



Agenda Economic Development Committee September 11, 2025 9:30 AM

Meeting Details

In Person: 758070 2nd Line East, Mulmur ON, L9V0G8

Virtual Teams Meeting Link: [Join the meeting now](#)

Meeting ID: 264 931 060 500 1

Passcode: XY6Gv2JV

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 May 22, 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 **2025 Christmas Market @ MOC**

5.2 **Mulmur 175**

5.3 **Update from DBOT**

5.4 **Update from Dufferin County**

5.5 **2026 Budget Requests**

6. **Items For Future Meetings**

7. **Adjournment**

Recommendation: That the meeting adjourns at _____ a.m. to meet again on _____ @ 9:30 a.m. or at the call of the Chair.



Economic Development Committee Minutes May 23, 2025 – 11:00 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 11:06 a.m.

2.0 Approval of the Agenda

Moved by Thomson and Seconded by Rogers

That the agenda be approved as amended to include the 2025 Post-Secondary School Grant Applications.

Carried.

3.0 Minutes of the Previous Meeting

Moved by Rogers and Seconded by Thomson

That the minutes of April 17, 2025 are approved.

Carried.

4.0 Disclosure of Pecuniary Interests - None

5.0 New Business

5.1 2025 Spring Market

Members reviewed registrations with 60 vendors registered to date. Savannah and Darryl will be onsite at 7:00 am to assist with the set-up.

5.2 2025 Mulmur Garage Sale

15 addresses are registered to date. Members discussed the donations received at the Township office and agreed to stop accepting them ahead of schedule.

5.3 Dufferin Board of Trade BEA Gala

Members received Council's support of a table sponsorship and two tickets. Daryl Stansfield and Lisa Thomson will be attending on behalf of the EDC Committee.

5.4 2025 Mulmur Post-Secondary School Grant Applications

Members reviewed the 2025 post-secondary school grant applications.

Moved by Stansfield and Seconded by Rogers

That the Economic Development Committee award the 2025 Mulmur Post-Secondary School Grants to: Aedan Mohandass and Nathan Onorati.

Carried.

6.0 Items For Future Meetings

6.1 Mulmur 175

6.2 Virtual Lunch and Learns – Members to bring suggestions and pricing to the next meeting

6.3 2025 Year End Market – Save the date to be distributed to registered vendors at the Spring Market

7.0 Adjournment

Moved by Rogers and Seconded by Thomson

That the Economic Development Committee adjourns the meeting at 11:31 a.m. to meet again on September 11, 2025 at 9:30 a.m. or at the call of the Chair.

Carried.

Mulmur Christmas Market 2025

	Name	Business Name	Website	Responses
1	Joseph Mendes	Canadian 3D Printing	Canadian3dprinting.ca	3d printed items including keychains, models/figurines, dragons, bookmarks, fidgets, planters, holiday decor, and more.
2	Michael Bay and Sandra	Selahtsur	Instagram Account	I paint rocks, mini canvas, Santorini Rocks, wood, I sew trinkets and many other things handmade. I have an Instagram Account SELAHTSUR since 2018 with 2000 followers. I love photography and I also made miniatures with resin and clay. Please take a look to my Instagram account where I feature the rocks and the miniatures I make
3	Madeline Crawford	All Things For The Body		All natural, homemade body and bath products.
4	Harlow	Harbar's Creations		I sell glass cups, notebooks and keychains, with these products I use the Cricut, then I make wristlets and car charms using silicone beads.
				<p>WHAT WE SELL:</p> <p>We are Dufferin Foraged Inks. We harvest and produce inks with foraged biological materials (ex. plants, nuts & berries) from Dufferin County. We sell our unique inks, as well as hand-painted cards, postcards and whimsical wooden ornaments. Our most popular item is our postcard kit, which includes watercolour paper, a brush and our unique inks – this kit is perfect for taking on a trip, or as a gift for someone to remember this unique rural area.</p> <p>In addition to creating our inks, we also facilitate small workshops for individuals and groups who are curious and want to explore the inks in all their splendor with brush and paper.</p> <p>Attending markets has been a big part of our journey to reach out and connect with people.</p> <p>@dufferin_foraged_inks</p> <p>ADDITIONAL COMMENTS:</p> <p>Our workshops intend to open up new ideas and rekindle past interests that we may have put aside while pursuing daily obligations and commitments. Foraging links to natural health remedies, trying new recipes, all types of art and expression and connecting to the ancestors who lived much closer to the earth and depended on local resources.</p> <p>We would be thrilled to be part of this market!</p>
5	Fabienne Good & Darlene Hostrawser	Dufferin Foraged Inks		...one quick question though - will this market take place indoors?
6	Mackenzie Davis	Lockyer's Lovables		I crochet plushies, crop tops and handbags
				We specialize in creating products that make an active, eco-friendly lifestyle easier for busy people! Original crocheted designs for plastic-free and washable goods, yoga and outdoor accessories often feature recycled fibres and sustainable or reclaimed materials. Designer and maker, Liz, is guided by her work as a professional fitness leader and her passion for the environment, to offer creative solutions that enrich the health of the planet and its inhabitants.
7	Elizabeth Glenday	BusyLizzy Enterprises (BusyLizzy Boutique)	https://busylizzyenterprises.weebly.com/	We offer metaphysical products i.e crystals (tumbled, pendants, carvings), jewelry (bracelets, pendants, rings), Soapstone Carving Kits, incense, crystal pens & keychains, metal bookmarks, etc. As well as promote our reiki, meditation and card reading services.
8	Jennifer Cluley	Hope Anchors - Jem & Zen Den	www.jencluley.com	Handcrafted sweet and savoury shortbreads baked using local ingredients and fine chocolate.
9	Jade Hansen-McDonald	motherbutter shortbread	motherbutter.com	Ladies fine sterling silver jewelry necklaces, rings, bracelets and earrings. Men's stainless steel necklaces, bracelets and rings. Large selection of costume jewelry. Xmas jewelry.
10	Barbara Tanzos	Bella Angelina Jewelry	Facebook marketplace	Wooden Bird Feeders and Houses. Wooden Christmas ornaments, Bath Bombs, Preserves, Chocolates
11	Dianne Schouten	Dianne's Back Yard Garden		Dye sublimations personal items
12	Tammy Wilson	TW Craft Creations	twcraftcreations.ca	Laser cutting boards
13	Jessica Butler	Treats and Sweets		Banana Bread, cookies, pies, brownies, Cheesecakes and much more
14	Nicole Lockyer	Crafts n' Creations	Facebook.com/craftsncreationss	Mugs, signs, home decor, games, earrings, keychains, air fresheners and more all designed and created by us.
15	RaDeana Ann Montgomery	RM Designs Canada	www.letsbecrafty.ca	One of a kind resin jewellery and keychains, one of kind resin suncatchers, pebble and sea glass items in frames, Glass snowman and DIY crafting kits, wood ornaments
16	Dawn Perry	Fermentonics	https://fermentonics.localline.ca	<p>Lactofermented</p> <p>Kombucha</p> <p>Kimchi</p> <p>Garlic dill pickles</p> <p>Pickled beets</p> <p>Pickled carrots</p> <p>Pickled eggs</p> <p>Apple butter</p> <p>Apple cider vinegar</p> <p>Fire cider vinegar</p>



Staff Report

To: Council
From: Roseann Knechtel, Clerk
Meeting Date: July 2, 2025
Subject: Mulmur's 175 Anniversary

Purpose:

The purpose of this report is to provide Council with a draft approach and schedule of events for Mulmur's 175 Anniversary in 2026.

Background and Analysis:

In 2026, Mulmur celebrates a significant milestone—its 175th anniversary. The outline below highlights a series of yearlong events and initiatives designed to honour the Township's rich heritage while fostering community engagement across all demographics, groups and regions.

