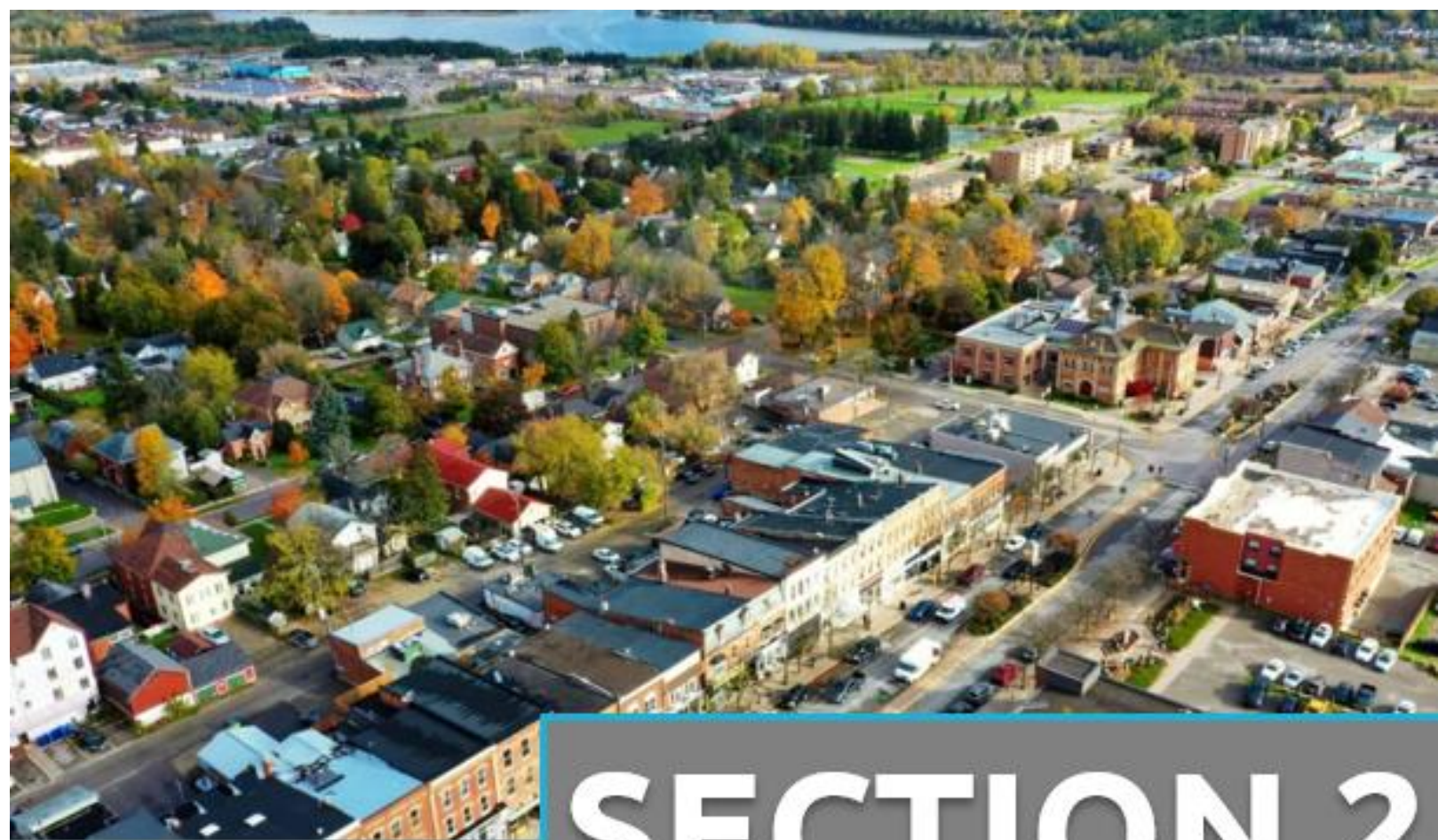
Additionally, residents who are busy with careers and family commitments, or who commute outside their community for work are finding it increasingly difficult to dedicate the time and effort required to be effective volunteer firefighters.

