



Agenda
Economic Development Committee
April 17, 2025 9:30 AM

Meeting Details

Phone Connection: 1 647 374 4685 Canada / 1 647 558 0588 Canada
Video Connection: <https://us02web.zoom.us/j/84602248258>
Meeting ID: 846 0224 8258

1. Call To Order

2. Approval Of The Agenda

Recommendation: That the agenda be approved.

3. Minutes Of The Previous Meeting

Recommendation: That the minutes of March 17, 2025 be approved.

4. Disclosure Of Pecuniary Interests

If any member has a disclosure of pecuniary interest (direct or indirect) they can declare the nature thereof now, or at any time during the meeting

5. Administration

5.1 BEA Nominations

5.2 2025 Mulmur Spring Market

5.3 2025 Mulmur Garage Sale

5.4 2025 Year End Market – December 13 2025 @ MOC

5.5 Dufferin Board of Trade Business Survey Results

6. Items For Future Meetings

6.1 Mulmur 175

6.2 EDC Breakfast / Business Event

6.3 Honeywood Arena Business / Corporate Fundraising

7. Adjournment

Recommendation: That the meeting adjourns at _____ to meet again on _____, or at the call of the Chair.



**Economic Development
Committee Minutes
March 17, 2025 – 9:30 AM**

Present: Darryl Stansfield, Chair
Lisa Thomson
Diana Morris
Savannah Rogers
Roseann Knechtel, Secretary

Regrets: Kim Lyon

1.0 Call to Order

The Chair called the meeting to order at 9:31 a.m.

2.0 Approval of the Agenda

Moved by Thomson and Seconded by Morris

That the agenda be approved.

Carried.

3.0 Minutes of the Previous Meeting

Moved by Morris and Seconded by Thomson

That the minutes of January 16, 2025 are approved.

Carried.

4.0 Disclosure of Pecuniary Interests - None

5.0 New Business

5.1 Mulmur 175 Committee

Members discussed Mulmur 175 logo, branding and potential events with incorporated economic development initiatives. Staff will commence contacting user groups and businesses to promote Mulmur 175 events and sponsorships in May/June 2025.

Members recommended the Mulmur 175 main event be hosted in the summer and not to interfere with previously organized events in surrounding areas.

5.2 2025 Mulmur Spring Market

Members confirmed the spring market date of Friday May 31, 2025 at Superburger. Staff are to commence promotion and vendor registration.

A second market is to be hosted in the winter at the Mansfield Outdoor Centre (MOC) as a holiday/winter market. Members suggested the market be made part of a larger attraction and avoid competing with the Museum of Dufferin's Hidden Treasurers event. Staff will contact MOC to confirm availability and dates.

5.3 2025 Mulmur Garage Sale

Members confirmed the event be changed to a one-day sale on Saturday June 7th. Donations are being accepted for those unable to participate, with proceeds going towards the Honeywood Arena.

5.4 Honeywood Arena Business/Corporate Fundraising

The Fundraising Faceoff Business Initiative has been sent to local businesses. Lennox Farms has confirmed they will be running a give-back campaign for the month of June.

6.0 Information Items - None

7.0 Items for Future Meetings

- **2025 Year End Market**
- **2025 Spring Market**
- **EDC Breakfast / Business Event**
- **BEA Nominations**
- **Mulmur 175**
- **2025 Mulmur Garage Sale**

9.0 ADJOURNMENT

Moved by Rogers and Seconded by Thomson

That the Economic Development Committee adjourns the meeting at 10:17 a.m. to meet again on April 17, 2025 at 9:30 a.m. or at the call of the Chair.

CARRIED.

Celebrate Dufferin. Celebrate Canada!

The Business Excellence Awards (BEAs) are a decades-long tradition that celebrates exceptional businesses, nonprofits, and business leaders in Dufferin County. This year, we are focusing on our community and our country — recognizing those who are **proudly Canadian** and **proudly Dufferin**. These awards highlight local excellence and celebrate the dedication of individuals and organizations that contribute to the growth and well-being of our community, all while fostering a deep sense of pride in operating a business in Dufferin, Ontario, Canada

Our award nominees are proudly Canadian and proudly Dufferin, dedicated to supporting and strengthening the local community. They embody their corporate values, demonstrate resilience through challenges, and actively contribute to making Dufferin County a better place to live and work. Their commitment to local success reflects the spirit of Canadian innovation, generosity, and community pride. Nominations are open to both DBOT members and non-member businesses located in Dufferin County. Nominees will be celebrated, and winners announced at the BEA Gala on May 29th at Best Western in Orangeville.

2025 Award Categories include:

- **Business of the Year**
- **Small Business of the Year**
- **Nonprofit of the Year**
- **Businessperson of the Year**
- **New Business Award**
- **Local Impact Award**
- **Chairman's Award**

Nominate the outstanding local businesses &/or nonprofits you've come to know and love before April 30th. Help us highlight those who go above and beyond to make our community thrive. Winners will be announced our Red & White BEA Gala evening, May 29th at Best Western, promising an unforgettable celebration of excellence.

Nominations closed on April 30th, 2025.

Nomination Criteria:

You can nominate a business in more than one category. Nominations are open to all businesses within Dufferin County or to DBOT members from nearby communities. Please complete a separate nomination form for each business you would like to nominate. If you were a winner last year (2024 BEAs), you cannot be nominated in the same category again this year.

Business of the Year

This award recognizes a thriving local business for outstanding achievements, long-standing contributions to Dufferin County, and significant community involvement. This business demonstrates excellence in business leadership and has:

- 11 or more employees (FTE);
- been in business for more than two years;
- championed a “Think Local” mindset within their organization and the community;
- demonstrated innovative and proactive leadership, setting an example for others;
- made exceptional contributions to the community’s well-being through philanthropy, mentorship, or sponsorship;
- created local jobs and fostered employee development;
- implemented sustainable or forward-thinking business practices; and
- is proudly Canadian and proudly Dufferin, embracing and promoting both local and national pride in all they do.

Small Business of the Year

Recognizes a local small business for noteworthy accomplishments, long-standing contributions to Dufferin County, and significant community involvement. This business demonstrates best business practices, is a leader amongst local business, and has:

- 10 or fewer employees (FTE);
- been in business longer than two years;
- champions “Thinking Local” within the organization, and to the community;
- demonstrated innovate and proactive leadership;
- made exceptional contributions to our community’s wellbeing; and
- is proudly Canadian and proudly Dufferin, embracing and promoting both local and national pride in all they do.

