

# COMMITTEE OF THE WHOLE MEETING



Thursday, September 13, 2012  
55 Zina Street, Orangeville  
Sutton Room - 5:00 p.m.

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## Declarations of Pecuniary Interest by Members

1. COMMITTEE OF THE WHOLE – September 13, 2012 – ITEM #1  
Community Strategic Plan – Consultant’s Report

The Committee to review the findings of the consultation process for the Community Strategic Plan and to evaluate options for next steps. (A copy of the consultant’s report is attached to the agenda.)

*For consideration of the Committee.*

# DUFFERIN COUNTY

## COMMUNITY STRATEGIC PLAN

### SUMMARY OF FINDINGS

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## INTRODUCTION

Dufferin County initiated a process to assist Council, staff and stakeholders in a holistic approach to developing a County strategic plan. The Consulting Firm, DPRA Canada was retained to assist with the facilitation of the engagement activities and the development of the Community Strategic Plan.

The final Strategic Plan will identify five and ten year strategic goals and objectives that capitalize on the many strengths and opportunities across the County.

The Strategic Plan is being developed through an inclusive process that involves County and local councils, staff, residents and other community stakeholders.

**This report provides an overview of the community engagement process and a summary of the key findings.**

## COMMUNITY ENGAGEMENT

Staff members, Council and the Community are being engaged throughout the process to develop the Strategic Plan.

The participants were provided an opportunity to join in discussions to develop a vision for the County supported by the steps necessary for the County to achieve its goals with respect to providing high quality services to meet the current and future needs and expectation of the residents.

### ***The process to date included:***

#### **➤ Document Review**

Relevant documents were identified and reviewed by the project team. This included background studies, County reports, past and current initiatives.

The information collected during this document review will be used to support the Strategic Plan.

➤ **Staff and Council Interviews**

A number of interviews were conducted with key staff, council and community stakeholders. Participants provided feedback on key issues and opportunities for the County of Dufferin and actions that could be implemented to achieve the vision. There were 21 interviews conducted.

*A summary of the responses provided through the interview process is presented in Appendix A.*

➤ **Visioning and Action Planning Workshops**

Residents, Stakeholders, Staff and Council were invited to participate in a discussion on the Strategic Plan and key components.

Participants discussed key strengths, challenges and opportunities. Participants provided feedback on key actions on what the County and Partners could be doing to achieve common goals and priorities.

There were 6 workshops:

- Local Council (2)
- County Council (1)
- CAO's (1)
- Community Workshops (2)

*Copies of the notes from each of the workshops are presented in Appendix B.*

➤ **Community Survey:** Residents were given the opportunity to provide feedback through a community survey available hard-copy and on-line.

The survey included the following questions:

- What do you love best about the County of Dufferin?
- What are the most important issues facing the County?
- What are the changes you would like to see in the future?
- What can Dufferin County be doing better?

There were 95 surveys completed.

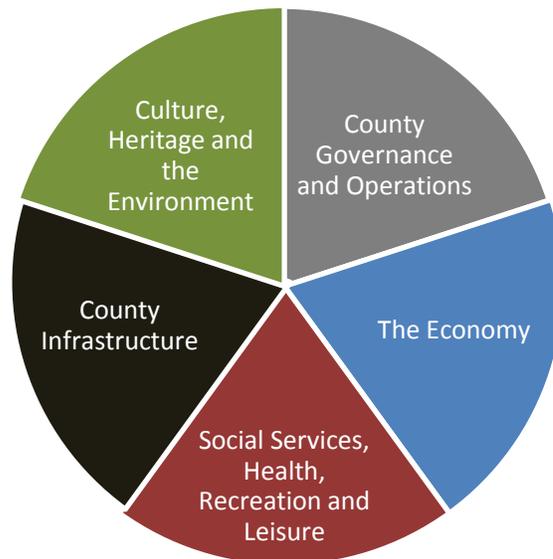
*The community survey responses are presented in Appendix C.*

## SUMMARY OF FINDINGS

The following section presents an overview of the comments provided throughout the community engagement activities.

Five key focus areas or themes emerged from the comments:

- County Governance and Operations
- Strengthening and Diversifying the Economy
- Maintaining a High Quality of Life through the provision of social services, health, recreation and leisure
- Developing and Maintaining County infrastructure
- Protecting and Promoting culture, heritage and the environment.



# Achieving Excellence in County Governance and Operations

This focus area includes common themes around the County Government and the Corporation of the County of Dufferin, including human resources and the delivery of services.

## THE CURRENT SITUATION

Dufferin County Council consists of 14 members from the eight area municipalities. The Warden is the executive officer of the corporation and the head of County Council. The lower tier municipalities are governed by elected officials consisting of a Mayor, Deputy Mayor and councillors each elected for a four year term.

County Council meets once a month on the second Thursday of each month at the Court House.

County Council utilizes a standing committee structure to facilitate the decision making process. Each standing committee meets monthly. The minutes of each committee then go forward to County Council for adoption. County Council also utilizes subcommittees and special committees to streamline the decision making process. Council also makes appointments to external boards and commissions.

The Corporation of the County of Dufferin is managed by a Chief Administrative Office and delivers the following services:

### General Government Services

- Administration
- Human Resources
- Health and Safety
- Treasury
- Information Technology
- Building Department (Building Inspections and By-law Enforcement)
- Facilities
- Paramedic Services
- Wellington Dufferin Guelph Health Unit
- Some community and economic development

### Community Development

- Waste Management, including Household Hazardous Waste, Composting and beginning in 2013 Garbage and Recycling
- Some community and economic development

### Museum

- Museum
- Archives
- County Forest

### **Public Works**

- County Roads
- Bridges
- Snow Clearing

### **Community Services/Dufferin Oaks**

- Ontario Works
- Employment Resource Centres
- Children Services
- Ontario Early Years Centres
- Homelessness
- Social Housing
- Emergency Management
- Dufferin Oaks Home for the Aged
- Mel Lloyd Centre
- McKelvie Burnside Village
- Community Support Services (Adult Day Program, Meals on Wheels, Congregate Dining, Transportation)

## **SUMMARY OF COMMENTS**

The following provides an overview of the comments received throughout the community engagement activities related to county governance and corporate operations.

Some of the common themes included:

- Community awareness and participation
- Communication
- Council representation
- Delivery of services
- Staff Resources

### ***Community Awareness and Participation***

Throughout the engagement activities, participants indicated that attendance was low at the County Council meetings. Local councillors indicated that more people attended the local council meetings than the County Council meetings. Some suggested that a lower attendance at the council meetings could be attributed to a lack of interest in County governance and an unclear perception on county responsibilities and services being delivered.

Some participants suggested that the County could be doing more to encourage participation in the county operations and promote opportunities to get involved in County initiatives.

Participants also identified the need for a re-branding exercise. This would be an opportunity for Dufferin to showcase their successes and demonstrate their clear path forward. The re-branding would confirm this direction and identify a new look and feel for Dufferin.

### ***Communication***

Overall participants felt that the staff and council were very approachable and accountable for their actions. Many suggested improved communications between the County and municipalities and with the community at large.

Some residents and council indicated that Local Council representatives at the County Council were not always informing or updating local council members that were not present at County Council meetings.

Some suggested that improved use of the website and other avenues of communication could be encouraged and promoted. Some suggested that a regular update could be provided by a newsletter mail-out or regular update articles in local newspapers.

### ***Council Representation***

Comments received throughout the strategic planning process suggested that the process of selecting county councillors should be reviewed. Some suggested that the County Council representatives should be elected not selected by the local council. Comments suggested that the Current Council was often faced with many diverging views and personal or vested interests that supported their local municipalities. There were often challenges encountered when it came to creating a consensus on these diverging views.

Some participants suggested that a reduced number of county councillors could be considered. Suggestions included reducing the current 14 member council to only 8 Councillors - one representing each of the municipalities. Another suggestion was 8 councillors in addition to a Warden elected at-large.

### ***Delivery of Services***

Some participants suggested that the current services delivered by the County of Dufferin should be reviewed. Comments on service delivery included creating more collaboration around the land use planning function, amalgamating fire services, amalgamating police services, establishing a stronger role in tourism and economic development.

Participants provided comments on reviewing the services across the County to determine more cost effective or efficient ways to deliver the services. This was a large concern because of the decreasing dollars available to municipalities to meet the needs required by the residents.

Some suggested that the County may not be involved in the delivery of the service but should initiate a stronger role with respect to building collaboration across the County between municipalities. A clearly defined role could encourage more effective and efficient delivery of the services.