Other Concerns

Other points identified by EMG during the interview/review process include:

- Annual fire reports lack consistency due to the absence of a standard template.
- HR issues at non-municipal fire services often depend on the skillset of the Fire Chief, unless the FSB has an agreement with a municipality to provide HR support.
- Health and Safety protocols vary among fire services and lack consistency.

- Some believe that FSBs do not hold the fire chiefs accountable in the same manner as municipalities do. For example, certain FSBs have not conducted regular performance appraisals of the fire chiefs. Many CAOs feel that having fire chiefs report within the municipal structure increases accountability.
- As indicated by one FSB member, equipment needs can vary significantly between communities; for example, an aerial truck may be essential for one community but unnecessary for another. Consequently, more rural communities are reluctant to fund equipment they do not require. This concern has already been contentious within one FSB and is likely to persist regardless of the fire service model employed.



SECTION 2

Governance

SECTION 2: GOVERNANCE

Governance Model Overview for each Fire Department

Of the municipalities serving the County, there are four Joint Fire Service Boards and one municipal fire service.

Shelburne and District Fire Department – Fire Service Board

The Town of Shelburne has two representatives from five municipalities – Shelburne, Amaranth, Mono, Melancthon, and Mulmur – that sit on the Fire Service Board. The Town of Shelburne pays for 56.43% of the fire service budget, while the other four municipalities are responsible for the remaining 43.57%.



The SDFD has a full-time Fire Chief, a paid on-call deputy chief, and 28 paid-on-call firefighters (approved complement of 35 paid-on-call firefighters). The SDFD provides fire prevention for all five municipalities within the Board. Of the annual calls for service, most of the calls for service come from Shelburne at over 50% of the total call volume¹⁴.

“2024 Cost sharing breakdown” indicates that of the five-member municipalities, Amaranth pays 16.5%, Melancthon pays 15.1%, Mono pays 11.2%, Mulmur pays 9.4% and Shelburne pays 47.8%.

Grand Valley District Fire Department – Fire Service Board

The GVDFD FSB has six members, two each from the Township of Amaranth, the Township of East Garafraxa, and the Town of Grand Valley.

This Fire Service Board has been progressive in having a Fire Master Plan completed to review the current operations and look towards to the future.



Based on annual call volume averaged over three years, the Town of Grand Valley provides approximately 63% of the budget, Amaranth 21%, and East Garafraxa 16%.

¹⁴ Fire Chief Ralph Snyder. “Shelburne & District Fire Department 2022 Annual Report.”

Rosemont Fire Department – Fire Service Board

Rosemont & District Fire Department (RDFD) serves portions of the Town of Mono, the Town of Mulmur, and the Township of Adjala-Tosorontio (located in Simcoe County).



The 2024 operating budget indicated that costs are distributed as follows: 22% to Adjala-Tosorontio; 26% to the Town of Mono, and; 52% for the Township of Mulmur. The Fire Service Board (FSB) consists of six board members, with two members from each municipality. However, the Mulmur board members receive two votes each, resulting in Mulmur having four (50%) of the eight votes.

It should be noted that the Town of Adjala-Tosorontio, which also has its own municipal fire department, is examining the costs of participation in the Rosemount FSB, versus the coverage received.

The fire department responds to approximately 120-140 calls annually, with about 35% of these being medical emergencies.

The fire department is 100% compliant with the new training standards for firefighters, however, the specialized rescue standards that take place in 2028 will be challenging to meet.

The FSB has a capital budget reserve for apparatus but not for the station. As a cost containment strategy, Rosemont purchases standard commercial fire truck models to do the job rather than custom built trucks which have higher purchase costs.

Mulmur-Melancthon Fire Department – Fire Service Board

Mulmur-Melancthon Fire Department (MMFD) services the north portion of Mulmur and a portion of the north area of Melancthon. This board was created in 1982. The FSB is made up of two Councillors from each municipality.



The fire service has 27 approved firefighter positions, including the fire chief. The Fire Chief is a part-time (volunteer) chief, where the focus is operations, making fire prevention and inspections a challenging add on to the role.