By leverage existing and new events, and collaborating with community partners, organizations, and businesses, Mulmur will aim to deliver accessible and diverse programming and promote community pride, engagement, and celebration across the Township. These initiatives achieve the following Strategic Plan goals:

It's in our Nature: Live

- Gather Together: Host a 175th Birthday
- Gather Together: Support Local Events
- Partner with Others: Collaborate with private recreational service providers
- Partner with Others: Support local use of the Bruce Trail

The focus will be on incorporating the 175th Anniversary into a variety of activities that highlight Mulmur's natural beauty, rich history, and strong community spirit. Key features of the anniversary programming include:

Travelling Township Booth (Tent & Table): At each event the Township will have a dedicated tent/table. This travelling booth will provide a consistent Township presence and ensure branding and visibility at every event. Booth materials may include but are not limited to:

- 175th anniversary promotional swag for sale
- Historical information and displays
- Community engagement materials (e.g., photos, message boards, children's activities etc.)
- Township services and program information
- Cake
- Event specific feature

Community Partnerships: Staff will work with local event organizers and businesses to enhance existing events and introduce new opportunities under the 175th anniversary banner.

Inclusive, Year-Long Activities: Events will be scheduled across all seasons and areas of the Township and are tailored to diverse audiences—families, seniors, youth, outdoor enthusiasts, and more.

Schedule of Events

- January – 175 Kick-Off Council Levy Celebration (tentative)
- February - Family Day at the Mansfield Outdoor Centre (confirmed)
- February – A Timeline of Dufferin / Mulmur 175 Exhibit at the MoD (confirmed)
- March – March Break Community Week at the Mansfield Ski Club (confirmed)
- April - Maple Syrup Festival at 4M Maple (confirmed)
- April – 175 Honeywood Alumni Hockey Tournament (tentative)
- May – Annual Spring Market at Superburger (confirmed)
- May – A History of Dufferin County Forest Community Event (confirmed)
- June – Strawberry Festival at Maple Grove Market (confirmed)
- July – Historic Mansfield Dominion Day Baseball Tournament (tentative)
- August – Cob Stock / Historic Beef BBQ in Honeywood (tentative)
- September – Public Works Open House Touch a Truck / Paint a Plow Blade (confirmed)
- October – Hops in the Hills at Mansfield Outdoor Centre (confirmed)
- November – Remembrance Day in Mansfield (confirmed)
- November – Mrs. Mitchell's High Tea in Violet Hill (tentative)
- December – Christmas in Rosemont (confirmed)

Year-Round Self-Guided Celebrations:

- The Bruce Trail Conservancy: Mulmur End-to-End Challenge / Guided Hikes (confirmed)
- Self Guided Driving Tour (being created in partnership with MoD)
- Self Guided Cemetery Tour (being created in partnership with MoD)

Additional Commemoration Efforts:

- 175 Swag for purchase at events and through the Township
- Updated Township print materials and communications to the 175th Anniversary branding
- Weekly historical posts to feature villages, people, events and stories
- Commemorative books and print materials

Next Steps:

- Continue confirming additional events and collaborating with local partners

- Continue collecting information and stories from residents and developing additional commemorative initiatives
- Develop and procure 175th Anniversary branded materials and displays
- 2026 budgeting
- Create a calendar of events to include staffing and Council representation
- Launch promotional campaign in November/December 2025

Strategic Plan Alignment:

It's in our Nature: Live - We commit to providing a balanced community and providing quality services. We will encourage increased community building and respectful social interactions to enrich the lives of Mulmur residents. We will provide a range of communications and facilities to promote play, growth, connection, active living and recognize the changing demographics of Mulmur.

It's in our Nature: Work - We commit to fostering a prosperous local economy that serves Mulmur's community and provides for local employment. We will proactively attract new investment opportunities, and work with Mulmur businesses, industries and institutions to retain, expand and enable local opportunities.

Financial Impacts:

A tentative budget of \$10,000 has been placed into reserves as part of the 2026 budget to fund the 175th Anniversary.

Environmental Impacts:

Council may wish to discuss the environmental impacts associated with this report and recommendation.

Recommendation:

That Council approve the approach to celebrating Mulmur's 175th Anniversary through community led events throughout 2026, substantially in the form attached hereto.

Submitted by: Roseann Knechtel, Clerk

Approved by: Tracey Atkinson, CAO

175th Anniversary Swag Ideas

Item	Qty	Cost	Supplier
Baseball Hats VistaPrint® Printed Baseball Cap	100	12.95	https://www.vistaprint.ca/clothing-bags/hats/caps/vistaprint-r-printed-baseball-cap
Pens	1000	1.59	https://www.vistaprint.ca/promotional-products/writing-office/pens/vistaprint-r-design-wrap-ballpoint-pen
Mug	108	6.79 ea	Rustic Ceramic Mug https://www.vistaprint.ca/promotional-products/drinkware/mugs/rustic-ceramic-mug
Mug	100	10.01	Bates Ceramic Mug with Cork Base – 15 oz. https://www.vistaprint.ca/promotional-products/drinkware/mugs/bates-ceramic-mug-with-cork-base-15-oz
Mug	100	14.23	https://www.vistaprint.ca/promotional-products/drinkware/mugs/rockhill-ceramic-mug-502-ml
Womens V Neck T shirt			https://www.vistaprint.ca/clothing-bags/t-shirts/district-r-women-s-very-important-tee-r-v-neck-with-left-chest-and-back-print

Roseann Knechtel

From: Sarah Robinson <srobinson@dufferinmuseum.com>
Sent: July 31, 2025 11:03 AM
To: Roseann Knechtel
Cc: Laura Camilleri; Jessica Mascitelli
Subject: Re: Mulmur 175

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Roseann,

Hope your summer is going well!

We've passed things by MoD Manager, Jasmine Proteau, and have come up with our list of items we are available to partner on:

1. [Mulmur Driving Tour](#) - Available now on the MoD website. Scroll down to driving tours, select more, and select Mulmur. Available as a PDF file, please feel free to print and distribute copies.
2. House History Program – Laura Camilleri is available to provide one House History Program. A 2-hour long talk that teaches residents how to research properties. This presentation does not go into the details of their specific personal property, but gives the foundations for researching your own. Participants are welcome to research their own properties at the MoD at a later time.
 - a. *We typically charge participants \$15.00 + HST per person (Maximum of 10 people)
3. Mulmur History Talk – Laura Camilleri is available for a Mulmur-related history talk. Some examples of topics include: the Dobson Ghost, Pangman Murders, etc. Talk could be given at the Township office or at MoD.
 - a. *As per the fee schedule, we charge \$3.50 + HST per attendee
4. Social Media Content – We will provide the following social media posts to you should you wish to use them on your own platforms. The MoD will ALSO post the same content on our platforms and tag Mulmur Township.
 1. (3) Artifact Spotlight posts (featuring historic Mulmur artifacts from the Museum collection)
 2. (1) Historic Event post (1 regarding the creation of the Township in January 1851, featuring images from the archival photo collection)

*If you would like to create more social media posts, you can consult the [online database for photos](#) from the MoD Collection and request them from Laura.

5. Community Events – When you attend community events, we would be happy to set up a museum booth alongside you. With either of the following:

1. Mulmur Trivia – we bring a trivia wheel, prizes and prepare Mulmur history-themed questions.

2. Mulmur Artifacts – we bring 2-3 historic Mulmur artifacts, kept safe in plexi cubes. We would consider this a pop up exhibit and would get some banners printed.

*The activity will be dependent on staff member availability.

*Some examples of events we could attend together: Honeywood Picnic, Maplegrove Vendors Market Day. If you have events in mind, please let us know as soon as possible, we are booking 2026 right now.

6. Mulmur Cemetery Tour – We looked at our past records, we don't have the script for any Mulmur Cemetery Tours. There is a possibility Laura could create one, however it would replace either item #2 or #3 (not in addition to these programs/talks), and wouldn't be available until June 2026 to offer.

7. When we know more about the opening of the new "Dufferin Exhibit" we will be in touch. It will be during Family Day or March Break.

8. We don't have budget for a short documentary unfortunately for 2026, due to some major exhibit change overs.

Promotional Material: Any events that are happening at the museum, or is being organized by Museum staff the content will be created by the MoD. Any promotional material the Township creates with the MoD logo, must be vetted by MoD first.