Many suggested that the County was not involved enough with the province and that a 'stronger voice at the table' was required. Some suggested that the County could take a coordination role in provincial initiatives to ensure and encourage involvement in provincial opportunities.

Specific suggestions included reviewing and identifying a structure that could allow for more cost effective and efficient sharing of services related to:

- Economic development
- Fire protection
- Libraries
- Planning
- Policing
- Road clearing
- Source Water protection and conservation

### ***Staff Resources***

Many participants suggested that the County is supported by a strong and supportive team of staff, with low turnover. It was identified by many as a desirable place to work. There was some concern expressed with respect to succession planning and ensuring that as senior staff retire - new and trained staff are hired to fill the replacements.

Some suggested that hiring protocols should be reviewed to ensure accountability, openness and transparency for hiring new staff thus ensuring the most qualified people are hired. It was also suggested that the staff numbers should be reviewed. Some reported that it appeared that some departments were over-staffed while others struggle with the assigned responsibilities based on the support resources available. Some participants suggested that the County could benefit from an organizational review to review the structure and efficiency of delivering county services.

Some also recommended that the County staff have to remain well trained in their positions. It was suggested that the County had to support and encourage training opportunities for staff to remain up-to-date and educated in their areas of expertise.

Some participants identified the need to create more collaboration and stronger working relationships between County and local Municipal Staff. Some suggested that relationships could be strengthened to ensure that they were all working collectively for the betterment of the residents of the County.

## Strengthening and Diversifying the Economy

The following provides an overview of the comments received throughout the community engagement activities related to strengthening and diversifying the economy of the County of Dufferin.

Many participants acknowledged that the County's role in economic development is limited to supporting Dufferin.Biz, however many felt that more should be done to ensure a strong and stable economy across the County of Dufferin.

### **THE CURRENT SITUATION**

Dufferin County is well situated to attract business to the region. It is supported by a well-developed and maintained road network, convenient access to Pearson International Airport, the Regions of Waterloo International airport, Lake Simcoe Regional Airport and access to several small private airstrips. There is also easy access to rail lines and the commercial harbours of Lake Huron and Lake Ontario<sup>1</sup>.

Dufferin.Biz is a community initiative designed to facilitate economic growth in the County of Dufferin. Dufferin.Biz is designated to work with all the municipalities in Dufferin County to promote the economic and community assets in the County through various marketing efforts. The organization seeks to attract small and medium businesses and entrepreneurs that are looking for the exceptional quality of life offered in Dufferin.

The County currently supports the initiatives of Dufferin.Biz through annual financial support. The County contributes approximately \$270,000 annually on economic development through various grants, including funding to Headwaters and Chamber of Commerce. The County does not provide any other services related to County-wide Economic Development.

Dufferin's economy has been traditionally strongly linked to agriculture as over 70% of the land base is classified as prime agricultural land. In 2006, farms in Dufferin County generated in excess of \$103.8 million in gross farm receipts. The amount of farmland acreage has fluctuated between 1991 and 2006. In 1997 there were 77,279 ha of farmland. In 1996 this amount increased to 89,914 ha and subsequently decreased to acreage usage slightly below that recorded in 1991 to 77,136 ha in 2006. Currently the county's major agricultural products (as gauged by gross farm receipts) are cattle (16.5%), dairy (14.9%), potatoes (14.8%), and market gardening (6.7%).

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<sup>1</sup> Dufferin.biz (2012). The County of Dufferin A Place of Beginnings: Economic Development Community Profile January 2012

The number of businesses in Dufferin County fell slightly by 0.27% to 4,113 from June 2010 to June 2011 with the highest growth rate experienced in businesses in the 100-199 employee size range. Other areas of key growth were companies with 1-4 (increased by 20) and 10-19 (increased by 5) employees. Inversely businesses with 5-9 employees witnessed a decrease of 21 companies.

Much like other parts of the province, the County has been negatively impacted by the recent economic downturn, however a diversified employment base has allowed the encompassing region of Waterloo, Wellington and Dufferin, to fare slightly better than other areas of Ontario.<sup>2</sup> For comparison, the unemployment rates of Peel and Wellington are presented below (2006 Census Data)<sup>3</sup>.

Dufferin County has a higher unemployment rate (6.3%) than Wellington at 4.5% but similar to the Region of Peel and the Province as a whole (6.4%).

**Table 1: Unemployment Rates Orangeville, Dufferin County, Peel and Wellington (2006 Census)**

City/Town	Ontario	Dufferin County	Peel	Wellington
Unemployment Rate	6.4%	6.3%	6.4%	4.5%

Unemployment influences the health of individuals, their families and the communities in which they live. Impacts associated with unemployed community members include:

- Increasing poverty and lack of ability to support local stores
- Increasing reliance on social assistance and income support programs
- Stress and mental health associated with loss of job developing an increased need for mental health services
- Increasing unhealthy habits (drugs and tobacco use) leading to the development of unhealthy residents and addictions that need to be supported with limited finances

In 2009 the Workforce Planning Board of Waterloo Wellington Dufferin carried out a Labour Demand Study Consultation Approach to help identify areas of potential Trends, Opportunities, and Priorities 2010 Planning Activities. It was determined through the consultation process that the following industries warranted further investigation:

- Plastics and Rubber Product Manufacture
- Fabricated Metal Manufacturing
- Professional Scientific and Technical
- Transportation Equipment Manufacturing
- Agriculture (Crop/Animal Production)

<sup>2</sup> Workforce Planning Board of Waterloo Wellington Dufferin (2010). Trends Opportunities Priorities TOP Report: A Lease on Local Industry in 2010.

<sup>3</sup> Statistics Canada Census 2006. Community Profiles, Dufferin, Peel, Orangeville and Wellington.

- Food Manufacturing

Dufferin County may be able to capitalize on the green technology sector. One of the largest wind farms in Canada is located in Melancthon. This facility has the capability of providing enough renewable energy to supply more than 70,000 average households annually through the generation of 545,000 megawatt hours annually. A major green initiative in Dufferin County is the development of the Dufferin Eco-Energy Park (DEEP).

Currently, many residents are living in Dufferin County and commuting to work locations outside of the county. According to the 2006 Statistics Canada profile 37% of the people in the labour force in Dufferin County are commuting to a job in another County also 16% of the people in the labour force in Dufferin County are commuting to a job in a different municipality from which they live. Dufferin has a higher proportion of residents commuting outside the County (37%) than Wellington (29%), Guelph (19%) or the Province (20%). People are choosing Dufferin as a location to live but are not necessarily working in the community or participating in community initiatives.

### ***Tourism***

The Hills of Headwaters Tourism Association is a regional, non-profit organization with a mandate to facilitate the development and promotion of the Headwaters region as a tourism destination. The Hills of Headwaters Tourism currently supports over 250 tourism businesses and organizations as well as providing tourism marketing on behalf of the communities of Erin, Caledon, Dufferin County, Shelburne and Mono. In 2012, the Town of Orangeville withdrew its funding contributions and no longer participates in the Association.

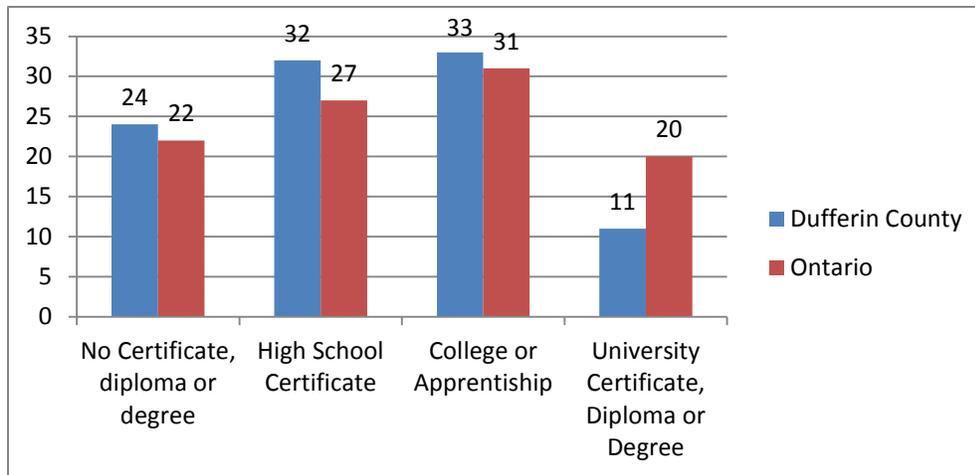
The Hills of Headwaters Tourism is governed by a volunteer Board of Directors, which are elected annually and supported by representation from our partner municipalities.