Nonprofit of the Year

This award recognizes a nonprofit organization that has made a significant and lasting impact on the Dufferin County community. Through dedication to its mission, strong leadership, and community engagement, this organization demonstrates excellence in nonprofit operations and has:

- operated for more than two years;
- championed a “Think Local” mindset by actively engaging with the community;

- demonstrated innovative and proactive leadership in addressing community needs;
- made exceptional contributions to the well-being of Dufferin County residents;
- built meaningful partnerships and collaborations to maximize its impact;
- demonstrated financial responsibility and sustainability in its operations; and
- is proudly Canadian and proudly Dufferin, embracing and promoting both local and national pride in all they do

New Business of the Year

This award recognizes a new business that has demonstrated exceptional promise, innovation, and community engagement in its first two years of operation. The recipient embodies the entrepreneurial spirit and proudly supports both Canadian values and the growth of Dufferin County. This business has:

- been in operation for less than two years;
- made a positive impact on the local community through innovative products, services, or initiatives;
- demonstrated resilience and adaptability in the face of challenges;
- embraced a “Think Local” mindset and contributed to the community’s well-being; and
- is dedicated to long-term growth, sustainability, and creating jobs in Dufferin County.

Businessperson of the Year Award

This award is presented to a local business leader who exemplifies Dufferin and Canadian values, champions local success, and inspires others through leadership, mentorship, and community involvement. This individual is a pioneer in the business community and:

- leads with integrity and sets an example of positive leadership;
- projects a positive image of Dufferin County and Canada;
- motivates and encourages other entrepreneurs to thrive locally;
- demonstrates a deep commitment to supporting local businesses and initiatives;
- actively contributes to the growth and prosperity of the community;
- is proudly Canadian and proudly Dufferin, fostering a spirit of national and local pride in all they do; and
- has been active in the community for a minimum of five years.

Local Impact Award

This award honours a for-profit business that goes beyond its operations to make a lasting, positive impact on the Dufferin County community. Through dedicated community involvement and a strong commitment to giving back, this business embraces the true spirit of Canadian generosity, local pride, and social responsibility. This business:

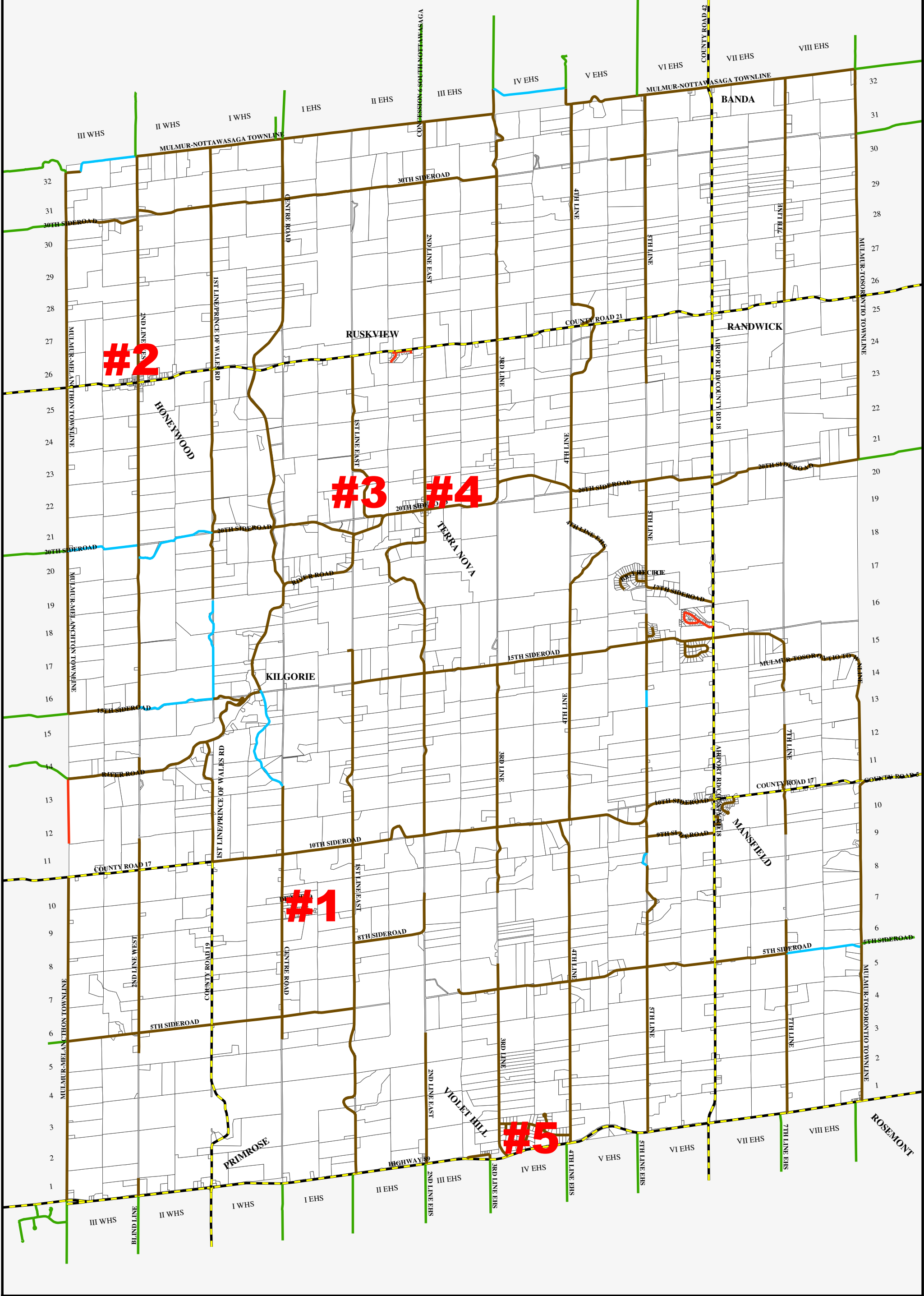
- invests in the lives of others and actively contributes to making Dufferin a great place to live and work;
- demonstrates a sustained, long-term commitment to improving quality of life and community well-being in Dufferin;
- leads with integrity by implementing policies and practices that prioritize community accountability and responsibility;
- actively supports existing community-building programs or establishes new initiatives that strengthen the region; and
- is proudly Canadian and proudly Dufferin, demonstrating a deep commitment to local success and national values.

Chairperson's Award

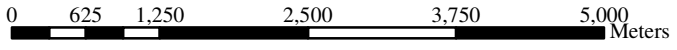
- The **Chairperson's Award** is a special recognition presented by the Chair of the Board to a business, nonprofit, or business leader who has made an exceptional and lasting impact on our community. This award is not open to nominations but is given to an individual or organization that has demonstrated extraordinary dedication, leadership, and contribution to the betterment of Dufferin County.
- This recipient is chosen for their outstanding commitment to community well-being, support for local initiatives, and ability to inspire positive change in the region. The Chairperson's Award celebrates those who go above and beyond, quietly yet powerfully shaping the future of our community with their efforts, resilience, and unwavering Canadian pride.