Looking forward to chatting more,

Best,

Sarah Robinson (she/her) | B.A.H., OCAD (AMS) | Curator | Museum of Dufferin |
Development and Tourism | County of Dufferin
519 941.1114 | Extension 4019 | srobinson@dufferinmuseum.com
936029 Airport Road, Mulmur, ON | L9V 0L3



From: Roseann Knechtel <rknechtel@mulmur.ca>
Sent: June 11, 2025 2:20 PM
To: Sarah Robinson <srobinson@dufferinmuseum.com>
Cc: Laura Camilleri <lcamilleri@dufferinmuseum.com>
Subject: Mulmur 175

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the contents to be safe.

Hi Sarah,

Thank you so much for taking the time to meet with me today and chat ideas about how we can celebrate Mulmur's 175 next year.

Just to recap our meeting and get my thoughts down, we considered the following:

- Promotion of a "Search Your Property" at the Archives
- An off-site talk with Laura
- Family Day Opening of the Dufferin Timeline Exhibit
- A Temporary Pop Up of a Mulmur 175 Exhibit, with possibility of the rolling movie in the lodge
- Educational staff and materials at various events (dependent on dates)
- MoD Credit with Catalogue #for photos and materials used in our weekly historical social posts
- A Self Guided Cemetery Tour: MoD to send Nancy's materials and stories and we can put the tour together and provide to the Museum for future use
- A Self Guided Driving Tour: You mentioned you may also have materials for this. We can put the tour together and provide to the Museum for future use.

I know you wanted to chat about some of these things at your staff meeting. Please keep me updated on dates, and if the above considerations are obtainable. I look forward to working with you guys.

Have a great day,

Roseann Knechtel, BA | Clerk / Planning Coordinator

Township of Mulmur | 758070 2nd Line East | Mulmur, Ontario L9V 0G8

Phone 705-466-3341 ext. 223 | Direct 705-980-1192 | rknechtel@mulmur.ca

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175

YEARS

18
51

MULMUR

20
26

live



work



grow



175

YEARS

18
51

MULMUR

20
26

live



work



grow

MULMUR 175 SCHEDULE

DATE	EVENT	ORGANIZER	TABLE	STAFF	EVENT SPECIFIC FEATURE
January 14th	Council Meeting	Township	No	Yes	Historical Delegation from Museum
					Cake
February 16 (Family Day)	Family Day WinterFest	Mansfield Outdoor Centre	Yes	Yes	Face Painting or Balloons, Cake etc.
February 16 (Family Day)	A Timeline of Dufferin Exhibit	MoD	No	No	Can we sell 175 Swag at the museum gift shop?
March 16-20 (March Break)	Community Days	Mansfield Ski Club	Yes	No	Can we sell 175 Swag at the ski club?
April	Maple Syrup Festival	4M Maple	Yes	Yes	Pancakes and hot drinks
May	Annual Spring Market	Township	Yes	Yes - Summer Students	175 Swag for Sale
May	A History of Dufferin County Forest	Dufferin County	Yes	Yes - Summer Students	BBQ
June	Strawberry Festival	Maple Grove Market	Yes	Yes	Face Painting or Balloons, Cake etc.
July	Historical Dominion Day Baseball Tournament	Parks Committee or North of 89 Alliance	Yes	Yes	175 Swag for Sale
August	Cob Stock / Beef BBQ	North of 89 Alliance	Yes	Yes	
September	Touch a Truck	Township	No	Yes	
October	Hops in the Hills	Mansfield Outdoor Centre	Yes	Yes	Face Painting or Balloons, Cake etc.
November 11th	Remembrance Day	Women's Institute	Yes	Yes	
November	High Tea in Violet Hill	Mrs Mitchells	No	No	Historical speakers or live music
December	Christmas in Rosemont	emont General Store (Sarah O'Boyle)	Yes	Yes	

Roseann Knechtel

Subject: FW: Help Amplify Ongoing Data Collection Effort
Attachments: Survey & Interview Call-out IG story.png; Survey & Interview Call-out FB LI.png;
Business Visits - August 2025 IG story.png; Business Visits - August 2025 FB LI.png

From: Yaw Ennin <yennin@dufferincounty.ca>
Sent: September 4, 2025 4:03 PM
Subject: Help Amplify Ongoing Data Collection Effort

Hello Everyone,

Dufferin County's Economic Development team is kicking off the launch of an engagement campaign to better understand the local economic climate, including the potential impacts of tariffs and uncertainties surrounding international trade. The County will use the perspectives collected to improve the quality of available economic data and inform county-wide programs and decisions.

You can find a service and information update sent to the local media today on this campaign here: [Dufferin County businesses invited to share their thoughts on trade and tariff challenges.](#)

How you can support:

- Please help us amplify this campaign through your municipal newsletters, websites, and social media channels. Feel free to re-share posts from the County's official X, Facebook, Instagram and LinkedIn accounts as they occur.
- Highlight the campaign in discussions with local businesses in your community.
- Let us know if you would like to join us on business visits within your community.

Proposed social media posts should you wish to schedule them organically on your channels (graphics can be found attached):

- Are you a Dufferin business in agriculture, manufacturing, construction or retail? Dufferin County invites local businesses to take the Local Data: Powered by You Survey, developed in partnership with KPMG!

Help identify business needs, challenges and opportunities and have your say to help strengthen the county's economy and support long-term competitiveness! Take the survey here:

<https://ow.ly/Rk8E50WRi9e>

- Dufferin County Economic Development is completing one-on-one interviews with local business owners to learn more about the challenges they're facing around trade and tariffs.

Interested in helping the County support long-term competitiveness? Reach out to ecdev@dufferincounty.ca to get involved!

Businesses can also take a survey here: <https://ow.ly/Rk8E50WRi9e>

Proposed newsletter content:

Calling all Dufferin businesses in agriculture, manufacturing, construction, or retail! Share your thoughts, challenges, and concerns around doing business in Dufferin County by completing Dufferin County's *Local Data: Powered by You* Survey, developed in partnership with KPMG.

This survey aims to help Dufferin County better understand the local economic climate, including the potential impacts of tariffs and uncertainties surrounding international trade. The County will use the perspectives collected to improve the quality of available economic data and inform county-wide programs and decisions.

As part of this engagement, Dufferin County Economic Development is also out completing one-on-one interviews with local business owners. To date, staff have connected with the Dufferin Board of Trade, Georgian College, E. Hoffman Plastics and Avertex Utility Solutions Inc. Businesses interested in sharing their thoughts on the challenges they're facing around trade and tariffs can reach out to ecdev@dufferincounty.ca to get involved.

Help identify business needs, challenges and opportunities and have your say to help strengthen the county's economy and support long-term competitiveness! Take the survey [here](#).

Please let me know if you have any questions. Thank you for your support as we work to help strengthen the county's economy and support long-term competitiveness!

Regards,

Yaw Ennin | Manager, Economic Development | Development and Tourism
County of Dufferin | Phone: 519-941-2816 Ext. 2508
yennin@dufferincounty.ca | 30 Centre Street, Orangeville, ON L9W 2X1

A Community That Grows Together.
Collaboration | Accountability | Innovation | Compassion | Courage

Dufferin County administrative staff are moving to a new office space! As of September 2, 2025, Building Services can be accessed at 55 Zina Street on the second floor. Please note that building access is temporarily restricted to the doors at 10 Louisa Street (Orangeville Court House). For more details, please visit [our website](#).

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Local Data: Powered by You

Are you a business in
agriculture, manufacturing,
construction or retail?



WE NEED YOUR HELP!