### ***Education***

Dufferin County is served by the Upper Grand District School Board which operates 59 elementary schools and 11 secondary schools for the City of Guelph, the County of Wellington and the County of Dufferin. The County itself is serviced by 13 elementary schools and three high schools. Available programming ranges from gifted classes to French-emersion. Additionally, the Dufferin-Peel Catholic School Board operates three elementary schools, and Robert F. Hall Secondary School in nearby Caledon and the Conseil Scolaire de District Centre Sud Ouest which operates the École élémentaire des Quatres-Rivieres in Orangeville.

Post-secondary instruction is also available within Dufferin County which houses satellite campuses for Humber and Georgian Colleges in Orangeville. Programs offered through Humber College include business management, ECE- early childhood education, home renovation technician, interior decorating program, police foundations, and social service worker.

Students attending Georgian College can be awarded diplomas in personal support work, practical nursing, and pre-health sciences.



**Figure 1: Educational Attainment**

According to the Census 2006 community profiles (2011 data not available), educational attainment in Dufferin County (See Figure 1) is lower than the Province as a whole. There are significantly less residents in Dufferin (only 11%) compared to the Province (20%) that have attained a University Certificate, Diploma or Degree. There are more residents in Dufferin compared to the Province that have not completed high school (24% compared to 22%). There are also more residents in Dufferin (32%) that have only achieved high school as their highest level of education compared to the Province (27%).

### SUMMARY OF COMMENTS

There were many comments provided on what the County and its partners could do to ensure a strong and stable economy across the County of Dufferin. Many of these suggestions are beyond the scope of the County and are being reported to reflect the discussions and comments received related to county-wide economic development initiatives.

Many participants felt that the county and municipalities could better collaborate to ensure that the County was recognized as ‘open for business’ and fully supportive of new and innovative economic development opportunities.

Many participants identified the need to further embrace Economic Development activities and tourism across all municipalities. A Regional approach to tourism and economic development initiatives would allow the identification of a common vision and goals that could be achieved through improved collaboration and cost-effectiveness.

The following presents a summary of the comments related to economic development, including:

- Promotion and Marketing
- Attracting new business development
- Creating a skilled and ready to work labour force

### ***Promotion and Marketing***

Many participants identified that the County as a community could be ‘doing a lot more’ with respect to promoting and marketing the County as ‘a place to live, a place to visit, a place to work’.

Some suggested the need to more effectively utilize the website and other tools to promote Dufferin County. It was suggested that this could be tied with marketing the County through economic development initiatives but ensuring that it is not only a place to do business but also a place to live or a place to visit.

Tourism assets were identified by many participants as a strength and opportunity of the community. Many suggested that the County had to take a greater role in tourism ensuring increased promotion of the area and assets that it has to offer. Some suggested that this could include the development of a tourism strategy that clearly identifies actions specific to the County of Dufferin and partner organizations and municipalities.

### ***Attracting New Business Development***

Some participants indicated that the County is often treated like a bedroom community – thus creating neighbourhoods where people were not as close-knit or community-minded.

Participants indicated that the County could work towards creating an environment that allowed people to live and work in Dufferin County. Creating more opportunities for employment would be beneficial in attracting new residents to the area, as well as allowing people to reduce commute times by working close to home. Through available internet opportunities, people could be encouraged to take advantage of working at home and travelling less to their offices. A large number of commuters make it difficult to maintain the fabric of the community.

Participants provided a number of comments with respect to how the County could attract new business development and specific areas that could be explored.

Suggestions included:

- Stronger support for tourism focused activities and industries (e.g. cottage or tourism focused small boutique stores)
- Exploring agricultural opportunities related to local farming and the equine industry
- Creating a desirable environment and attracting small to medium sized manufacturing or light industry companies
- Renewable energy / innovative waste measures (associated with DEEP)

Most participants identified the natural beauty and environment as a strength of the area. Most suggested that more could be done to capitalize on the opportunities associated with the natural environment, including the network of trails, bird watching, photography, hiking and cycling. Many suggested that Dufferin was in a unique location within close proximity to the south and the north for people interested in day-trips and short ventures. Some suggested that more could be done to showcase the tourism assets. Some suggested the need for additional accommodations to capitalize on the opportunity of attracting people to the area while having the space available to accommodate the potential increase in the number of tourists.

Overall, participants felt that Dufferin.Biz could be better supported in their initiatives to market the positive aspects of Dufferin County. Improved collaboration amongst the municipalities would assist with improving the opportunities as they arise.

Participants provided many comments on how to strengthen the equine industry, including establishing value-added industries, tourism initiatives and horse related activities. According to a 2012 report, based on a case study on Chautauqua County, Dufferin County would benefit from a stronger equine focus.

This could be facilitated by making the County a “horse-friendly” region through the development of new and separate equestrian trail system and increases in the representation of individuals with equine interests within existing stakeholder networks thereby affording them the ability to influence provincial regulations to become more favourable to equine sector development. It was also noted that horse operations are amenable to smaller farm parcels, as required due to zoning and environmental constraints found throughout the county.<sup>4</sup>

Many participants discussed the importance of supporting local agriculture and purchasing local foods and products. Participants indicated that more could be done to promote the products available through the local farmers and encourage a shop-local campaign. The idea of encouraging locavore habits was raised by many participants.

Some participants suggested the development of an Economic Development Department or an Economic Development Officer role at the County level to oversee and facilitate economic development initiatives. A suggestion was also made to develop an “Industry Search Committee” that would work towards attracting more businesses across the County and accommodating their needs to ensure the services and resources are in place to establish in their desired location – not specific to one municipality.

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<sup>4</sup> Arnadottir, I.O., Deska, R., Ferguson, M., Long, F. and Poole, K. (2012). Equine Sector Development in Dufferin County: A Final Assessment Report. School of Environmental Design and Rural Development RPD 6280: Advanced Planning Practice University of Guelph

***Creating a skilled and ready to work labour force***

Some participants suggested that economic development initiatives should encourage promoting less traditional manufacturing and industrial jobs but attracting people in areas such as the Creative Class – those willing to work at home whilst contributing to the community.

This would require the County and community partners to work towards creating an environment that provides a high quality of life.

Levels of education are a strong predictor of community well-being and health. Higher education levels tend to provide more employment opportunities and higher incomes. Suggestions put forward by participants included working more with local colleges and interested Universities to develop local programs that would allow residents to study at home. It was also suggested that promoting the area to attract young families could attribute to strengthening the work force.

## Maintaining a High Quality of Life

Maintaining a high quality of life for the residents of Dufferin County is dependent on understanding the trends and meeting the needs of the residents as they age. Dufferin County currently supports the delivery of social services and works with other partners to deliver health, recreational and leisure services that contribute to the quality of life desired by those that make Dufferin County their home.

### THE CURRENT SITUATION

Over the past 15 years, Dufferin County has experienced a population increase of approximately 17,484 people. Between 2006 and 2011, the population has grown 4.5%, which is slightly lower than the Ontario growth rate of 5.7% during the same time period.<sup>5</sup>

**Table 3: Population: Dufferin County; 1996-2011<sup>6</sup>**

Location	1996	2001	% Change	2006	% Change	2011	% Change
Town of Orangeville	21,498	25,248	17.4%	26,925	6.6%	27,975	3.9%
Town of Mono	6,552	6,912	5.5%	7,071	2.3%	7,546	6.7%
Town of Shelburne	3,790	4,213	11.2%	5,149	22.2%	5,846	13.5%
Township of East Garafraxa	2,084	2,214	6.2%	2,389	7.9%	2,595	8.6%
Township of Amaranth	3,450	3,450	0.0%	3,845	11.4%	3,963	3.1%
Township of East Luther Grand Valley	2,773	2,842	2.5%	2,844	0.1%	2,726	-4.1%
Township of Melancthon	2,607	2,739	5.1%	2,895	5.7%	2,839	-1.9%
Township of Mulmur	2,903	3,099	6.8%	3,318	7.1%	3,391	2.2%
Dufferin County	45,657	51,013	11.7%	54,436	6.7%	56,881	4.5%
Ontario	10,753,573	11,410,046	6.1%	12,160,282	6.6%	13,465,674	10.7%

<sup>5</sup> Community Profile

<sup>6</sup> Statistics Canada Census; 1996, 2001, 2006, 2011 Community Profiles.

Shelburne has been recognized as one of the fastest growing small towns in Ontario while other municipalities in Dufferin County are shrinking. Shelburne's population has grown 13.5 per cent in the last five years. According to the Census 2011 data, the number of people living in Shelburne has increased to 5,849 from 5,149 since 2006.