2025 SPRING MARKET REGISTRATIONS

	Business Name	Website	Please provide information about your products:
1	Fermentonics	https://fermentonics.localline.ca	Lacto fermented locally grown produce into kimchi, sauerkraut, pickles, pickled beets, pickled carrots plus pickled eggs, apple butter, apple cider vinegar, fire cider & handcrafted kombucha brewed weekly in 8 flavours.
2	All Things For The Body	allthingsforthebody@gmail.com	I sell all things for the body. I make all natural homemade products.
3	More Than Just Baskets	https://morethanjustbaskets.ca/	We have over 110 Canadian vendors instore. We will be bringing a mixture of food items and non food items.
4	The Victorian Pantry		Shortbread that's been baked in a wood burning cook stove. Traditional, chocolate chip, cranberry, butter pecan, maple walnut, Reese's pieces and coconut.
5	Sylvia Jones MPP	sylviajonesmpp.ca	Provincial Government services
6	4M - Mikoliew Mach Mulmur Maple Company		maple syrup
7	Two of Us Gardening & Yard Maintenance		Vegetable plants, gardening supplies and decor, gardening gift baskets, indoor plant soil, gardening decor from repurposed items
8	REVEL Realty Inc., Brokerage	shelburnehomesforsale.ca	Local Real Estate agents with REVEL Realty Inc., Brokerage looking to hand out balloons to the kiddos, raffle off a fun basket of goodies, and answer any questions about the current market shoppers may have.
9	Dabombbathsaltsandco		All natural organic bath products! Bath bombs, Salts, essential oil rollers and shower steamers
10	Hill'N Dale Landscaping	hillndale.com	Landscape design and installation
11	Nottawasaga Valley Conservation Authority	nvca.on.ca	NVCA is a charity organization that works with communities to protect the Nottawasaga Watershed. Our booth will include information about all the programs that NVCA offers. These include: -Environmental education – wildlife and outdoor exploration - Avoiding natural hazards, such as flooding and erosion -What is a watershed and why that's important -Outdoor recreational opportunities in the Nottawasaga Watershed -How to protecting and restoring rivers, streams, wetlands, forests and grasslands on your property -The importance of protecting drinking water.
12	Bella Angelina Jewelry	Marketplace	I sell ladies sterling silver jewelry. Necklaces, rings and bracelets. Men's stainless steel jewelry. Necklaces, rings and bracelets. Large display of ladies costume jewelry. Rings, necklaces and bracelets. Napier, Nine West.
13	Mansfield Outdoor Centre	www.mansfieldoutdoorcentre.ca	*Summer Camps *Trails - Mountain Biking, Hiking, Running, Snowshoe, Cross country skiing, Fatbiking *Camping & Cabin Accomodations *Events *Cafe & Public House
14	Harbar's Creations		I make cups, keychains, wristlets, and a few others.
15	Aloras keychains and more		I make keychains, name tags, lanyerds and bookmarks
16	Lockyer's Lovables	https://www.facebook.com/profile.php?id=100089770204141&mbextid=wwXlfr&mibextid=wwXlfr	I crochet plushies, crop tops, bags and more!
17	Scentastic Scents with Jaye	https://www.jayeivany.com/	Natural palm wax blend of candles & melts. Car diffusers
18	SweetLegs Shelburne with Isabel	facebook.com/sweetlegsshelburnewithisabel	Clothing - adults & children Leggings Tops Scrunchies
19	All Dolled Up		Vinyl and sublimated home decor and personalized items
20	TW Craft Creations	twcraftcreations.ca	Personal dye sublimation items mugs water bottle Laser cut cutting boards
21	Crafts n Creations	https://cftsncreatns/etsy.com	Games, mugs, home decor, earrings, keychains and more. Engraving on site if we bring power
22	Unicamp of Ontario	www.unicampofontario.ca	Unicamp is an all-ages Unitarian Universalist camp in Honeywood, Ontario (just North of Shelburne). Unicamp is committed to providing a safe and welcoming seasonal camp and spiritual retreat to our diverse community. Our programs and activities are designed to grow awareness and practice of our UU values in which our camp is rooted. Our summer camp is open from May to October, and we have campsites, cabins and cottages for rent throughout all months except July, when we offer our Children and Youth Camps. We offer adult programming throughout our open season, as well as Family Camps in August (although adults without children are always welcome during this time as well). Unicamp is a 50-acre property; our neighbours are a horseback riding and beef cattle ranch, and we have the Bruce Trail on the other side. Unicamp has a beautiful Spring-fed pond with two beaches. We are on the Niagara Escarpment and blessed with beautiful landscapes both on- and off-property. Our community campfires, talent shows, Saturday night dances and other programming ensures that all members of our community feel welcome and included. We are hoping you'll find your new home-away-from-home at Unicamp!
23	Natures Treasures	www.naturestreasures.ca	Soy Candles, Room Sprays, Bath & Body products-all handmade with natural products
24	Crisp Country Gardens	https://crispcountrygardens.ca/	I will have potted annual, perennial and indoor plants. I'll also have unique macrame plant hangers. And peppers 🌶️
25	McPhee	Bedazzledbeads.by.Alicia on instagram	Bedazzled beads has a variety of beaded and crystal bracelets with personalized and custom charms. We also have necklaces, keychains, phone charms, earrings and more jewelry products. Bedazzled beads also has glitter tattoos, vinyl tote bags and more artsy items.
26	Jessica's Originals		I make candles, and jewelry



Township of Mulmur Road Network



- ROAD DESCRIPTION**
- COUNTY ROAD OR PROVINCIAL HIGHWAY
 - ADJACENT TOWN OR TOWNSHIP
 - NO WINTER MAINTENANCE
 - ROAD NOT ASSUMED BY MUNICIPALITY
 - TOWNSHIP OF MULMUR ROAD





Dufferin Business Survey Results



March 2025

Dufferin Business Survey Results

Introduction

The Dufferin Board of Trade (DBOT) is a nonprofit, community-building organization dedicated to helping local businesses thrive. Our advocacy efforts are informed by the findings of our Annual Business Survey, as well as by current events and issues impacting business. This is the eighth year of the survey, and where possible, we provide comparative data from previous years. Comparisons are also drawn against the Ontario Chamber of Commerce's (OCC) 2025 Business Confidence Survey report.

The Process

The Dufferin Business Issues Survey was conducted using the Constant Contact platform. The survey was open from January 28th until March 14th, 2025, and received **125 responses**, an increase from last year's **109 responses**. The survey was open to all businesses in the area, regardless of DBOT membership. It consisted of 18 questions, followed by an opportunity to provide comments and enter a draw for one of three \$50 gift cards.

Survey Results

This report contains a breakdown and graphical representation of survey responses. In instances where percentages exceed 100%, respondents were permitted to select multiple answers. Full responses to open ended questions, or "other" can be found in the appendix.

Summary Report

Business Information:

- The Dufferin Business Issues Survey collected data on various aspects of respondents' organizations, including membership status, size, sector, location, years in operation, and the position of the person completing the survey.
- 76% of the 125 respondents were members of the Dufferin Board of Trade.
- Most respondents had 2-5 employees in their organization (34%), with 28% having 6-20 employees, 15% being solopreneurs, 11% having 50+ employees, and the remaining 10% had 21-50 employees.
- Business longevity is strong, with 56% of respondents operating for over 20 years, and only 1 2024 start-up business.
- Various industries were represented, with business and professional services (26%) being the top sector.
- Orangeville, with approximately half of Dufferin County's population base, contributed 46% of the responses, with each of the seven other lower-tiers having some responses.
- The majority of respondents (58%) were business owners or partners.