Dufferin County Economic and Planning Process Review

In association
with LEM Group

Study Finding to County Council
June 12, 2025

Project Overview

Economic and Planning Process Review

Study Overview



- The County of Dufferin retained Watson & Associates Economists Ltd. and LEM Group to undertake an Economic and Planning Process Review
- Objective of this exercise is to inform County Council on:
 - The roles and responsibilities of the County as an upper tier in economic development and planning
 - How these services are currently delivered in collaboration with local municipalities
 - Where there are opportunities for improvement and recommended next steps

Economic and Planning Process Review

Study Overview

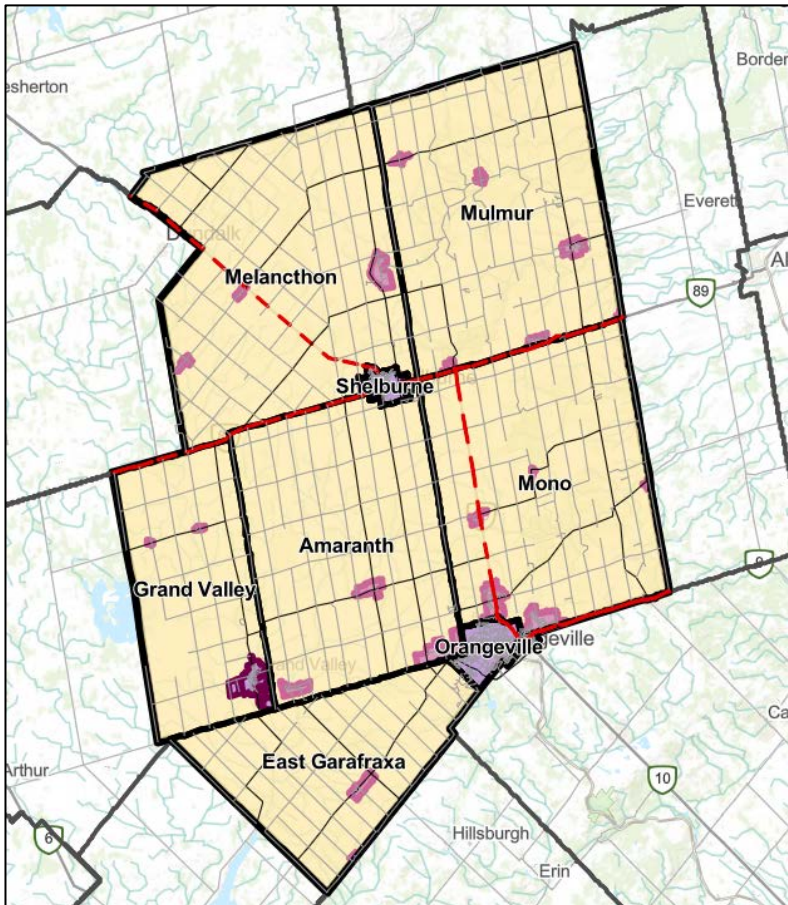


- The Consultant Team reviewed provincial planning framework, development application review processes, and regional economic development current and best practices
- The Consultant Team held a series of virtual workshops with:
 - County and area municipal planning staff
 - County and area municipal economic development staff
 - County and area municipal C.A.O.s
 - County Council

Dufferin County

Overview

- Dufferin County has a diverse range of urban and rural communities with strong population and employment growth anticipated.



Population:
2024: 71,000
2051:
101,000
**2024-2051:
30,000**

Population
Growth
**1,110
Residents
Annually**

Population Growth
2024 to 2051
↑42%

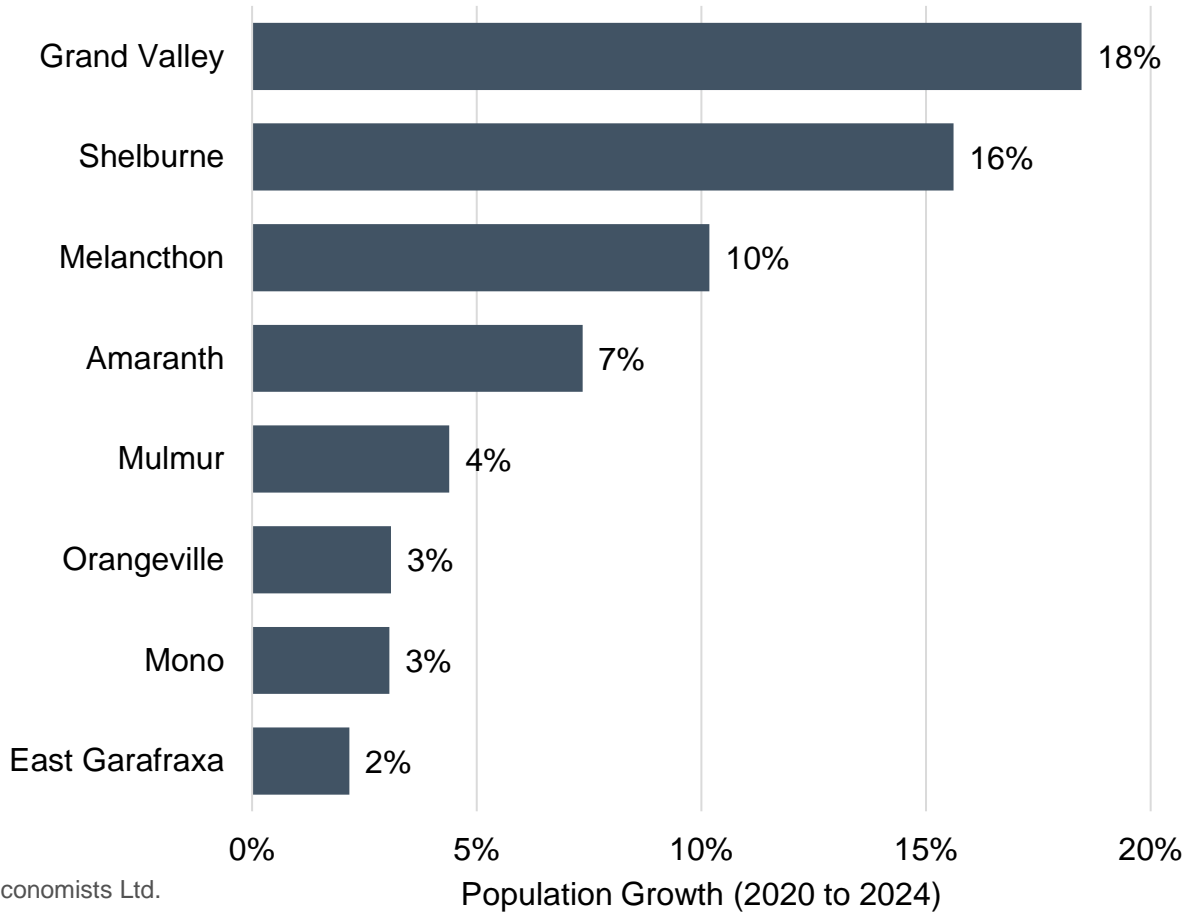
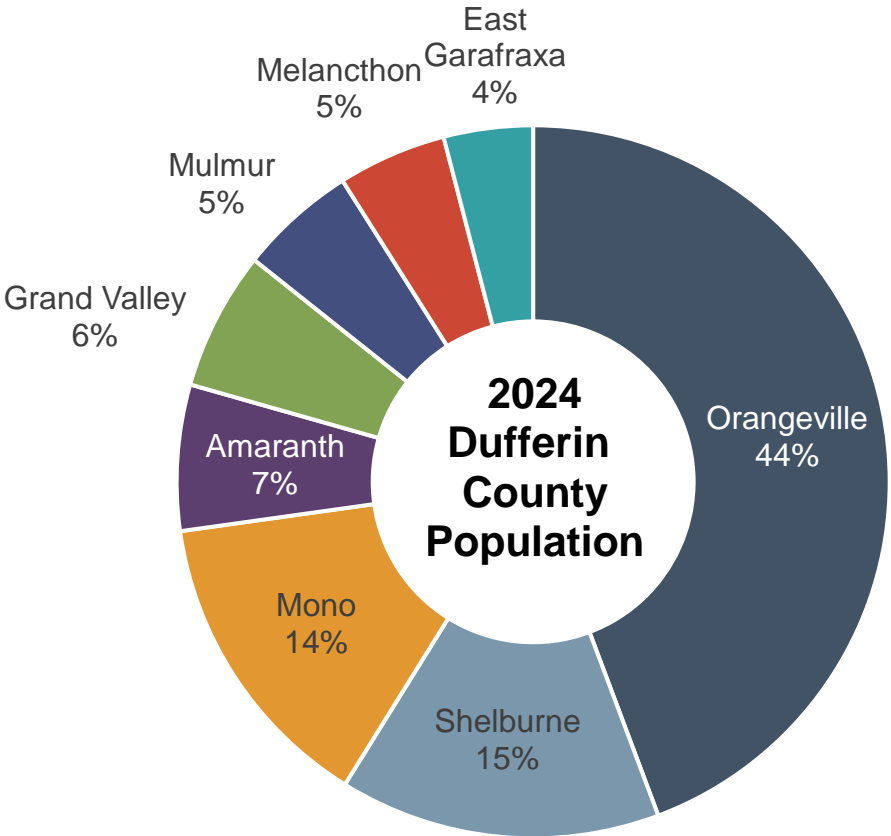
Employment
Growth
**530 Jobs
Annually**