The Town of Mulmur provides the financial and HR services for the FSB through a contract. The town does not have an individual for HR, so the town treasurer provides a dual role.

The Fire Department did 89 calls in 2023, of which 23 were in Melancthon, 66 in Mulmur. Approximately 50% of the calls are medical tiered response calls.

Operational costs are shared based on past call volume, with Mulmur covering 76% and Melancthon covering 24%. Capital costs are split evenly between the two municipalities at 50/50%. As there are separate operational and capital funding agreements, any surplus in operational funds at the end of the year cannot be transferred to capital reserves.

In 2010 the Fire Service Board passed a by-law that has stipulations to be followed if the Board is to be dissolved.

- Two years written notice is required
- Any debt incurred by the municipality to the department remains the property of the fire department
- Any assets, including reserves contributed by the municipality to the department shall remain the property of the department.
- If the department is completely dissolved, the realized value of assets is to be split on a 50/50 basis between the two participating municipalities.

Orangeville Fire Department – Member Municipality

The Orangeville Fire Department is directly operated by the Town of Orangeville and provides fire services to Amaranth, Mono, and East Garafraxa under contract, with annual pricing set by the Town of Orangeville. The OFD has established an Advisory Board for these municipalities to participate in; however, the board's role is limited to sharing information and there is no authority or responsibility beyond that.



In 2023, statistics indicated that 1,444 calls were responded to within Orangeville, 226 in Mono, 76 in Amaranth, and 59 in East Garafraxa

The Department has a Fire Chief, Deputy Chief, 20 full-time firefighters, 32 paid-on-call positions, and two training officers.

The OFD fire prevention division has a targeted plan for each of the response areas they have, with a focus on things like vulnerable occupancies, education, etc.

Having two training officers has allowed them to meet provincial training standards in advance for 100% of its staff.



SECTION 3

Options

SECTION 3: OPTIONS

Option 1: County-Run Fire Department (Single Department)

This option offers the greatest potential for consistency, accountability, and improvement in the fire service. Each municipality has representation and voting rights on the county council.

Some concern was expressed that areas being served by volunteers should be taxed at a rate less than those being served by career firefighters. The County has the capability to area-rate taxes, allowing fire service taxes to be based on the level of service received. This means that while the lower-tier municipalities would collect the taxes, they would not be responsible for setting the county tax rate. This arrangement would reduce the burden on municipalities to directly tax for fire services.

The County, being the larger jurisdiction, would have fewer challenges integrating the staff of the fire departments across the county.

The County has a Chief Building Official who serves many of the smaller municipalities and needs to work closely with the Fire Inspectors. Currently, fire inspections are conducted differently by various departments, which presents a challenge. However, with a unified fire service, there would be a consistent fire inspection program across all departments.

The larger fire department would benefit from economies of scale and its experience to operate more effectively. A single fire department would also allow for joint procurement of equipment and apparatus. Currently, there is no standardization for equipment, such as self-contained breathing apparatus. Joint procurement would save money and reduce the time spent on training.

Challenges

The primary issue heard from the FSB members is that there is a lack of trust in the county, which is unusual as the county council is made up of representatives from each municipality.

A fear was expressed that the county, being a large organization, would increase the fire service costs with bureaucracy. One CAO stated that they assumed costs would increase with a county-run service, but that the quality of the fire service would also increase.

Other FSB members were concerned about losing responsibility for the fire department operations, which is not an FSB responsibility. FSBs should be governance-focused, not operationally focused.

It would be critical to the process that a high level of consultation with the lower tier municipalities be part of the transition plan to provide reassurances of maintaining the fire service and how cost containment will be reflected.

It must be noted that some factors, such as upgrading the radio communications system and ensuring firefighters meet the new certification standards, will have a cost attached, regardless of the governance model.

Sub-Option

A sub-option to the county's assumption of fire services is for the county to assume governance and operations for the fire departments that are currently under a fire service board while leaving the Town of Orangeville to operate municipally as they currently do. This option recognizes the financial differences between operating paid on-call fire departments versus a fire department with many career firefighters.