Both East Luther Grand Valley and Melancthon saw a 4.1% and a 1.9% decline in population. Despite its drop in population, East Luther Grand Valley has been singled out as a place where substantial growth can occur in Dufferin. Orangeville's population grew 3.9 per cent since 2006, which is slightly lower than the countywide mark of 4.5 per cent. Beyond Shelburne, East Garafraxa was home to the second largest population boost in Dufferin with 8.6 per cent growth, followed by Mono (6.7 per cent), Amaranth (3.1 per cent), and Mulmur (2.2 per cent).

Continued growth is evident through several planned developments currently within Dufferin. An additional 300 homes are planned for Shelburne and 450 for Mono. Phase One of the development in East Luther Grand Valley includes plans for 100 homes, with an additional 300 possible.

### **Health and Social Services**

Dufferin County falls within the Central West Local Health Integration Network which provides services from the northern tip of Dufferin County to the northern section of Peel Region including some 800,144 people, representing 6.25% of Ontario's population.<sup>7</sup> This Local Health Integration Network is the lowest ranking in terms of per capita health spending overall.

Headwaters Health Care Centre and the associated medical community includes: 26 family physicians; 15 emergency medicine practitioners; 6 internists, 1 pediatrician, 3 obstetricians; 5 general surgeons; 6 anesthesiologists; 3 radiologists; 1 ophthalmologist; and visiting consulting specialists providing services in endocrinology, neurology, nephrology, orthopedics, and urology.

Access to mental health and addiction services is somewhat problematic throughout the County as it is among the most poorly funded areas in the province. While psychiatric services is a significant problem access to physicians is somewhat more defined by location within the County. In 2011 there were 28 doctors in Orangeville and South Dufferin and only 3 servicing North Dufferin (encompassing Shelburne, Melancthon, Amaranth and North Mono).<sup>8</sup> The ratio of physicians to population in Dufferin is 1:2231 which exceeds the provincial standard of 1:1380.<sup>9</sup>

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<sup>7</sup> Local Health Integration Network (2012). About Our LHIN: Our Communities accessed online at <http://www.centralwestlhin.on.ca/Page.aspx?id=146>

<sup>8</sup> The Headwaters Community Wellbeing Report

<sup>9</sup> The Headwaters Community Wellbeing Report

Dufferin County Community Support Services (DCCSS) administers, develops and co-ordinates a range of community support services including servicing the elderly and physically disabled adults of Dufferin County, promoting client independence in the community, arranging for support and relief to caregivers and linking clients to appropriate community resources.

The W & M Edelbrock Centre is currently being developed to house the Community Services Department, responsible for Ontario Works, Social Housing, the Employment Resource Centre (ERC), Children Services and Early Years Centre. The new centre may also include the Upper Grand District School Board, Canadian Mental Health Association, Hospice Dufferin, Telecheck Dufferin, Georgian College and Supportive Housing in Peel/Dufferin.

The Shelburne Hospital recently closed and the property has been obtained by the County of Dufferin. The County will be converting the second floor of the site into affordable housing. The County is exploring other uses for the sharing of the additional space.

The County of Dufferin, in collaboration with the Ontario March of Dimes, also operates McKelvie-Burnside Village in Shelburne, which offers a mix of 22 units of affordable, subsidized and market rental apartments with some receiving assisted living services. These units are fully occupied and there are approximately 30 people on a waiting list.

Operated by Dufferin County is the Dufferin Oaks Home for the Aged. It is a long-term care facility with 160 beds offering all levels of care for residents with Alzheimer and/or behavioural problems. Additional services include: physiotherapy and occupational therapy, foot care, dentist/denturist, optometrist, psychogeriatric clinic.

### ***Emergency Services***

The Towns of Orangeville and Shelburne are serviced by their own police forces and the remainder of the County of Dufferin is protected by the OPP detachment office located in Primrose in the northern end of the County.

Dufferin paramedic services are operated by the County of Dufferin. They provide services to the entire County. The Service operates three stations, with the Headquarters located in Orangeville and Satellite Stations in Shelburne and Grand Valley. They provide 24-hour emergency coverage, seven days a week at all Stations. The entire catchment area is served by an enhanced 911 System for emergency calls.

There are several fire departments in Dufferin, located in Orangeville, Shelburne, Grand Valley and Honeywood.

### ***Parks and Leisure***

In Dufferin County, parks and recreation services are offered by the lower tier municipalities. Library services are also offered through the local municipalities. There are a number of community centres, ice pads, pools and sports fields located across the County.

### ***Arts and Culture***

Dufferin County has a strong artistic community. There are many stores and galleries that support local artists. Headwaters Arts is a not-for-profit, volunteer-driven, membership organization that serves as an umbrella multi-discipline arts organization for the Headwaters region. Their mandate is to bring together artists and supporters to promote the development, appreciation and enjoyment of all arts in the Hills of Headwaters.

Theatre Orangeville (in collaboration with Community Living Dufferin) was awarded a Canada Council grant, which allows “disenfranchised groups to find a voice within the community”. As a result between 2001 – 2006 local jobs in the arts, entertainment and recreation field grew from 330 to 510 jobs (54.6%).<sup>10</sup>

The Dufferin Arts Council is a volunteer organization dedicated to assisting artists and art students by providing arts programs and arts-oriented social programs for members and the Dufferin County community.

### **SUMMARY OF COMMENTS**

Many participants suggested the need for Dufferin County to continue to work with partners to strengthen social services, health, recreational and leisure opportunities that contribute to the high quality of life and community well-being desired by the residents that have chosen Dufferin County as their home. This idea supports the suggestion put-forth in the Headwater Community Action Report citing that “Community Well-being is beyond the influence of one person, organization or level of government alone”.

The following provides an overview of the comments received throughout the community engagement activities related to maintaining a high quality of life. Some of the common themes included:

- Recreation and Leisure
- Community Social Services
- Health and Wellness

### ***Recreation and Leisure***

Many participants provided suggestions on how to improve recreation and leisure activities across the County. Some suggested that the County could take a role in collaborating with the municipalities to assist with the library and recreational activities.

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<sup>10</sup> The Headwaters Community Wellbeing Report

Many residents provided comments with respect to ensuring trails across the County as an avenue for active modes of transportation (walking, running, hiking and biking). The trail system allows local residents to remain active and encourages tourism.

There were also some comments provided by local residents about the loss of snowmobile trails that contribute to increased tourism in the winter.

### ***Community Services***

Some residents expressed concern with day care availability and affordability across the County. Offering childcare services for children under the age of 3 in Dufferin County and across the Province will continue to be a challenge as full-day kindergarten is implemented.

The need for more affordable housing was raised by many participants as a priority. Some participants supported the new proposal for the old hospital site and new units that would be available. Many indicated the need to do more to ensure available space for all seeking affordable housing.

### ***Health and Wellness***

As reported in the Headwaters Community Well-being Report<sup>11</sup>, the Headwaters area falls behind in funding for some needed health and social services. This report suggests that more collaboration across agencies and municipalities would strengthen efforts to advocate for improved rural-based services.

There were many residents that expressed concern with the closed hospital in Shelburne. Many participants were concerned with accessing health services, specifically a lack of primary care physicians in north Dufferin and an overall lack of medical services.

Many identified the need to continue to deliver health care across the County in a manner that meets the needs of the residents. The closed hospital in Shelburne creates many obstacles with respect to residents accessing health care services.

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<sup>11</sup> Headwaters Community in Action, Community Well-Being Report

## Developing and Maintaining County Infrastructure

This focus area identifies common themes identified around the County Infrastructure, including maintenance and management of the road networks and trails and innovative waste management.

### THE CURRENT SITUATION

Dufferin County has a well-developed and maintained road network that is within a 1 day's trucking distance from 60% of the Canadian market. As well the extension of Highway 410 has also decreased commute times for local residents. The county is also accessible by water, via Lake Huron and Lake Ontario, and rail via the Orangeville-Brampton Railway and nearby CP and CN Railway intermodal terminals. Residential transportation is also facilitated by the Orangeville Transit, a bus system owned and operated by the Town of Orangeville and Go Transit bus service from Orangeville with connecting train service in Brampton.<sup>12</sup>

The Bruce Trail, the Nations oldest and longest public footpath, which links the Regional Municipality of Niagara Falls to the Town of Tobermory runs through Dufferin County a total of 51.4 km from Mono Centre in the south, to Lavender in the North. Care and maintenance for the trail is performed by the Dufferin Hi-Land Bruce Trail Club (which is one of nine member clubs of the Bruce Trail conservancy).