Business Confidence:

- Businesses rated their performance as a 6 in 2024 compared to 2023, with the same median number indicated as how well they anticipate their business will perform in 2025 compared with 2024.
- Expanding and achieving growth was indicated as a top priority by 46% of respondents, with 40% looking to reduce operating costs and overhead.
- Rising costs due to inflation was cited as a major concern by 65% of respondents. Declining consumer confidence and reduced spending emerged as the second-highest concern in this year's survey, with 41% of respondents identifying it as a major issue—up sharply from last year when it ranked fifth, with only 15% of businesses citing it as a top concern.
- U.S. tariffs are a significant concern for businesses in Dufferin. When asked to rate the impact on a scale from 1 (extremely negative) to 10 (extremely positive), 23% of businesses rated it as a 1 or 2, 22% rated it a 3, 14% rated it a 4, and 25% gave it a neutral rating of 5.
- Half of respondents feel that the most important factors driving Dufferin County's economic growth and prosperity is the availability of affordable housing. 40% selected support for growth and expansion of existing businesses and 38% said attracting more large companies to Dufferin.

Full Report

Business Information

Within the business information section of the Dufferin Business Issues Survey, respondents were asked questions pertaining to their organization’s membership status, size, sector, location, years in operation, and position within the company of the person completing the survey. This information was gathered to ensure adequate representation across Dufferin’s municipalities, as well as to allow for further segmentation of the data by municipality and industry sector.

Question 1:

1. Are you currently a Dufferin Board of Trade member?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			95	76%
No			30	24%
Total Responses			125	100%

Our survey participation increased by 15% compared to 2024. This year, 125 respondents took part, with 76% identifying as current members of the Dufferin Board of Trade.

Question 2:

2. Approximately how many employees does your organization have?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
0 (exclusively volunteer organization)			0	0%
1 -single-person operation			19	15%
2-5 employees			43	34%
6-20 employees			36	28%
21-50 employees			13	10%
50+ employees			14	11%
Total Responses			125	100%

Question 3:

3. How many years has your current business been in operation?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
We were a 2024 start-up			1	0%
2 - 6 years			20	16%
7 - 13 years			15	12%
14 - 20 years			19	15%
21 + years			70	56%
Total Responses			125	100%

Question 4:

4. What industry or sector is your business?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Agriculture & Farms			11	8%
Business & Professional Services			33	26%
Construction, Renovation, & Supplies			17	13%
Non-Profit & Charitable Organizations			11	8%
Shopping & Retail			8	6%
Manufacturing			10	8%
Other			35	28%
Total Responses			125	100%

Question 5:

5. Where is your organization primarily located?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Orangeville			58	46%
Shelburne			11	8%
Mono			11	8%
Amaranth			7	5%
Mulmur			7	5%
Melancthon			3	2%
Grand Valley			2	1%
East Garafraxa			4	3%
Outside Dufferin			4	3%
Other			18	14%
Total Responses			125	100%

Question 6:

6. What position do you hold in your organization?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Business Owner / Partner			73	58%
President / CEO			21	16%
Manager			23	18%
Employee			6	4%
Other			2	1%
Total Responses			125	100%

Business Confidence

The next questions asked businesses to compare look at their performance, priorities, areas of concern and employment levels.

Question 7:

7. On a scale of 1-10, where 1 means 'Significantly worse' and 10 means 'Significantly better,' how did your business perform in 2024 compared to 2023?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 (Significantly worse in 2024 than 2023)			5	4%
2			4	3%
3			4	3%
4			16	12%
5			17	13%
6			26	20%
7			11	8%
8			18	14%
9			8	6%
10 (Significantly better in 2024 than 2023)			16	12%
Mean	6.26			
Median	6.00			
Total Responses			125	100%

On a scale from 1 to 10—where 1 means 'significantly worse in 2024 than 2023' and 10 means 'significantly better'—the median response was 6.00. This aligns with trends from the past three years, where businesses have reported similar year-over-year performance comparisons.

Question 8:

8. On a scale of 1-10, where 1 means 'Significantly worse' and 10 means 'Significantly better,' how do you anticipate your business will perform in 2025 compared to 2024?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 (Significantly worse in 2025 than 2024)			3	2%
2			3	2%
3			7	5%
4			9	7%
5			23	18%
6			21	16%
7			20	16%
8			16	12%
9			9	7%
10 (Significantly better in 2025 than 2024)			14	11%
Mean	6.37			
Median	6.00			
Total Responses			125	100%

In Dufferin, the median confidence score for 2025 remains at 6.00, consistent with 2024 but a full point lower than in 2023. This suggests that while local businesses maintain cautiously optimistic, overall confidence has softened compared to two years ago.

At the provincial level, the Ontario Chamber of Commerce reports that 46% of businesses expect growth in 2025, a decline from 53% in 2024. This drop reflects a broader trend of uncertainty across Ontario. Notably, while the provincial growth outlook has declined, Dufferin’s business confidence score has remained stable, indicating resilience within the local economy despite larger provincial trends.

9. What are the top priorities your company will focus on in 2025? (Please select up to 3)

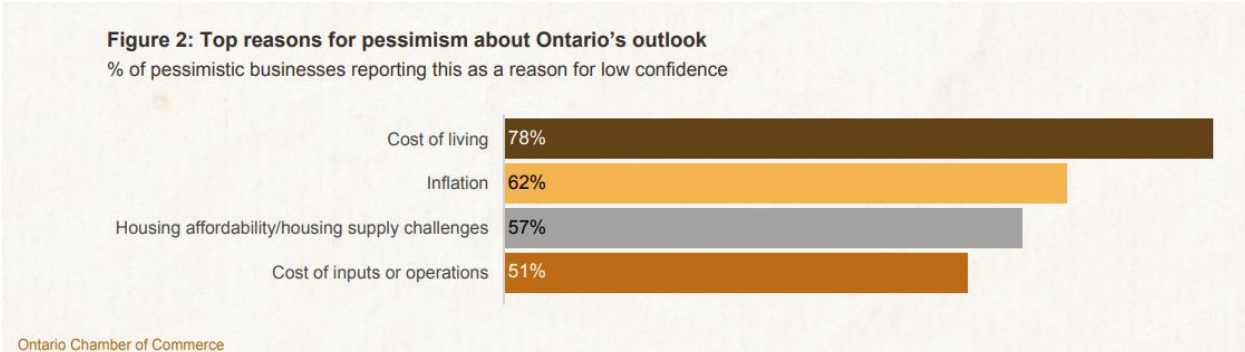
	Response Count	Response Percentage
Expanding and achieving business growth	58	46%
Reducing operating costs and overhead	51	40%
Building connections within the local business community	42	33%
Increasing marketing and advertising efforts	42	33%
Retaining current employees	38	30%
Diversifying products or services	34	27%
Improving customer engagement or satisfaction	33	26%
Enhancing strategic planning and long-term focus	31	24%
Leveraging technology to improve efficiency or services	29	23%
Attracting new employees	23	18%
Providing training or skills development for employees	20	16%
Accessing business supports, programs, or resources	19	15%
Increasing volunteer engagement (for nonprofits)	11	8%
Other	11	8%
Total Responses	125	

Growth and expansion remains a leading priority for survey respondents, with 46% identifying it as a key focus—closely aligned with last year’s 49%. Reducing operating costs and overhead ranked second at 40%. Building connections within the local business community and increasing marketing and advertising efforts were tied for third place, each cited by 33% of respondents. Notably, marketing and advertising, which held the top spot for the past two years (at 51% last year and 53% the year before), has now shifted to a lower priority.