Option 2: Single Fire Department (Orangeville) for the Entire County

Benefits

Note: The benefits of Option 1 and Option 2 will be the same, as both consist of the operation of a single fire department.

Since the OFD is the largest and most adequately staffed department, one option would be for the OFD to take over the operations of GVDFD, SDFD, MMFD, and RDFD, and then invoice the individual municipalities for the services provided.

While this option creates consistency across the county, the municipalities lose the ability to have any control as the OFD would set the pricing and operations. Municipalities would simply pay the invoice. Having said that, OFD has been an effective and efficient fire department, so there shouldn't be too much concern about expenditures being inappropriate.

The staffing hours and budget currently allocated to multiple fire chiefs could be reassigned to other roles, such as Fire Prevention and Training. This would enable the Fire Prevention program to deliver a consistent message, standardize processes (e.g., inspections, development plan approvals), and ensure uniform enforcement across all jurisdictions. For supervision, a single full-time district chief could be assigned to oversee the four smaller stations.

The County has a Chief Building Official who serves many of the smaller municipalities and needs to work closely with the Fire Inspectors. Currently, fire inspections are conducted

differently by various departments, which presents a challenge. However, with a unified fire service, there would be a consistent fire inspection program across all departments.

The OFD, with its existing staff of over 20 full-time employees, would be well-positioned to effectively manage a small number of additional full-time staff required to manage the outlying areas of the county. As a composite fire department, OFD already has strong part-time on-call experience that could be expanded across the county.

The larger fire department would benefit from economies of scale and its experience to operate more effectively. A single fire department would also allow for joint procurement of equipment and apparatus. Currently, there is no standardization for equipment, such as self-contained breathing apparatus. Joint procurement would not only save money but also reduce the time spent on training.

Additionally, while the fire department's digital radio system would need to be expanded, the associated costs could be distributed among the lower-tier municipal members.

Challenges

The Town, although the largest municipality in the county, would be required to add a sizeable (in excess of 120) part time employees to the town's complement of staff. This would require, an investment of time and resources within the HR and payroll functions.

With a Town of Orangeville model, other municipalities would lose their perceived control over budgeting and operations. The municipalities currently being provided contract services through the OFD are all pleased with the level of communications and the budgeting methods in place.

Option 3: Municipal Operations

In this option, OFD remains the same while the other three fire service boards (Grand Valley, Shelburne, Mulmur/Melancthon, and Rosemont) would become municipal departments (i.e., managed by their municipality).

In this model, the fire chief, along with the firefighters, become employees of the municipality responsible for the fire service. The Fire Chief would report to the CAO, but also have direct access to the municipal services such as HR, finance, and IT.

The municipality would be responsible for creating fire service agreements with the neighbouring municipalities for which fire service is provided. This agreement would include a financial model that defined how invoicing for the services would take place. Using OFD, as an

example, a line of communication is developed through annual presentations and education for the neighbouring municipalities.

Benefits

- Clear reporting hierarchy within the municipality.
- Transparency within the governance.
- Reduction of inter-municipal conflicts over budgeting that can delay the purchase of needed equipment.
- Provision of services through E&R By-laws is more accessible with a single fire chief, as opposed to a Fire Service Board composed of multiple council members with potentially little fire service background and differing opinions.

Challenges

The largest challenge with this model is that it does not address the inconsistencies currently seen with the FSB model. Most municipalities would still be served by multiple fire departments with differing levels of service, including fire prevention and fire suppression.

Some smaller municipalities that depend on others for fire services worry about lacking direct control over the fire department's finances, which they believe they have control over through the FSB.

One challenge identified was determining the division of ownership and compensation for the current fire stations, apparatus, and equipment among the member municipalities. An example given was in Shelburne, where the original portion of the fire station was built by the home municipality, but each of the member municipalities contributed to the expansion and renovation of the station. The question is how much the home municipality would pay to the FSB member municipalities for their contribution to the expansion.