Dufferin County

Overview



- While Orangeville and Shelburne account for nearly 60% of the Dufferin's population, population growth is strong across the County



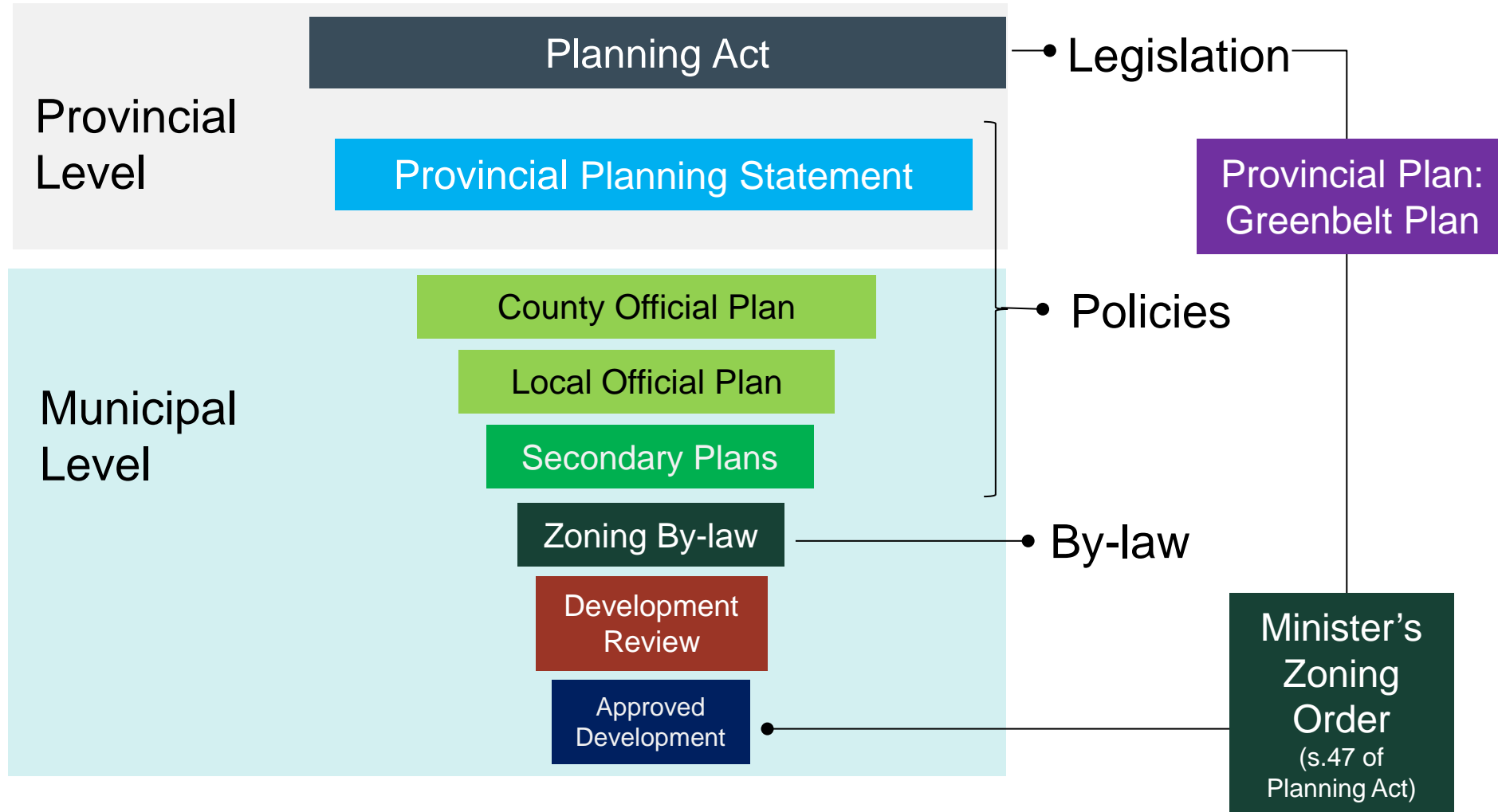
Note: Figures have been rounded and may not add precisely.
Source: Derived from Statistics Canada Table 17-10-0155-01 summarized by Watson & Associates Economists Ltd.