In addition to the Bruce Trail, the Town of Orangeville has built 8.5 km (out of a projected 15 km) of multi-use trail. The current trails are located in the west end of Orangeville but the ultimate goal is to form a recreational loop that links the Town's trail to those of Island Lake, Monora Park and the Credit River trail. As part of this initiative, the Town has developed a 10-year-plan to guide the expansion of the trail system.

The Dufferin County Active Transportation and Trails (DCATT) Master Plan consists of a network of both on and off-road trails designed to connect the urban and rural communities of Dufferin County and promote active transportation and active recreation. The Plan focuses primarily on non-motorized modes of transportation (hiking, cycling, walking, cross-country skiing, etc.) on County Roads, through forests and other lands owned by the County. In addition, existing and proposed routes in the Town of Orangeville Trails Master Plan (2008), the Town of Shelburne Active Transportation Plan Study (2008) and the Town of Mono Trails Network Study (2000) have been considered in the preparation of the County's plan.

Commencing January 2013, Dufferin County will assume waste management responsibilities from the lower tier municipalities. Dufferin County is also in the process of developing the Dufferin Eco-Energy Park (DEEP). They are working on alternative fuels with the vision of

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<sup>12</sup> Community Profile

creating energy from waste (syn-gas and methane). The Park includes a composting facility, energy from waste and an anaerobic digester. There are also sites available in the park ready for related businesses. It is intended that one-third of the site be dedicated to greenhouses.

The majority of the County has high-speed internet via cable, DSL or satellite. The varied topography of Dufferin County creates challenges for complete high-speed coverage of the area and several pockets remain under-serviced. There are initiatives underway to improve internet services. The Western Ontario Warden's Caucus is undertaking a study to determine how to bring high speed Internet to all of south-western Ontario, including the County of Dufferin.

### **SUMMARY OF COMMENTS**

The following provides an overview of the comments received throughout the community engagement activities related to county infrastructure. Some of the common themes included:

- Developing and promoting active and accessible transportation across the County
- Improving internet connectivity across the County
- Striving for excellence in waste management

#### ***Developing and promoting active and accessible transportation across the County***

Some participants indicated that roads in the County of Dufferin appear to be well maintained. Others indicated that there is an infrastructure gap across the County and that targets are not being met for road rehabilitation. A priority for many was to ensure that a long-term plan for road repairs and infrastructure requirements is identified and developed. The plan has to be supported by available finances and feasibility.

Participants also provided comments on the need to improve transportation services across the County and with neighbouring municipalities. Improved public transit routes would allow residents of Dufferin to access services elsewhere and improve employment opportunities. Others suggested creating a train or bus system that would connect all of the Dufferin communities with urban centres south of the County.

#### ***Improving Internet Connectivity***

Many participants identified internet connectivity as a challenge and a threat. Participants recognized the challenge with the topography of the County limited access in some areas. Others commented that the options available were expensive. Some suggested that improved services, including increased speed and lower costs would create more opportunities for people interested in working at home. Improved connectivity would be desirable for people choosing to live and work in Dufferin. Attracting new industry and small businesses would also seek affordable and accessible internet options.

#### ***Striving for excellence in waste management***

Comments were received by some participants in support of the DEEP project. Some indicated that more could be done to position the County as a leader in waste management innovation.

They indicated the County could strive towards creating a feasible and economically viable model. Some suggested that the County has to continue to promote recycling and composting with a realistic waste diversion goal.

## Protecting and Promoting our Culture, Natural Heritage and the Environment

This focus area identifies common themes identified around culture, heritage and the importance of protecting the environment, including air and water quality.

### THE CURRENT SITUATION

Dufferin County is located within the Great Lakes Forest Region's Huron-Ontario Section. Both the upland and lowland areas are marked by natural forest cover (consisting of sugar maple, American beech, white ash, black cherry, yellow birch, eastern hemlock and white pine in the upland communities and silver maple, balsam poplar, white elm, black ash, and Eastern white cedar in the lowlands).

27,000 ha (or 17%) of the County's land base is incorporated into the Greenbelt Plan (meaning that it is permanently protected land). The area covers a north-south corridor through Mulmur and Mono, which connects to an east-west corridor along the southern perimeter of the County's boundaries from Mono around Orangeville to East Garafraxa.<sup>13</sup>

The County is also home to a total of 44,788 (31%) hectares of natural heritage features (much of which is already captured within the designated lands of the Greenbelt). Of this 44,788 ha, 25,800 ha (18%) are occupied by woodlots, 7,680 ha (5%) are areas of natural and scientific interest, 6,904 ha (5%) are provincially significant wetlands, 2,666 ha (2%) are local wetlands and 1,742 ha (1%) is habitat for rare and endangered species.<sup>14</sup>

The County also contains five major river systems: the Credit, Humber, Grand, Saugeen and Nottawasaga. The concern has been raised that growth within the region will put pressure on these water systems and must be monitored carefully.<sup>15</sup> Dufferin County supports Source Water Protection and water conservation by contributing financially. The 2012 contribution was budgeted at \$50,000.

The Dufferin County Forest is a 2,500 acre forest divided into twelve tracts that are located across Dufferin County. It is managed by the County of Dufferin on a sustainable, multi-use basis. The forest serves many important functions including erosion and water control, natural heritage protection, biodiversity, wildlife habitat, recreational opportunities, and support of the rural economy through timber production.

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<sup>13</sup> Dillon Consulting and Watson and Associates (2009). Growth Management Study: Phase 1 & 2 Consolidated Report

<sup>14</sup> Dillon Consulting and Watson and Associates (2009). Growth Management Study: Phase 1 & 2 Consolidated Report

<sup>15</sup> Dillon Consulting and Watson and Associates (N.D.). The County of Dufferin: Growth Management Study, Phase One Report: Understanding Dufferin

Places to Grow is the Ontario government's program to plan for growth and development so that economic prosperity, environmental protection and acquisition of high quality living standards for communities across the province is achieved. The plan addresses current infrastructure challenges through the development of planning strategies aimed at directing and managing population growth and resources.

One of the strategies is to direct growth to built-up areas where the capacity exists to best accommodate population and employment growth. Within the report detailing the growth plan for the Greater Golden Horseshoe, the Ministry of Infrastructure has identified Orangeville, Shelburne and Grand Valley as potential Built-Up areas. The plan also identifies a number of communities across the County that represent 'Undelineated' built-up areas<sup>16</sup> which have limited capacity to accommodate significant future growth.<sup>17</sup>

While the council deemed the Growth Plan as a positive document which would result in a better and more harmonious life for residents of Dufferin, concern was raised regarding the operationalization of the plan. Namely there was worry that the growth forecasts were unrealistic and they furthermore had the potential to disrupt the abundant natural features/resources of the region.<sup>18</sup> In response to this program, and to address these concerns, the County of Dufferin and local municipalities developed a Growth Management Strategy. It is anticipated that the Province will be updating forecasts this fall.

The Dufferin County Growth Management Study examines how growth in Dufferin County can occur in accordance with the Province's Places to Grow targets to 2031. The Plan includes proposed growth options, including growth in the Built-up Area, Rural Areas and Greenfield Areas. The plan also included recommendations for the Draft Policies for inclusion in Official Plans.

The County is committed to preserving the heritage of the region. The Dufferin County Museum and Archives opened in 1994 to share the history of Dufferin and its communities. The Dufferin County Museum and Archives presents a collection of archival and museum material. It also serves as a venue for numerous local events and programming. As well, the County is home to twenty designated heritage buildings and the Downtown Orangeville is designated as a heritage conservation district.

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<sup>16</sup> Including Laurel, Waldemar, Marsville, Orton, Colebeck, Monticello, Horning Mills, Corbetton, Riverview, Cardinal Woods, Purple Hills, Hockley Village, Camilla, Mono Centre, Mansfield, Terra Nova, Honeywood, Rosemount and Primrose.

<sup>17</sup> Ministry of Infrastructure (2012). Places to Grow: Brighter Choices. Brighter Future: Growth Plan for the Greater Golden Horseshoe. Queen's Printer for Ontario. Available online at <https://www.placestogrow.ca/content/ggh/plan-cons-english-all-web.pdf>

<sup>18</sup> Dufferin County Council (2006). Dufferin County Council Minutes January 12, 2006. Available online at <http://www.dufferincounty.on.ca/documents/CC-01-12-06a-Min.pdf>

## **SUMMARY OF COMMENTS**

The following provides an overview of the comments received throughout the community engagement activities related to culture, heritage and the environment. Some of the common themes included:

- Protection of the natural environment
- Sustainable land use planning
- Promotion of culture and heritage

### ***Protection of the natural environment***

The majority of participants identified the need to protect the natural environment as a priority. This was the most prevalent comment raised throughout the engagement activities. Many of the participants identified the natural beauty of the area as a key strength and opportunity that could be used to promote the area as a place to live and visit. Many mentioned that the need to protect the natural beauty was key to ensuring health and sustainability of the resources available.