10. Which of the following do you anticipate will be the biggest challenges your company will face in 2025?

	Response Count	Response Percentage
Rising costs due to inflation (e.g., wages, materials, utilities)	80	65%
Declining consumer confidence or spending	51	41%
High business taxes	39	31%
Barriers to growth, expansion, or scaling up operations	34	27%
Excessive government regulations or red tape	29	23%
High cost of rent, leasing, or purchasing commercial space	25	20%
Intense competition within your industry	23	18%
Attracting qualified employees	20	16%
Accessing financing or capital	18	14%
Supply chain disruptions or delays	17	13%
Insufficient access to high-speed internet	13	10%
Limited availability of business supports, programs, or resources	12	9%
Retaining employees and reducing turnover	9	7%
Access to global markets or trade opportunities	8	6%
Other	7	5%
Inadequate transportation infrastructure (e.g., roads, public transit)	5	4%
Total Responses	123	

Comparison Data from the Ontario Chamber of Commerce 2025 OER



https://occ.ca/wp-content/uploads/Final_2025-OER_Feb-12.pdf

In Dufferin County, 65% of survey respondents identified rising costs due to inflation as their biggest challenge for 2025. Similarly, the Ontario Chamber of Commerce’s *Ontario Economic Report* found that 62% of businesses across the province cited inflation as a key factor driving low confidence in the economic outlook.

This concern is consistent with last year’s findings, where 60% of Dufferin respondents also ranked inflation as their top challenge. However, this marked a significant shift from 2023, when the primary concern among local businesses was attracting employees.

Additionally, declining consumer confidence and reduced spending emerged as the second-highest concern in this year’s survey, with 41% of respondents identifying it as a major issue—up sharply from last year when it ranked fifth, with only 15% of businesses citing it as a top concern.

Question 11a:

11a. How is the current threat of US tariffs impacting your business?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 (Extremely Negative Impact)			14	11%
2			10	8%
3			11	8%
4			26	20%
5			49	39%
6			7	5%
7			3	2%
8			4	3%
9			1	0%
10 (Extremely Positive Impact)			0	0%
Mean	4.16			
Median	5.00			
Total Responses			125	100%

Survey respondents provided a mixed response regarding the anticipated impact of U.S. tariffs on their businesses. On a scale from 1 (extremely negative) to 10 (extremely positive), the median score was 5.0, indicating a neutral overall sentiment. However, a notable 47% of respondents rated the impact between 1 and 4, suggesting concern among nearly half of businesses. The most common response was a 5, selected by 39% of participants, reflecting widespread uncertainty.

This survey was conducted prior to the official implementation of the tariffs, during a period of significant uncertainty

Question 11b:

11b. How would US tariffs impact your business if they were actually implemented?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 (Extremely Negative Impact)			17	13%
2			13	10%
3			28	22%
4			18	14%
5			32	25%
6			6	4%
7			5	4%
8			3	2%
9			2	1%
10 (Extremely Positive Impact)			1	0%
Mean	3.86			
Median	4.00			
Total Responses			125	100%

When asked how U.S. tariffs would impact their business if implemented, respondents remained cautious, with a median score of 4.00 on a scale from 1 (extremely negative) to 10 (extremely positive). A significant portion (59%) rated the impact between 1 and 4, indicating that most businesses expected some level of negative effect. The most common response was 5, selected by 25% of respondents, reflecting continued uncertainty.

This survey was conducted before the specifics of the tariffs were finalized. At the time, businesses were preparing for potential disruptions without a clear understanding of the actual policies. As the situation evolves, their perspectives may shift based on the real-world economic effects of the tariffs.

11c. Respondents were asked for any additional comments on tariffs.

Over 50 responses were received and are included verbatim in the appendix. The most common key concerns were as follows:

- Rising Costs – Tariffs increase business expenses and consumer prices, making Canadian goods less competitive.
- Reduced Consumer Spending – Economic uncertainty may lead to lower demand for services and non-essential goods.
- Small Business Struggles – Smaller businesses have less ability to absorb higher costs.
- Tax and Policy Frustration – Many see domestic taxes and regulations as a bigger issue than tariffs.
- Supply Chain Disruptions – Businesses relying on U.S. materials face increased costs and logistical challenges.
- Call for Negotiation – Many prefer trade talks over retaliatory tariffs, fearing they harm Canadians more than they help.

- Industry-Specific Concerns – Agriculture, construction, tourism, and service industries anticipate negative impacts.

Question 12:

12. Which of the following do you consider to be the most important factors driving Dufferin County's economic growth and prosperity? (Please select up to 3)

	Response Count	Response Percentage
Availability of affordable housing	63	50%
Support for growth and expansion of existing businesses	51	40%
Attracting more large companies to Dufferin	48	38%
Availability of space for businesses	39	31%
Creating a live-work community to reduce commuter outflow	34	27%
Access and affordability of high-speed internet everywhere in Dufferin	31	24%
Developing new businesses and entrepreneurs	30	24%
Utilities such as hydro costs and availability of natural gas	30	24%
Attracting more small companies to Dufferin	28	22%
Attracting new talent to work in our community	26	20%
Access to public transportation	19	15%
Better connecting young talent with employment opportunities	15	12%
Other	7	5%
Total Responses	125	

In the 2025 survey, the availability of affordable housing emerged as the top factor driving Dufferin County's economic growth, cited by 50% of respondents. Support for the growth and expansion of existing businesses ranked second at 40%, followed by attracting more large companies to the region at 38%.

This reflects a shift from previous years, where creating a live/work community was the top priority in both 2024 (49%) and 2023 (53%). However, the importance of affordable housing has steadily increased, rising from 35% in 2023 to 45% in 2024, and now leading at 50%. Similarly, attracting large companies has gained traction, increasing from 30% in 2023 to 32% in 2024 and 38% in 2025. These trends suggest a growing focus on both housing affordability and business expansion as key economic drivers in the region.

At the provincial level, the Ontario Chamber of Commerce reported that 34% of small businesses indicated supporting affordable housing development as a top policy priority.

Workforce Questions

13. On a scale of 1-10, where 1 means 'Significantly fewer' and 10 means 'Significantly more,' how did your company's employment levels in 2024 compare to 2023?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 (Significantly lower in 2024 than 2023)			2	1%
2			3	2%
3			3	2%
4			6	4%
5			68	55%
6			16	13%
7			6	4%
8			14	11%
9			1	0%
10 (Significantly higher in 2024 than 2023)			3	2%
Mean	5.49			
Median	5.00			
Total Responses			122	100%

The majority of businesses stated that employment levels have remained consistent within their organization. This is similar to previous years' responses.