Planning and Development Processes Review

Study Findings

Provincial Planning Policy Framework

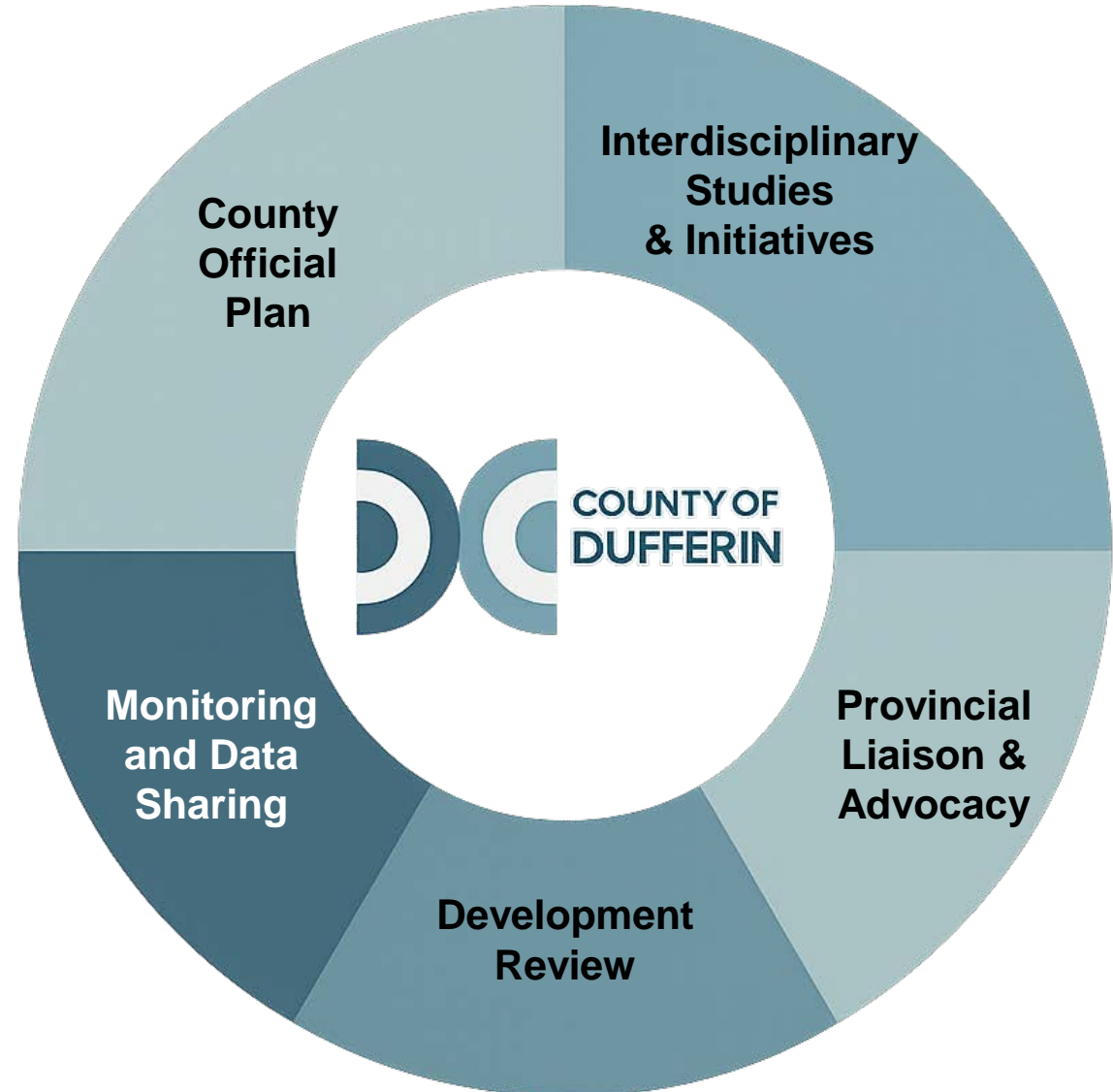
Overview



Planning and Development Processes Review

Context

- Planning and Development is intended to guide growth and land use in a way that preserves the unique character of Dufferin while fostering sustainable growth – areas of focus include:



Benefits of Upper-Tier Government in Planning

Summary



Ensures Consistency: Promotes uniform land use policies and growth management across multiple municipalities that conform with provincial policies

Supports Integrated Planning: Facilitates comprehensive planning for transportation, infrastructure, natural heritage, and services that extend beyond local boundaries; aligns regional infrastructure development with growth plans

Reduces Fragmentation: Minimizes disjointed decisions that can have cross-border impacts

Common Growth Framework: Helps local municipalities plan within a unified framework to meet provincial growth forecasts

Leverages Experience: Draws on expertise and lessons learned from planning and development issues in other municipalities

Coordinated Voice: Acts as a unified representative when engaging with the Province, Conservation Authorities, or other regional stakeholders

Supports Cross-Border Initiatives: Assists in the development of cross-border studies and strategies

County Official Plan and Local Official Plans

Purpose and Comparison



Feature	County Official Plan	Local Official Plans
Primary Role/Scope	Establishes a strategic policy planning framework for the entire County, aligning with provincial policies	Provide detailed land use planning within each specific Town or Township
Growth Management	Allocates growth and sets key growth targets for the County as a whole	Outline how growth allocations will be implemented and targets achieved, including phasing based on municipal services (water, sewer)
Land Use Detail	Offers broad guidance on land use designations, directly supporting county-wide growth allocations and targets	Provide the breakdown of broad county-level land use designations into specific municipal land uses
Specific Planning Elements	Identifies and protects the County's significant natural features, agricultural lands, and natural heritage systems	Include policies for urban design, streetscapes, building heights, densities, and the overall character of specific areas
Approval Authority	Requires approval from the Ministry of Municipal Affairs and Housing (MMAH)	Must conform to the County Official Plan and County is approval authority.

Planning and Development Processes Review

Scope of Official Plan Amendment (O.P.A.) County Versus Local



Type of O.P.A.:	County Official Plan Amendment	Local Official Plan Amendment
Scope	Broad, strategic, county-wide policies and growth	Detailed, site-specific, or local community-level policies
Who Initiates?	Primarily County; sometimes applicant if O.P.A. application is complex and impacts County growth management policies (e.g., boundary expansions)	Primarily applicant, sometimes local municipality
Submitted To	Dufferin County Planning	Local Municipal Planning Department (Town/Township)
Approval Authority	Ministry of Municipal Affairs and Housing (MMAH)	Dufferin County (for most); sometimes local municipality (delegated)
Conformity To	Provincial Plans	Provincial Plans and Dufferin County Official Plan
Appeal Body	Ontario Land Tribunal (OLT)	Ontario Land Tribunal (OLT)
Scale of Impact	Regional, significant implications for future growth	Localized, impacts specific communities or properties

Planning and Development Processes Review

Scope of Application



Applications Not Circulated to County

- Deck Enlargements
- Dwelling Additions
- Additional Residential Units (within the primary unit)
- Small-scale Commercial Development Applications (e.g., restaurants, retail stores)

Applications Circulated to County

- Official Plan Amendment (both private and municipally initiated)
- Minor Variances and Consent Applications
- Secondary Plans
- Employment Area Conversions
- Site-Specific Master Plans
- Aggregate Resource Applications
- Zoning By-law Amendment
- Site Plan Application

Planning and Development Processes Review



Other than the County's Planning Department, who else at the County is Involved in Reviewing Planning and Development Applications?

Public Works

- **Engineering Division:** for all planning applications along County Roads and/or adjacent to County Infrastructure
- **Waste Services Division:** for all applications except for minor variance and consent applications
- **Climate and Energy Division:** for all developments where Green Development Standards (G.D.S.) are required

Building Department

- For all planning applications except for the Town of Orangeville and Township of Amaranth

Economic Development

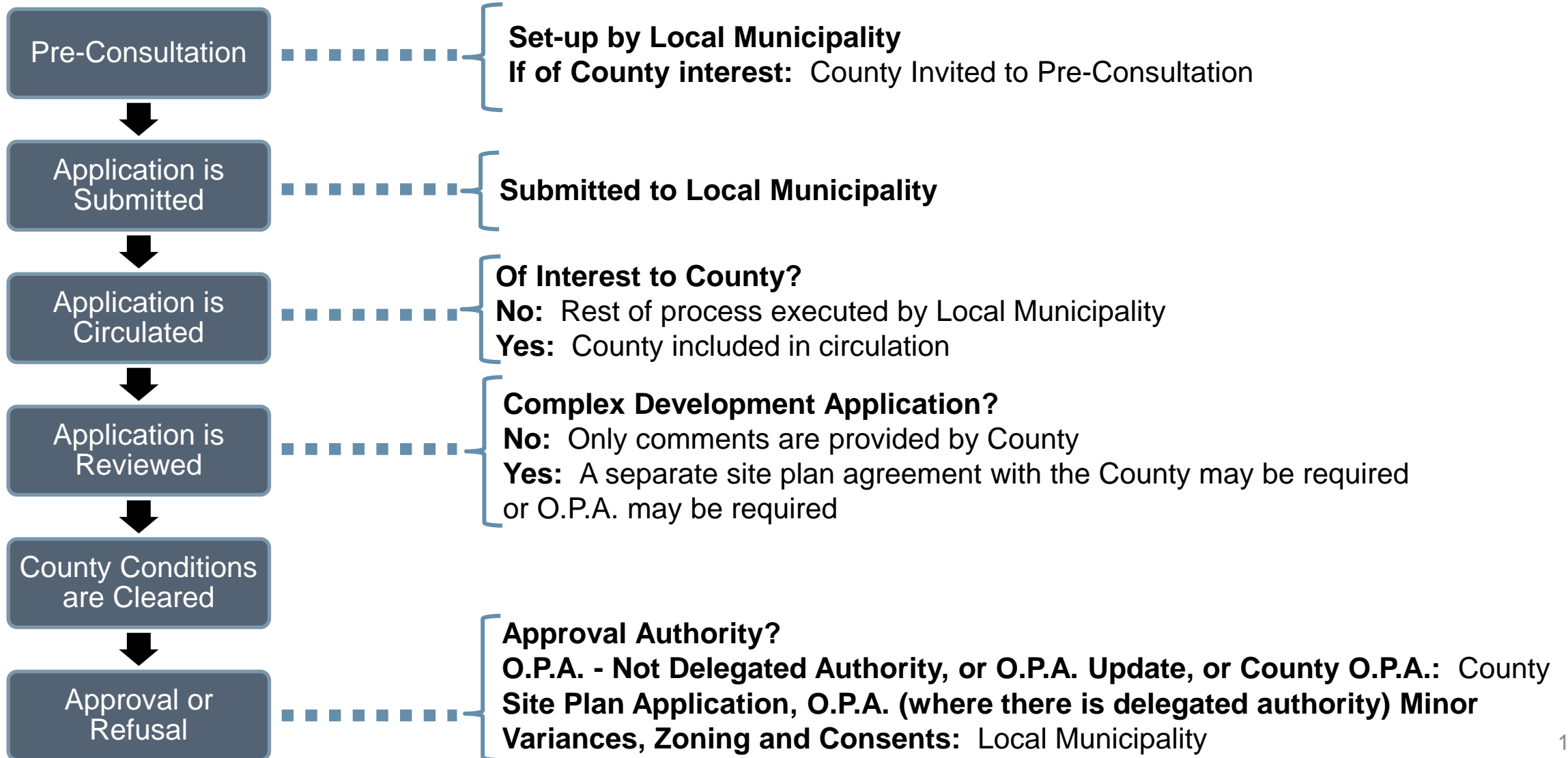
- For all commercial and industrial (i.e., warehousing, manufacturing) applications