There were many comments made by participants with respect to the impact a mega quarry – or smaller quarries could have on the natural environment. Many suggested that the area had to be protected from large quarries that could negatively impact the available water, air quality and natural environments.

Due to its proximity to Toronto, Dufferin County faces greater challenges to sustaining optimal air quality. Due to environmentally conscious bylaws, like the anti-idling act, there has been an impressive decrease in the number and duration of smog advisories in Ontario and at monitoring stations close to the Headwaters since 2007.<sup>19</sup>

Some suggested that more could be done to enforce by-laws that protect the natural environment and green spaces. Specifically, some were concerned with the farmlands that were going to weeds instead of being used for agricultural purposes.

### ***Sustainable Land Use Planning***

There were many comments by participants eliciting the need for the County to participate in land use planning. It was suggested by many that the County required a planning department or some designated responsibility to guide planning at the Municipal Level. Many suggested that the County's role should not be to scrutinize zoning or official plan requests but to act in a coordination role to review "the big-picture" across the County.

Many suggested that the current 'checker-board' approach to planning was not beneficial to the long-term sustainability of the communities. Some suggested that planning initiatives were challenging when associated with municipal boundaries.

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<sup>19</sup> The Headwaters Community Wellbeing Report

Participants also suggested the need to create a general ‘road-map’ for development and growth. Many acknowledged the specific growth strategies developed by the municipalities and the County but felt that a clear direction – accepted by all - should be confirmed and that one growth plan could be developed and implemented.

***Promotion of the culture and heritage***

Although some municipalities have been proactive in protecting heritage buildings and spaces, participants indicated that the County could take a lead in developing an inventory of natural and built heritage places across the County and be more proactive in ensuring that they remain protected or plans are in place to refurbish the buildings.

It was suggested that the Museum could be promoted to younger residents and schools should be encouraged to participate in historical / cultural tours as part of the school curriculum.

## Conclusion

This report provides an overview of the community engagement process and a summary of the key findings from the engagement activities, including the council, staff and stakeholder interviews, workshops and community survey.

There were many key actions identified through the strategic planning engagement process. The top priorities are in the areas of:

1. Protection of the natural environment;
2. Promotion of economic development including initiatives related to agriculture, tourism and the Arts;
3. Improved and accessible health care and social services;
4. A county-wide coordinated and collaborative land-use planning model that is beneficial to sustainable land-use planning;
5. Better communication and collaboration.

Many of the comments echoed what was reported in the HCIA Well-being Report. That report indicated people valued the “small town feel, beautiful landscapes, healthy environment, feeling safe”. The HCIA Report identified local farming as a valued economic and cultural component of the community and suggested that Headwaters is well-positioned to revitalize the agriculture sector through local food initiatives, niche marketing and agri-tourism. HCIA also indicates the need to further diversify local job options and improve levels of education for economic resiliency. The report concludes that, “community well-being is beyond the influence of any one person, organization or level of government alone; and that most creative solutions emerge when non-profits, businesses, government, and passionate citizens work together”.

The County of Dufferin Strategic Plan should ensure that Dufferin is responsive to, and prepared for, existing and emerging contextual realities, challenges and opportunities such as increasing growth pressures, an aging population, an influx of younger families and the needs and desires of the community. The Plan should identify a collective vision to ensure Dufferin remains a beautiful, safe, sustainable, well-managed and prosperous community.

## **NEXT STEPS**

In a typical strategic planning process, a draft plan would be prepared from the findings in the consultation process using the identified priorities as the basis for specific goals, objectives and actions supporting a broader vision and mission. However, prior to moving forward with creating a plan for the County of Dufferin, it is important to acknowledge that a number of the comments and priorities captured during the consultation process are issues outside the scope of the current County responsibilities. Many of these priorities focus on broader community issues and support the findings of the Community Well Being Report reinforcing the fact that they are important to the community.

In order to determine the next steps in the process, a decision is required regarding the extent to which the broader community's priorities are incorporated. The following options provide possible directions to move forward with the strategic plan:

1. Limit the Strategic Plan to the current scope of County operations and proceed with developing a plan focused on corporate initiatives;
2. Continue consultations and discussions with local municipalities to determine if there are shared issues and priorities that could be identified and incorporated into a broader municipal/community plan;
3. Perform a coordinating role to identify and engage community partners who may have an interest in working together on the issues that have been identified as outside the current corporate mandate of Dufferin County to develop a comprehensive Community Strategic Plan.



# Appendices

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# Appendix A: Summary of Staff and Council Interview Notes

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# DUFFERIN COUNTY

## COMMUNITY STRATEGIC PLAN

### SUMMARY OF FINDINGS

*The following is a summary of the interviews conducted as part of the Strategic Plan Process. The results of the interviews have been aggregated.*

*There were 21 interviews conducted with representatives from the County of Dufferin Staff, County Councillors and key stakeholders.*

**Q1. WHAT ARE THE CURRENT STRENGTHS OF THE COUNTY OF DUFFERIN?**

- Geographically unique
- Vast geographic area – small urban to rural
- Management of the Provincial Court System
- Proximity to Greater Toronto Area
- Environment and Natural beauty
- Affordable place to live
- Small town charm and feel
- Great place to raise a family – to live, work and play.
- Variety of small towns and unique communities
- Agriculture
- Tourism
- Spill-over of strengths from Peel and York – spending dollars in Dufferin
- Forward thinking staff and council
- Strong community spirit
- Community development
- Bruce Trail
- Niagara Escarpment
- Natural beauty
- Good quality of life
- Museum, arts and culture
- Good people
- Small close knit communities
- Available social services, health care and community support
- Long history
- Progressive community
- Good working relationships with organizations (chamber of Commerce, Headwaters Tourism, Communities in Action, etc.)
- Active transportation, Trails

**Q2. WHAT ARE THE CURRENT OPPORTUNITIES FOR THE COUNTY OF DUFFERIN?**

- Location outside of the metro area – in the middle of tourist county
- We are in a position to grow
- Ability to attract people from outside the county – affordability and great place to live
- Attractiveness for new business development
- Tourism
- Good commuting location.
- Rail corridor – hydro transmission or recreational trail
- Renewing rail service
- Increased population growth – under - utilized across the County. Much larger carrying capacity.
- Pursue all opportunities – open to new ideas.
- Strengthen the economy
- Push for local food
- Equine Industry, value added industries
- Local farming
- Linking tourism and agriculture
- DEEP Project
- New industry development
- Development of smaller farm lots. 50 acre hobby farms.
- Green energy
- Expanding employment opportunities
- Technology job opportunities
- Eco-tourism
- Moving away from the industrial base
- To be a leader in Waste Management
- Generation of energy – new and innovative options
- Agri-businesses and hobby farming
- Improved communication and collaboration
- Marketing Dufferin initiatives
- LHINS funding for health care centres
- Mel Lloyd centre – development potential
- Old Hospital building space – opportunity for development – Healthcare hub
- Collaboration with local organizations
- Attraction of Creative Class
- Recreation – outdoor activities (i.e. Athletic Training Centre)
- Permanent campus for education

**Q3. WHAT ARE THE CURRENT COMMUNITY WEAKNESSES AND/OR THREATS OF COUNTY OF DUFFERIN?**

- Lack of interest in county operations
- Indifference from the public
- Lack of information and involvement in a democratic practice.
- Lack of high speed internet in some pockets
- Quantity of water available
- Preparation and acceptance growth
- Acceptance for change
- North verses south – in-fighting
- Low education levels in Dufferin
- Recession – globally affecting local economy
- No planning at upper tier level
- Surrounded by greenbelt – limited growth
- Lack of manufacturing jobs
- Waste Management
- Common ideas amongst County Councillors – everyone is “on a different page”
- Loss of heritage