14. Within the last year have you been able to fill all of your positions with candidates that meet your needs and requirements

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Yes			59	47%
No			24	19%
N/A - I wasn't looking to hire			42	33%
Total Responses			125	100%

Among local businesses surveyed, 47% reported successfully filling all their open positions with suitable candidates, while 19% were unable to do so. Meanwhile, 33% indicated that they were not hiring at the time of the survey. These findings highlight ongoing workforce challenges, with a notable portion of businesses facing difficulties in securing qualified talent.

15. Respondents were asked to rate the importance of various Board of Trade activities to their business on a scale from 1 (lowest importance) to 10 (highest importance). We are presenting the median score for each activity below:

- 8.00 - Advocate for business needs and policy changes at the local, provincial, and federal levels.
- 8.00 – Provide advertising and promotional opportunities for businesses
- 8.00 – Provide opportunities to network with other local businesses

- 7.00 – Provide opportunities to save money with the Chambers Plan Health Benefits, and other affinity programs
- 7.00 – Create and distribute eNewsletters with local business news, information, and events
- 7.00 – Professional development seminars, events, workshops, etc.
- 7.00 – Host election forums or all-candidates meetings
- 7.00 – Offer local businesses and nonprofits low-cost creative services, including photography, videography, graphic design, and social media support
- 7.00 – Provide local businesses and nonprofits affordable business support services, such as HR assistance, administrative support, and training
- 6.00 – Offer office space, meeting room rentals, and virtual offices at the Biz Hub
- 6.00 – Offer sponsorship or public relations opportunities
- 6.00 – Organize and host the Business Excellence Awards
- 5.50 – Offer training sessions and workshops on topics like DEI, Accessibility, and custom skills to help your team grow, with options to host at your location
- 5.00 – Host the Annual Play Local Golf Tournament

Survey results indicate that advocacy, promotional opportunities, and networking are the most valued Board of Trade activities, each receiving a median importance score of 8.00. These findings highlight the strong demand for business representation, visibility, and relationship-building within the local community.

Programs focused on cost savings, professional development, and business support services followed closely with median scores of 7.00, reflecting their continued relevance to local businesses. Meanwhile, initiatives such as office space rentals, sponsorships, and special events, including the Business Excellence Awards and Annual Play Local Golf Tournament, received lower importance ratings, suggesting they may be beneficial to specific segments but are not top priorities for the broader business community.

16. Respondents who expressed interest in networking opportunities were asked about their preferred time of day and location for events.

Preferred time of day:

- 49% prefer lunchtime events
- 39% prefer morning events
- 37% prefer evening events

Preferred location:

- 62% prefer a community room or hall
- 52% prefer various member business locations
- 35% prefer a bar or restaurant

Among respondents interested in networking opportunities, lunchtime events were the most preferred, chosen by 49%, followed by morning events (39%) and evening events (37%). These results suggest a fairly even distribution of preferences, with a slight lean toward midday gatherings.

Regarding location, 62% favored community rooms or halls, while 52% preferred rotating events at member business locations. Bars and restaurants were less popular, with only 35% selecting them as a preferred venue. This indicates a strong preference for professional and flexible networking spaces over more casual social settings.

17. The top policy issues respondents felt DBOT should be involved in:

	Response Count	Response Percentage
Economic development and support for small businesses	66	53%
Business tax rates and incentives	61	49%
Property taxes and cost of doing business locally	40	32%
Access to affordable and available housing	38	30%
Local government accountability and governance (efficiency, transparency)	38	30%
Planning and zoning (business land use, residential density, infrastructure planning)	30	24%
Access and affordability of high-speed broadband	28	22%
Addressing the skills gap and workforce development (lack of qualified talent, training initiatives)	24	19%
Supporting tourism operators and promoting sustainable tourism development	20	16%
Public transit improvements and regional transportation connectivity	17	13%
Environment and sustainability initiatives	14	11%
Public transit improvements and regional transportation connectivity	7	5%
Public transit improvements and regional transportation connectivity	6	4%
Other	3	2%
Total Responses	123	

The majority of respondents (53%) feel that the top policy issues the Dufferin Board of Trade should be involved in are economic development and support for small businesses, and business tax rates and incentives. This indicates economic development is seen by our business community as a stronger policy priority than it was 2024 where it had 36%. Advocating for business tax rates and incentives also ranked high this year, with 49% of respondents seeing it as a top policy issue.

Conclusion

The Dufferin Business Issues Survey provides valuable insights into the local business landscape, highlighting key challenges, priorities, and opportunities for growth. The data gathered ensures representation across various municipalities and sectors, allowing for meaningful analysis and targeted support.

Findings indicate that businesses highly value the advocacy, networking, and promotional efforts of the Dufferin Board of Trade. Workforce challenges, policy advocacy, and access to affordable business

services remain top concerns. The survey also reveals strong interest in networking opportunities, with clear preferences for event timing and locations.

Moving forward, these insights will help shape our initiatives, ensuring we continue to provide the resources, advocacy, and connections that businesses in Dufferin need to thrive. By leveraging this data, we can strengthen our support systems, foster economic growth, and build a more resilient business community.

Appendix:

4. What industry or sector is your business?

Other: Automotive Collision repairs (bodyshop)
Other: Automotive Collision repair
Other: Engraving and signmaking
Other: Wholesale distribution
Other: conferences, retreats, hospitality, food, accommodation
Other: Automotive Service
Other: Hospitality
Other: Golf
Other: Hotel, Restaurant and Spa
Other: hospitality, recreation, Food and Beverage
Other: Plumbing and HVAC
Other: Government
Other: Food, beverage and retail
Other: Medical Foot Care
Other: Marketing and communications
Other: Bakery, wholesale and retail
Other: Gardening
Other: Health care mental health
Other: Home services
Other: Media - quarterly magazine
Other: Child care
Other: Manufacturing and Software
Other: Mineral Exploration
Other: Child care
Other: Child care
Other: Heritage-commemoration & education consulting
Other: Industrial and Commercial Supplies
Other: College campus and employment opportunities in Orangeville base.
Other: We are a private social services business
Other: I own and operate several business and serve all areas/industries (service provider)
Other: Mining and Mineral Exploration
Other: Robotic Integration
Other: Engraving and graphics
Other: Dry cleaning and laundry
Other: Utility

5. Where is your organization primarily located?

Other: I service all of Ontario and Quebec
Other: All of Dufferin County (we cover a large geographical area)

Other: Our main office is located in Guelph and two home offices, one in Elora and second in Amaranth.

Other: We are throughout the province but head office is Mulmur.