Information Technology (Corporate Services)

- For all subdivision and condominium applications (civic addresses for paramedic services)

Planning and Development Processes Review

Roles in Development and Planning Application



The Planning Process in Dufferin

Gaps/Challenges and Areas for Potential Improvement



- **Clarifying Applications of County Interest:** A need exists to improve the clarity regarding which development applications are of direct interest to the County, ensuring timely and relevant engagement. There is confusion that this is based on scale of development – i.e., “Major Application” or that it is a locational attribute – i.e., on a County Road.
- **Clarifying the County's Role and Rationale:** County needs to continue to enhance collaboration with Area Municipalities continuing to stress *why* County's involvement is needed. It is crucial to highlight the direct connection between specific types of applications and the County's interests. For example, the County takes a strong interest in consents because many are proposed on Prime Agricultural land, which we are dedicated to protecting and preserving. Without clear explanations of these connections, the County's involvement can be perceived as unnecessary duplication of effort.

The Planning Process in Dufferin

Gaps/Challenges and Areas for Potential Improvement – Cont'd



- **Defining County Involvement in Site Plan Agreements and O.P.A.s:**
There is an opportunity to better define the specific thresholds and circumstances that necessitate County involvement in site plan agreements and O.P.A.s.
- **Improve Transparency in County Planning Fees and Timelines:**
Currently, the process for applying and processing user fees is not clearly communicated, which often leads to confusion later in the process. This can result in potential bottlenecks and the perception of duplicate fees for some users. To address these issues, there is a need to improve the communication of fees and timelines, setting clearer expectations from the outset. Additionally, making this information publicly available would help set expectations for applicants.

Strategic Directions

Enhanced Communication of Roles and Responsibilities



Context

- To foster greater understanding, collaboration, and efficiency, the County should significantly improve the communication of its roles and responsibilities to area municipalities, their councils, and the broader public. This improved clarity and continued collaboration efforts will ensure that the County's involvement is consistently perceived as a strategic and value-added contribution to County planning and development.

Recommendations

- To enhance clarity and collaboration, the County should develop and share a comprehensive “County Roles and Responsibilities Manual for Municipal Partners and the Public.” It is noted that this manual is currently under way and County will continue to carry out collaboration with local municipalities.
- This manual would be a primary resource, clearly outlining the specific roles and responsibilities of both the County and area municipalities, including examples of a range of planning applications that have different protocols.
- It would also feature flow diagrams of key development processes to illustrate how everything works.
- Document should include information on fees and timelines.
- In addition, County could offer annual workshops on planning topics for Council members, specifically highlighting any changes to provincial legislation.



Questions?

Economic Development Process Review

Study Findings

What is Economic Development?



- Can we define it?
- Context matters...and so do resources
- Generally accepted to be a proactive collaborative process within which there is a multiplicity of efforts that collectively serve to improve economic progress and quality of life in a community
- Economic development is typically focused on a variety of outcomes such as new business start-ups, greater sectoral diversification, job creation, increased productivity, sustainable growth, and an improved quality of life for residents
- Leaves us asking...what's regional and what's local?

Typical Roles and Responsibilities



County Focused on Regional Needs:

- Regional Data Collection and Distribution (sectors, labour, real estate, business composition)
- Marketing and Promotion
- Outbound Business Missions
- Inbound Business Missions
- Government Navigation (Fed./Prov.) Immigration Programming, Funding, Advocacy, etc.
- Business-Friendly Services
- Active Engagement with Major Employers, as well as the Municipalities with Chambers of Commerce and Boards of Trade, etc.
- Loans and Funding

Area Municipalities Focused on Local Needs:

- Sector/Cluster/Capability Development
- Business Retention/Aftercare
- Infrastructure Development
- Employment Lands
- Talent Attraction and Retention
- Affordability
- Lifestyle and Community Profile
- Marketing and Promotion
- Downtown Revitalization
- Financial Support (C.I.P.s)

What is Economic Development?

Why is it Important for Dufferin County communities?

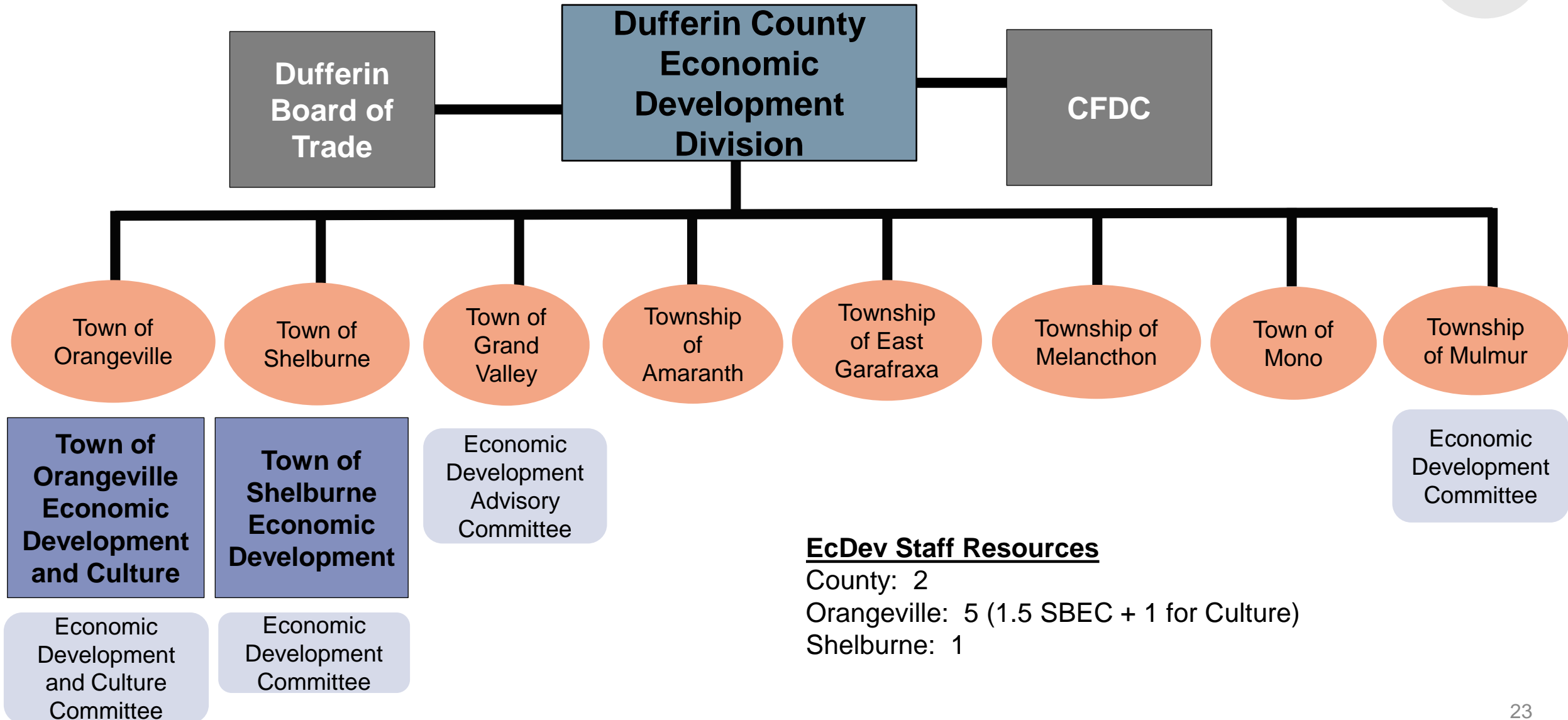


- Economic development improves the economic well-being and quality of life for a community – this includes:

- Support local businesses
- Expand local employment opportunities
- Grow non-residential property tax assessment base
- Expand services/amenities for local residents
- Support for local labour force growth and development



Dufferin Economic Development Ecosystem



The Economic Development Process in Dufferin

Roles and Responsibilities – Economic Strategy and Priority Setting



Municipality	Economic Development Strategy	Monitoring and Data Collection	Policy Advocacy
Dufferin County*	✓	✓	✓
Orangeville*	✓	✓	No
Shelburne	No	No	No
Grand Valley	No	No	No
Amaranth	No	No	No
East Garafraxa	No	No	No
Melancthon	No	No	No
Mono	No	No	No
Mulmur	No	No	No

- County and Orangeville have both completed recent economic development strategies

The Economic Development Process in Dufferin

Roles and Responsibilities – Business Services and Support



Municipality	BR&E Programming	Business Visitation/ Outreach	Business Seminars/ Workshops	Business Surveys	Small Business Support
Dufferin County	No	✓	✓	No	Provides funding but not directly involved
Orangeville*	✓	✓	✓	✓	✓
Shelburne	No	No	✓	✓	✓
Grand Valley	No	No	No	No	✓
Amaranth	No	No	No	No	No
East Garafraxa	No	No	No	No	No
Melancthon	No	No	No	No	No
Mono	No	No	No	No	No
Mulmur	No	No	No	No	No

- Small Business Enterprise Centre (SBEC) located at Orangeville Economic Development

The Economic Development Process in Dufferin

Roles and Responsibilities – Business and Investment Attraction



Municipality	Investment Attraction Strategies	Investor Guides/Tours	Site Selection Support	Community Improvement Plan
Dufferin County	✓	✓	✓	In progress
Orangeville	No	No	✓	✓
Shelburne	No	No	No	✓
Grand Valley	No	No	No	No
Amaranth	No	No	No	No
East Garafraxa	No	No	No	No
Melancthon	No	No	No	No
Mono	No	No	No	No
Mulmur	No	No	No	No

The Economic Development Process in Dufferin

Roles and Responsibilities – Workforce Development



Municipality	Skills Development Program	Connect Employers with Job Seekers
Dufferin County	✓	No
Orangeville	No	✓
Shelburne	No	✓
Grand Valley	No	No
Amaranth	No	No
East Garafraxa	No	No
Melancthon	No	No
Mono	No	No
Mulmur	No	No

The Economic Development Process in Dufferin

Roles and Responsibilities – Tourism & Culture



Area Municipality	Tourism Strategy	Tourism/Visitor Guides	Tourism Marketing & Promotion
Dufferin County	✓	✓	✓
Orangeville	✓	✓	✓
Shelburne	No	No	No
Grand Valley	No	No	No
Amaranth	No	No	No
East Garafraxa	No	No	No
Melancthon	No	No	No
Mono	No	No	No
Mulmur	No	No	Event Committee

Economic Development Service Delivery



Things We Heard

- Economic development at the local and County levels often involves conflicting priorities and a lack of recognition of the needs of the local municipalities
- Perception in Orangeville that they are overpaying for economic development services, although there is no evidence to support this
- The implementation of the County's economic development strategy requires a clear understanding and recognition of the roles and contributions of all municipalities, regardless of their size or focus
- Frustration with the lack of recognition and participation of smaller municipalities in County-wide initiatives, especially in economic development
- County is getting regular investment enquiries and doing their best to nurture these relationships, but a lot of these discussions are stalled when they get to securing a site and the services needed

County's Role in Economic Development should be Focused on Coordination, Attraction, Communities and Readiness for Investment



Regional Coordination

- Facilitating the coordination of all municipalities to plan economic development together and set priorities
- Measuring results and consolidating data to support informed decision making
- Acting as a point of contact to support regional development and ease data gathering
- Working with other partners to help ensure their programs meet the needs of Dufferin businesses – CFDC and SBEC
- Provide County-wide research, evaluation, and progress reports for partners



Business Development

- Delivering programs that would support new business development in Dufferin County
- Work with area municipalities to attract businesses that fill community gaps
- Designing programs to support the sustainment of the current quality of life and the attraction of employment that provides reasonable compensation
- Support the development of priority sectors identified by partners and confirmed by Council (e.g., Tourism, Agriculture, Manufacturing, etc.)



Community Building

- Delivering programs that would attract new residents to move to the County
- Planning collaboratively with area municipalities to identify gaps in community infrastructure and steps to attract investment
- Helping lower tiers remain aware of the avenues of funding to support community building
- Taking a lead on other region-wide infrastructure requirements



Tourism

- Creating a regional plan to attract tourism, potentially focused on understanding the existing and emerging attractions
- Maintaining the County's branding efforts to attract residents and visitors to local businesses
- Coordinating with Orangeville and relevant tourism organizations to improve destination development and marketing efforts

Strategic Directions



Delivery of Implementation of Dufferin Economic Development Strategy

Context

- Dufferin's Economic Development Strategy is centered around five core themes: Business Retention and Expansion, Upskilling the Workforce, Investment Attraction, Local Innovation, and Destination Development
- Most key priority action items require collaboration with local municipalities and other partners

Recommendations

- Confirm a clear statement of economic objectives for the County that builds on the new Economic Development Strategy
- Consider establishing a working group that allows the County, member municipalities and area CFDC to collaborate on economic development, share available data, and build local capacity for ECDEV

Strategic Directions



Enhance Tourism Portfolio Delivery and Value Proposition

Context

- Need a clear delineation of the role of the County in tourism vs. the work ongoing in Orangeville
- There is a need for a better understanding of the economic benefits of tourism sector to the County and its area municipalities

Recommendations

- Collaborate with Orangeville on the tourism work done locally and expand to the balance of the County (e.g., county-wide asset mapping)
- County should consider undertaking a Tourism Impact Analysis

Strategic Directions

Better Coordination and Delivery of Economic Development and Tourism Initiatives



Context

- Dufferin County Economic Development has expertise to lead/guide and support area municipalities in local economic development initiatives
- Rural municipalities in Dufferin have limited in-house resources for economic development but have capacity to collaborate
- Potential for all local municipalities to collaborate in economic development and tourism portfolio

Recommendations

- County should collaborate with Orangeville and Shelburne, to better position County-wide opportunities – e.g., asset mapping, tourism development, small business support – SBEC)
- Explore the development of a County-wide Economic Development Committee to help guide/direct local economic development priorities
- Increase attendance by County ECDEV staff at local ECDEV committees/ group meetings to provide perspective and advice to volunteers and municipalities on what role they can play in ECDEV and tourism, and identify priorities

Strategic Directions



Expand Business Support Service Coverage in Dufferin County

Context

- Currently only Orangeville and Shelburne are served by Small Business Enterprise Centre (SBEC)
- SBECs are a valuable resource for entrepreneurs and small businesses
- Dufferin County is home to approximately 2,200 businesses, of which 60% are small businesses (less than 5 employees)
- Of the County's small businesses, 51% are outside Orangeville and Shelburne
- In the absence of serviced land and vacant building, small businesses play an outsized role in the economy

Recommendations

- Explore potential to expand SBEC footprint/service area to include Grand Valley, Mono, Melancthon, Amaranth, Mulmur, and East Garafraxa
- Promote programming and services to all municipalities



Questions?

Conclusions



- The study findings serve as a foundational piece and provide preliminary direction on priority areas to address
- We suggest the County take a more detailed review of key gaps/ areas for improvement identified to refine recommendations and identify action plan