- Lack of employment opportunities
- Lack of health services
- Lower income levels for the average person in Dufferin
- People commuting outside of the County for better jobs
- Lack of financial resources because of moderate income levels
- Decreasing provincial grants
- Limited human resources – County wide cannot increase the payroll.
- Keeping educated and well-trained staff.
- No tax from conservation lands
- Lack of residents participating in County initiatives (i.e. public members sitting on County Committees)
- Lack of social housing
- Politics – ‘us versus them’
- ‘so much potential’
- Too many silos – people working independently not collaborating (Health, Economic Development)
- Aging population
- Spread out across the County – geographically
- Lack of public transportation
- Access to health services – for those living outside of Orangeville
- Hospital closure in Shelburne
- Affordable housing – opportunity to build more and meet the needs
- Growth and job creation
- Proximity to the GTA - competition
- More aggressive and unified in marketing Dufferin to create jobs
- County’s involvement in planning
- Politics – change of council and leadership – no succession planning, changing board members lack of continuity.
- NIMBYism (Not in My Back Yard) – many local planning issues
- Continued use of social media
- Creating an easy contact number of County information – waste, roads, etc.
- Ward Council verses Council at large
- Checkerboard planning

**Q4. WHAT ARE THE TWO OR THREE MOST IMPORTANT ISSUES FACING THE COUNTY OF DUFFERIN TODAY?**

- Addressing infrastructure needs for upgrading, renewal and on-going maintenance
- Windmills and quarry developments
- Increase in population – what to do with all the new people - integration into the community and becoming part of community initiatives
- Creation of more jobs
- Establishing where growth should occur
- Upgrading the roads
- Maintaining and planning for infrastructure improves and maintenance – longer term
- Job creation
- Public perceptions on how things are processed- openness and transparency
- Creating a forward thinking waste management policy for long-term planning.
- Governance – working better together.
- Assumption of waste management
- Management of the road networks
- Confirming a use for the rail line

- Protecting heritage
- Infrastructure deficit
- Limited funds for capital investment – maintaining and improving current assets
- Impact on agriculture by proposed quarries
- Quarry impact on the infrastructure (roads) because of increased traffic
- Impact of the quarry of water availability and quality.
- Employment
- Developing a plan for the use of the rail line
- Wind Mill development
- Proposed Quarry

**Q5. WHAT ACTIONS WOULD YOU SUGGEST THE COUNTY COULD TAKE TO ADDRESS THESE ISSUES AND/OR PRIORITIES?**

- Working closely with lower tier municipalities
- Enhance awareness and communicate with residents
- More collaboration with Province on behalf of county and municipalities.
- One-vote system
- Have more community festivals
- Need to be innovative and resourceful - look for new ideas.
- Re-brand ourselves
- Making a plan for infrastructure planning and maintenance.
- Reviewing county governance
- Waste management – making it a model for sustainability. Highlighting new and innovative technologies.
- Confirm a County role in economic development and protecting heritage
- Common land use planning goals – creating synergies amongst official plans
- Encouraging and promoting staff training opportunities
- Long-term financial planning – create a plan with annual targets and a long term strategy
- Development of a Social Housing Strategy
- Communication – utilize the County website.
- Use of weekly newspapers for County updates – have a ½ page County layout on a regular basis
- Increase participation by the County at community events
- Create a “service excellence approach” – improving access on-line and use of social media
- Creating a model for counties involvement with planning department
- Gradual tax increase to cover need for increasing costs
- Consideration of a County Planning position – work with municipal governments in close collaboration
- Conduct a service delivery review
- Improving IT infrastructure – becoming a leader in technology excellence
- Strive to be a ‘employer of choice’
- Measure staff satisfaction to determine if changes are required – i.e. Work life balance, time sharing,
- Development of an Economic Development Corporation – benefitting

- the entire County – not specific to one municipality
- Work more collaboratively with Dufferin.Biz
- Transportation network to the rural areas
- ‘get out there more’ – have a greater presence
- DEEP – more public awareness and education on what is being developed
- Trails Master Plan – use of rail line
- Service delivery or organizational review

**Q6. ARE THERE THINGS THAT THE COUNTY OF DUFFERIN COULD BE DOING BETTER?**

- Open and accountable
- Working better with all municipalities
- Taking a greater advantage and ‘doing more’ with Dufferin.Biz – need to see more results.
- Exploring a new way to carry out economic development.
- Hiring protocol for staff – accountable for proper hiring processes.
- Improving attendance at County Council Meetings – getting people involved
- More feedback to the residents
- Financial planning – ensuring projects are completed on budget.
- Improving accountability of county staff taking direction from Council.
- Hiring qualified staff
- Support the lower tier municipalities
- Oversee all infrastructure and long-term planning
- Focusing resources in specific areas to support lower tier
- County operated Daycare – privatize.
- Utilization of an Economic Development Committee
- Celebration of successes
- Sharing of lessons-learned
- Communication and promotion of County of Dufferin
- Strengthening the Role of Dufferin County Warden – developing collaborative initiatives
- Promoting and communicating Council’s role in social services
- Establishing a common ground around planning initiatives
- County could take a stronger position for promoting economic development opportunities – dedicated staff member for communication and economic development.
- Moving the County office to Primrose so it is more accessible to more residents
- Reduce the number of County Councillors
- Improved Customer Service – i.e. roads department
- Continue to plan for the growth of the Museum
- Heritage designation of natural and built heritage
- Creation of a succession to account for the departure of senior staff
- Communication plan – policies for improving communication – Development of a Communication Strategy
- Building awareness – creating buy-in for county initiatives

**Q7. HOW COULD EXTERNAL AGENCIES (CORPORATIONS, COMMUNITY GROUPS, ETC.) BE INVOLVED IN THE IMPLEMENTATION OF THE PLAN?**

- Utilizing service clubs
- Common grounds for municipalities and shared vision.
- Have the Strategic Plan Update on all Council Agendas
- Getting home builders involved in County initiatives
- Use of community groups to develop more programs and activities for youth.
- Work better with all the volunteer groups

**Q8. IS THERE ANYTHING ELSE IMPORTANT THAT WE SHOULD KNOW OR CONSIDER WHEN DEVELOPING THE STRATEGIC PLAN?**

- Clearly articulate how the process will proceed, opportunities to have input and the process for implementation for new direction, reinforcement of best practices and obtain regular feedback so the community has no surprises and is supportive of where we are going.
- “Don’t do anything that would give more power to the County”
- More community engagement to get the residents involved in County initiatives
- Actions at the end of the plan need to be implemented.
- Someone being accountable for the Strategic Plan so it does not ‘sit on the shelf’
- Ensure that the strategic plan actions are performance based – accountability for assigned actions
- Integrate succession planning into the strategic plan.
- Provide annual updates on the Strategic Plan – progress and next steps
- Keep it short, concise, focused and doable

# Appendix B: Workshop Summary Notes

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## COUNTY OF DUFFERIN COUNTY COUNCIL VISIONING WORKSHOP

**Date:** Thursday, May 3<sup>rd</sup>, 2012

**Time:** 7:00pm

**Location:** County of Dufferin, Sutton Room

### **PURPOSE**

The purpose of the Council workshop was to develop a collective understanding of the Strategic Planning process and anticipated outcomes.

Council Members discussed a common vision for the plan and participated in a discussion on priority issues and actions that the County can take to address the challenges identified.

### **PARTICIPANTS**

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<u>Council</u>	<u>Staff</u>
<ul style="list-style-type: none"><li>• Rob Adams, Town of Orangeville</li><li>• Rhonda Campbell Moon, Township of Mulmur</li><li>• Walter Kolodziechuk, Township of Amaranth</li><li>• Warren Maycock, Town of Orangeville</li><li>• Ken McGhee, Town of Mono</li><li>• Paul Mills, Township of Mulmur</li><li>• John K. Oosterhof, Township of East Luther Grand Valley</li><li>• Laura Ryan, Town of Mono</li><li>• Allen Taylor, Township of East Garafraxa</li><li>• Darren White, Township of Melancthon</li></ul>	<ul style="list-style-type: none"><li>• Sonya Pritchard, CAO</li><li>• Wayne Townsend, Curator</li><li>• Valerie Quarrie, Dufferin Oaks Administrator</li><li>• Mike Giles, Chief Building Official/Director of Property</li><li>• Pam Hillock, Director of Corporate Services, Clerk</li><li>• Keith Palmer, Director of Community Services</li><li>• Alan Selby, Treasurer</li><li>• Tom Reid, Director of Paramedic Service</li><li>• Aimee Raves, Deputy Treasurer</li></ul>

### **WHERE ARE WE TODAY?**

#### **Strengths**

- Well-managed organization – great assets
- Court Building – Services available in Building
- Dufferin Oaks, Mel Lloyd Centre
- Good infrastructure and Services