Other: Across Ontario

Other: Caledon

Toeonro

Other: Erin

Other: Caledon

Other: Home office is based in Orangeville but my business is Virtual

Other: Erin, Ontario

Other: All of Dufferin County

Other: Have 2 x facilities Orangeville & Peterborough

Other: Online business with a home office in Mono

Other: Caledon

Other: Caledon and Dufferin County

Other: Village of Alton

Other: Caledon

Other: Mississauga, i work remotely and live in Orangeville

9. What are the top priorities your company will focus on in 2025? (Please select up to 3)

Other: Attracting customers

Other: Increasing donations/grants.

Other: Reaching out to new business opportunities within the sector

Other: Now selling into European Automotive Manufacturing

Other: Dealing with tariffs

Other: Advocacy

Other: Adding new services

Other: renovation, development of site

Other: Attracting new customers

Other: Maximising productivity and paying down debt before reinvesting. Continue work on succession.

Other: Broadening our base of support

10. Which of the following do you anticipate will be the biggest challenges your company will face in 2025? (Please select up to 3)

Other: Winding down prior to retirement.

Other: International students' reduction transfers to program cuts and staff reduction in the upcoming year 2025- 2026. Ontario colleges all in same situation.

Other: stability of the USA

Other: Tariffs!!

Other: Tariffs to exports of our customer's products.

Other: tariffs

Other: Impact of US tariffs and reciprocal Canadian tariffs

11c. Do you have any additional comments on tariffs? (Please note that we may share your comments anonymously with the Ontario and/or Canadian Chamber of Commerce as part of our efforts to advocate for and support businesses like yours during this situation.)

- I am a gardener/ landscaper... the tariffs will be very hard on everyone and I would say that making there garden may be the item in their personal budget they postpone.
- The increasing costs of the carbon tax as well as high taxes on ALL business materials is drastically affecting businesses. These costs will ultimately be passed on to the consumer. Our government has NOT made it accessible or easy to run a business in Ontario. The potential Tariffs are nothing compared to the costs OUR government continues to push on us. It's our own Canadian government that makes it almost impossible to successfully run a business in Canada.
- No
- It is more important then ever to support Canadian – it's just not as easy as it seems when so many items are interwoven with American products
- It would be preferable for Canada to negotiate a resolution with the US rather than threaten them.
- We have worked hard over the years to source Canadian supplies for our business and we do not ship our products to the US; therefore, tariffs will have a minimal direct effect on us. However, tariffs will increase the cost of living for all North Americans resulting in reduced consumer spending which will have a direct impact on most businesses, particularly impacting small businesses least able to absorb another negative turn.
- I think the focus is on businesses that are directly impacted by the tariffs but not on businesses like mine that will be impacted at the secondary level, ie low consumer confidence, losing jobs might mean less clients for us as well the cost of goods things have already been so expensive with post covid
- Materials used in construction trade are manufactured in the US and Mexico
- It's really going to depend on potential clients having enough disposable income to proceed with renovations.
- not at this time
- Tariffs will affect our food expenses. We are focusing on buying Canadian
- strictly servicxe centred; as per usual, I will earn less if my cxlients earn less
- We will have to see how tariffs affect consumer spending as it relates to our business (home renovations)
- Federal and Provincial government needs to find ways to share resources/products/resources cross provincially and encourage small business owners to stay in business - there is no incentive to work this hard and give away 44% of profit to the government for what ?
- NA
- no
- We are worried about the increase demand for our service and the increasing costs of produce and perishable foods
- Cost of supplies coming from the USA not sure about what will and will not be tariffed
- Tariffs make Canadian goods more expensive for U.S. buyers. This can reduce demand, hurting Canadian manufacturers that rely on exports. Many Canadian manufacturers rely on raw materials or components imported from the U.S. Tariffs on these goods increase production costs, making Canadian products less competitive. Tariffs disrupt the free flow of goods, causing inefficiencies delays & create uncertainty, making us a less attractive location for multinational companies looking to set up in Canada

- Get the talks going and reach a fair deal, tariffs are ploy to get action. So, get to work GOVERNMENT!
- 95% of my stock material comes from the USA
- Tariffs will cause tremendous damage to our business and the overall Canadian economy.
- Our costs will just increase but we will have to eat them as the customer will not buy our products if there is a price increase.
- "With tariffs, customers will be replacing their purchases of US (Californian) wines with Ontario ones - and hopefully ours as local that have won international awards.
- However, if customers are feeling the pinch with higher costs of food, transportation, etc., they may choose to lessen their wine purchases.
- We certainly are in favour of NO tariffs! "
- The way the tariffs are positioned has put everyone into a state of disarray and confusion leading to a wide variety of conclusions on how it will impact the economy. In short however, it leaves consumers with a sense that things will get very much worse economically which in turn means they will spend less on our services.
- Our Current Vendors are experiencing either 100% control over tarriffs or will be paying the premium. The building centre business will take a hit for sure.
- I don't know if and how it would affect my business, especially how it may affect my CLIENTS businesses.
- we should focus more on the carbon tax problems and worry less about tariffs
- Everyone using 23% Tariffs as a big concern and media works it so hard that no one seems concerned about a 20% increase in carbon tax
- This effect all our cost way more then tariffs will and yet we dont hear anything about this in news or anywhere else
- Cost are already through the roof
- Extra tarrifs are only going to cause a price increase which is ultimately going to hurt the customer base
- Canadians get taxed through the roof by our own government to the tune of over 40%. We have carbon taxes increasing, and other forms of taxes rising every year. Canadians should be focused on what we can control. Our own governments are taking far more from us than Trump's tariffs will...
- Many of our clients currently travel to the USA and that might dwindle down to no travel next year, which affect my home watch business.
- They will have no impact on our business directly unless we end up in a trade war where US goods are tariffed on their way into Canada.
- At present it has no impact however that could change quickly.
- imposing tariffs on the USA in retaliation is not a solution as that only increases our costs. The country needs leadership provincially and federally and the two need to meet to establish dialogue to address both countries concerns. Canada has for too long stuck its head in the sand on controversial issues that are now pushed to the forefront and need to be addressed now but we have no one leading us, everyone has checked out
- Terrible idea. The US and Canada should be cooperating more closely and building a better economy together, not sabotaging the close relationship that has been developed for the past 50 years.
- We sell a lot of Canadian Products. We intend to grow in this market. The small selection of US products will be phased out completely if we can, based on demand.
- No