Further, some FSB members may not wish to dissolve the FSB, so the issue of the process would have to be designed. Having one or two FSBs transfer to a municipal model will see benefits in those communities, but if some FSBs remain, some of the outstanding issues remain in those locations.

A sub-option suggested was for the County to assume the Fire Prevention roles throughout the region while maintaining the current fire services structure. This approach would address key issues but leave lower-tiers municipalities responsible for fire response.

Option 4: Status Quo with Recommendations

Status Quo implies that the Orangeville Fire Department remains under the municipal model, while the remaining fire departments remain operated by fire service boards.

Suppose FSBs are to be maintained in one or more jurisdictions. In that case, it is recommended that formal contracts should be made between the FSBs and the municipalities they serve, including a clear description of the level of services they will provide, including fire prevention education, fire code inspections and enforcement, fire department response to what type of calls, levels of service provided (e.g. technical rescue services), and reporting responsibilities.

There should be a standardized training program for Board members and CAOs to ensure the fire departments are appropriately administered.

A formal GIS study must be completed to rectify inconsistencies with municipal boundaries and provide more accurate fire protection. Current response boundaries are established according to historical municipal boundaries, including some that are no longer in place.

A sub-option suggested was for the County to assume the Fire Prevention roles throughout the region while maintaining the current fire services structure. This approach would address key issues but would leave the lower-tier municipalities responsible for fire response.

Challenges

Maintaining the current model would preserve all existing challenges, including inconsistencies in fire suppression, multiple fire prevention programs within a municipality, lack of coordination between fire services, and increasing difficulties as new standards for firefighting and technical rescue are introduced. While remaining with the current method of governance would involve less immediate change and delay expenditures, the ongoing challenges of FSBs will persist, and cost increases are unavoidable in the long term.



Conclusion & Final Comments

CONCLUSION AND FINAL COMMENTS

All the options presented have their respective benefits and challenges. Although EMG has identified a fourth option for maintaining the status quo, we are not recommending it. The ongoing inconsistencies with the FSBs appear to be the primary concern during EMGs review and interviews with municipal and fire staff.

Similarly, option three retains many of the current challenges and places a significant burden on small municipalities with limited administrative infrastructure.

During EMGs review of the Community Risk Assessments, inconsistencies were observed in which some of the risks are being addressed. These appear to arise from the varied governance of way fire services by the FSBs and individual towns. To resolve these challenges, there needs to be a unified system in place, allowing CAOs, Fire Chiefs, and Councils to exercise direct control over the services provided to their communities.

Currently, the situation is fragmented; some communities operate under FSBs, others have fire service agreements, and some have a combination of both. Only Orangeville has a municipally operated fire service.

The FSBs have played a crucial role in the fire service over the years and have served their communities effectively. However, as regulations and legislation requirements increase, reducing the number of governance organizations could lead to a more efficient and effective fire service for each community. This approach would not diminish the importance of town councils or their involvement in providing fire services to their communities.

EMG's opinion is that a single operational model should be adopted, based on the recommendations previously proposed. This would establish a more defined reporting and operational system for all parties involved, consistency of fire operations and fire prevention, and improved accountability.



**CORPORATION OF THE TOWNSHIP OF MELANCTHON
MOTION**

Date: **May 2, 2024**

Moved by **McLean**

Seconded by **Neilson**

Be it resolved that:

The Council for Melancthon Township dissolve the Horning's Mills Community Park Board and Corbetton Park Board effective July 15, 2024;

And further that the Council for the Melancthon Township establish a new Melancthon Park Board that will oversee the activities and upgrades at the Horning's Mills Community Park, Corbetton Park and the Township properties in Riverview;

And further that a new Terms of Reference be created by the Board, to reflect the new Board;

And further that the membership on the new Board will be expanded to include 7 members of the public and 2 members of Council with recruitment of the new Board to begin on July 15, 2024.

Recorded Vote

Yea

Nay

Mayor Darren White
Deputy Mayor James McLean
Councillor Ralph Moore
Councillor Bill Neilson
Councillor Ruth Plowright

Carried/Lost: _____
MAYOR DARREN WHITE

***Tabled to a future Council meeting**