- Transportation and employment is a barrier for newcomers to be attracted to settle in Dufferin County.
- Our cost of doing business will increase- food purchases, equipment purchases
- The risk of tariffs would increase the cost of parts and machines for our users. This would impact our members as buying parts would become more expensive and they may be less likely to use our trails. Our sponsors who are mostly manufacturers and dealers will be less likely to sponsor our programs as they will have less income. We are already seeing a decrease with one of our major grant providers cutting grant funding to all motorized organizations by 80%.
- Not so much the tariffs in & of themselves, but the unpredictability/volatility of such an unstable leader seems to have destabilized confidence and hindered spending.
- As well, the constant narrative from the CPC leader (& presumptive new PM) that 'Canada is broken' adds to fear in this market. We rely heavily on government contracts - threats to cut spending & reduce investment / the civil service will add another deep threat to my viability in business.
- Tariffs were implemented today and grain prices have declined significantly in the last 10 days leading up to today's announcement. During the last Trump administration Ontario farmers were caught up in the US / China trade war which negatively impacted prices. The US responded with considerable to their soybean farmers. The Canadian government basically did nothing.
- We cannot back down on our retaliatory measures. We must accept the hardships that are coming to avoid worse in the future. We need to burn this into our memory for all future negotiations with America specifically.
- Am shopping local as often as possible.
- We are deeply committed to supporting Canadian businesses and sourcing our products from Canadian companies. However, the reality of global trade means that even Canadian-made goods often rely on materials or ingredients from outside the country. With the introduction of new tariffs, the cost of importing these raw materials whether it's packaging, essential ingredients, or components could significantly increase.
- Canadian retaliation tariffs makes life more costly for Canadians. Canadian tariffs just add another layer of tax to Canada's citizens. Instead, Canada should be negotiating a truly tariff free-trade policy with the US and Mexico. A North American free-trade system would ensure a strong economic front for the entire continent. It would make NA a super power in the world economy. Posturing/threatening a "bully" never works. Firm negotiation whereby both sides win is the only way to proceed.
- We are now forced to buy and ship products for US Projects directly to customers site, where we will need to integrate on-site rather than modular build, test and ship like we did previously.
- We need all leader unity and collaboration
- All my raw materials come from the US.
- WE rely on people going to work..... if there are layoffs in any sector it will have an impact people are hesitant to spend when there is uncertainty in the workplace.
- I'm concerned that a full on trade war with the U.S. would significantly damage our economy this may result in the community being forced to pull back on donations and other supports to charities like ours.
- Still trying to understand the impact of tariffs on revenue & expenses. The biggest unknown is the impact on our customers.

14b. If you answered no to above (have you been able to find qualified candidates to fill all of your job vacancies), what challenges did you face when filling positions?

- Qualifications not adequate, not-for-profit wages (other sectors pay more), no affordable housing for candidates willing to relocate to work for us.
- There are not enough qualified staff for our business. With the loss of Humber College which helped us with placement students which turned into full time employees. We do not have access to college students. Georgian has very few students
- People's expectations are not in line with the work, high rate of pay for limited work desire. They only want the easy part of work, government programs benefit the employee rather than help the employer. Employers constantly get the bad repour.
- Part time staff very inconsistent
- Not qualified candidates
- We sourced new employees in the past from Humber college but now that Humber has left our community it leaves us scrambling for employees. Georgian college is a small college and doesn't have a large amount of Ece students.
- Finding qualified adults to work. At least 25% of our staff are students who are a cost to train but they are not looking for a medium to long term job with us.
- Its extremely hard to hirer individuals that want to be HH people. The demographics aren't taught that the retail environment is a very rewarding job and is key to creating wealth in the housing
- I didn't have positions to fill in 2024 because it was such a tough/bad business/sales year for me, so I didn't have enough clients and work to require subcontractors.
- Finding properly trained talent or people willing and able to learn.
- Qualified candidates are difficult to find in Dufferin county.
- We flexed by using sub trades when need arises.
- No quality of people that want to work, do a good job and earn a decent living for. Immigrants have lowered the standard and quality of work by almost always undercutting the price and doing very poor work!
- Finding qualified and outgoing people.
- I outsource (contract) all my work so I dont have the hassle of full time employees
- Hard to find the right candidates that are willing to work locally in office.
- Question 13 hiring levels remained the same.
- A general lack of qualified applicants.
Those that are qualified can not find either affordable or available accommodation. Rentals are very limited and the market continues to be outside the reach of mid level management employees.
- Change in LMIA policies of specialize individuals who are no longer eligible to renew current work visas.
GTA wage levels expected for entry level positions
Minimum wage increases for low / no skill employees
- New associates in charity/not-for-profit and litigation.
- Licensed technicians
- Access to talent with specific skillsets required. Compensation expectations vs. available compensation.
- Funding
- Managing a faith based business takes a unique person. Consumer and staff expectations are not based the same as a retail or manufacturing business.

If you selected networking as important, please indicate your location preference:

- Other: outdoor such as a park or retreat location
- Other: no preference

17. Please indicate the top 1-3 policy issues you would like to see DBOT involved in this year:

- Other: Not sure. We are an Arts NFP. Opportunities or services specifically for our sector?
- Other: Promotion of non-profits in the area.
- Other: Being from a charity, I'm not sure how to answer this.

18. Do you have any additional feedback for DBOT?

- Would like to see higher pay for Orangeville with companies, for example a forklift driver in Brampton, the starting rate in Orangeville is lesser, That's why a lot of citizens in Orangeville leave Orangeville to go to another town or City because of pay.
- I don't know if it just sensory overload but with the stressful environment I have not been able to engage with DBOT and feels adds little value to my business but I know you do good work so there is a disconnect that can be addressed.
- Have attended several DBOT events recently. Always excellently planned and executed. Great structure for networking, learning and meaningful engagement. Thank you!
- Focus of support remains for small business who are not sole proprietors and/or owner/practioners. Membership and other programs including sponsorship and marketing are geared towards businesses who have more revenue and/or employees. As a sole practioner, I often have to not book a client to attend meetings, networking, awards and community events, which results in lost revenue and most require a fee. If I am not working, I am not earning causing limitations to participation.
- Supporting tourism is HUGE. It has been hard to work with Dufferin County. Our organization has trails throughout the entire province, Simcoe County sees the biggest influx of people due to their close proximity to the GTA. Dufferin County is geographically the closest and by not supporting trail access (other than the rail trail) Dufferin is missing out on valuable tourism dollars. Our average rider spends around \$250 on a day trip. Dufferin is missing out.
- Orangeville parking is a problem for contractors. No where to park. Get fines for blocking side walks etc. Should be able to get temporary parking permits when performing tasks.
- Keep up the good work.
- The DBOT is a valuable service for members - keep up the great work
- We were a DBOT member but stopped during the pandemic and have not restarted our membership. We are considering re-joining this year or next.
- I can't wait for the business networking events to return!
- Get someone to stand up and keep Dufferin the way it has always been! Stop building houses close to the road and get rid of all the tractor trailers littering the land and leaking stuff everywhere! Town of Mono doing very poor job!
- You're doing great work!

- keep up the great work and try to ensure that when recruiting new hires or volunteers to allow people to have exposure to new leadership opportunities - at every event its the same people running and leading.
- Please drop the DEI courses, references etc. Equity is not equality. Businesses should be centred only on meritocracy, not the promotion of one racial or minority group over another. In actually, DEI causes racism where none existed before. It's time Dufferin stopped virtue signalling and started supporting businesses for purely economic and business culture rather than woke ideology. It's time for Dufferin to truly be inspirational with honesty & transparency rather than vapid/false narratives.
- Nothing specific - so far, everyone is doing an outstanding job!
- Assisting downtown Shelburne with revitalization and accessibility
- Great organization!
- Be careful NOT to have govt at all points ad bodies...the red tape is already killing us thru bureaucracy and wages and really stifling our Canadian productivity
- Business needs and policy should be a top priority. :)