- Council Reps.
- Facilities in communities – halls, services
- Proud to live here – Pride
- Sports
  - Lacrosse team and best lacrosse center in Canada
  - Programs
- Orangeville – innovation with water treatment plant – share

#### **Weaknesses**

- IT – Technology opportunities
  - Use across the county
- Educational levels – to attract Industry – high tech recruitment of staff
- Keeping well trained here
- College/university near-by lacking
- Over governed – not serviced enough
- All on ground water, limitations to some growth
- Working in Silos – sharing ideas in terms of reinvesting the wheels

#### **Challenges/Threats**

- Dealing with different cons. Areas (5)
- Lack of autonomy – aggregates, dictation
  - I.e. places to grow – legislation
  - Restrictions
  - Negotiation position – recognizing this
- Geographic location
  - LHIN - health
  - Tourism
  - Education
  - “Belong to one region” – mixed between many
- Size of the County
- Political structure – views of the representatives – locally
- Crossing boundaries
- ‘Dead spots’ for internet
- Planning - inconsistent – checkers board
- Staff and customer service

## Opportunities

- Niagara Escarpment – health and well-being – Recreation
- Fishing –5 Rivers start here
- Parks and conservation areas
- Agriculture - \$ generated
- College/university – New Technologies
  - Not manufacturing industry
- “Innovation Centre”
- Georgian or Humber - give direction on programs desired
- Determine what the opportunities are
  - What we see the future being
  - What are the strengths
- Aging Population – Volunteers for retirees (overall accessibility)
- Over 300 volunteers at hospital
- Young population in Orangeville
- Aggregates - planning process – lack of control
  - Being involved control over the play for benefits project
  - Acceptance of the project by neighbours
- Centralized resources – collated services – through innovated measures
- What can we do to create program connection – again population
- More customer service focused
- Doing it better
- Thinking strategically about how we can service our customer
- Measure the results – for improvements
  - E.g. Pothole log – measure the decrease in potholes
  - E.g. waste management app.
- Maybe green Energy is not an opportunity – families against each other

## WHERE DO WE WANT TO GO?

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*When you think about the future of the County of Dufferin, what words or phrases come to mind?*

- Innovative
- Natural beauty
- Headwaters, tourism center
- Historic
- Envy of all counties
- Respectful
- Local food
- Charm
- Community focused
- Friendly
- Citizen-centric, trend-setting
- Resilient
- Managing/responding to change
- Collaborative \* Talking with each other
- Helpful
- Unique
- Sustainable
- Inclusive
- Welcoming
- Services that staff provide
- People first
- Customer oriented
- Responsible, economic
- Viable governances

#### **HOW ARE WE GOING TO GET THERE?**

---

##### ***What can the County do to achieve the Vision?***

- Be more collaborative
- People directly elected – reviewing the current partnerships
- Enhancing Partners
- Improve communications
  - Media
  - Access to high speed internet
- People that represent the entire County – creating a mix
- County greater role in some service areas
  - Coordination position for:
    - Economic development
    - Planning
- Annual Joint Council Session – more collaboration
- Act as a coordinator – bringing partners together
- Bring General Public into County Council
- Program Review – Review Services that we provide for current and Relevancy
  - Accountability of what we are providing – Everyone – all municipalities
- Forward thinking – making it work better – learning to get along
- Promotion of the town services and operations
- Education – Advertising what we do
- 211 service – Advertise it

- Social Housing Services → Advertise Assets
- Knowledge around municipal governance and operations
- Connection with customers so they recognize our values – many different ways
- Technology Services – website, messaging apps.
- Setting aside \$ for long-term planning
- Jobs that fit well with Creative Class - working at home
- Technology – invest in staff – innovative, customer service, give them the tools
- Attraction of people
- Housing form that we could build
- Innovation of technology
- Business Centre – not industrial park
- What do we have for the aging population – plans, inventory of what we have
- Processing plants – to support agriculture, lack of water to process in Mulmur
- Tourism – Capitalizing and promoting what we have – museum, arts, culture
- Marketing – day trips around county to showcase tourism
- Culture Plan – County-wide initiative
- Outdoor Activities – promotion of biking and hiking, fishing
- Speaking the language of younger generation
- Keep it the same!
- Staff and customer service – asking them ‘how were they served’
  - Resources
  - Easier to get a response?
  - Identifying what these ways are!
  - Improving it
  - ‘Going the extra mile’
  - How to do it?
  - Being innovative and responding, measuring not just ‘standards’ – i.e. returning calls
  - Being better than others
  - Thinking differently – find ways to build this

## COUNTY OF DUFFERIN CAO VISIONING WORKSHOP

### Strengths

- No growing – not becoming another Barrie
- Access to Education
- Quality of life
- Sports minded - Active
- Culture – Artists – visual Arts and Theatre
- Very transparent
- Governance – Close/small
  - Members of council – connected, approachable
- Informal approachable
- Collaboration of services
  - Good coordination
- Different priorities allow all needs a the table
- Accountability
  - Small municipalities
  - Input

### Weakness

- Hwy 400 series location
- “Being part of different Regions”
- Strong Provincial Agenda
  - Regulations
  - Provincial influences
- Community Services, from County to outside
- Reliant on cars
- Good Broadband – lack of/ ambiguous across the county
- Strong voice to the province – limited because of size

## **Challenges/Threats**

- Land use planning – threat
- Property tax supporting many provincial services
  - i.e. availability of money for other initiatives – not social services, etc.
- Increase tax \$ being spent on contributions to services (i.e. water – source water protection)
- Health services – Increase in tax \$
  - hospital
- Income distribution services
- Mandatory requirements (regulated) and some are choices made by council
- Need a provincial Strategic Plan
- Contributions to northern communities vs. south
- Developing grant applications
  - Timely/consuming
- Distrust at provincial level
- Education tax vs. commercial/Industrial tax
  - Should be uniform/or change it to be able to attract industrial business
- Provincial mandate of bureaucratic process – phasing in tax assessments 10-5-5-
  - CVA phase in.
- Mega-quarries – threat
- Green Energy – wind

## **Opportunity**

- Green Energy – projects that are not threatening to lifestyle
- Localvore
  - Food
  - Organic Agricultural system– farming business
  - Tourism attraction
  - Agri-business
- Pasture lands
- Tourism \*\*\* - many opportunities
- Redirecting funding, supportive income for tourism
  - i.e. fairgrounds, event locations
  - Orangeville theatre, Island Lake
- Creative Class- Broadband access

## **Vision**

- Sustainable headwaters environment/community
- Protecting natural areas
- Diverse – better than unique
- Maintaining diverse communities
- Open minded
  - ‘not controlled – associated with red tape’
- Wide range of choices
- Inviting
- Friendly people
- Maintain small open government structure - approachable
- Collaboration, cooperation

## **Actions**

- Reviewing Services – to be effective and efficient
  - I.e. Killing Coyotes, trees cutting by-law
  - Resources available for delivery services
  - Economic development? Structure?
- Not always ‘what more to do’ but what we don’t need to be doing?
- Communication Plan – across county with municipalities; Marketing, Meeting more to carry it out – more direct communication
- Identify common goals to work together with municipalities
- Advocating Collectively – provincially
  - “at the table”
  - Make it a priority influence before law is made
- Creating common goals for economic development – establish action to implement – Achievable – narrow them down
- Voicing concern around provincial issues
- Lobbying campaign to reduce educational tax to some in peel
- Commenting collectively - county as a voice
  - Sitting on Committees – advocating as a group –addressing weakness
- County Economic Development Committee – reinstate
- Dependent on what the vision is and what the goals are?

**County of Dufferin  
Joint Council Visioning Sessions  
May 29<sup>th</sup>, 2012  
Afternoon Session**

**Strength**

- Bike trails – people neighbours
- Walking, natural trails
- Clean air, clean water and healthy bio-diversity
- Horse Riding trails
- Quiet – Environment
- Niagara Escarpment, Green belt
- World Biosphere Reserve
- Island Lake
- Luther Marsh
- Variety of activities
- Hands-on Council
- Great Industry – Local employment

**Weakness**

- Rail transportation into the City
- Not enough affordable housing
- Lack of University/College – Humber College moving here
- Expensive rural living
- Lacking higher education – Stats below avg.
- Fire services more coordinated – on Centre
- Loosing young people – to jobs elsewhere – leaving for higher education
- Higher taxes – rural
- Public transportation – Orangeville – Shelburne, Grand Valley
- Getting people out becoming a “Dufferinite”
- No identifying with Dufferin – Bedroom residents – influx
- Who does what – understanding what the County and Municipals do – communication
- Advocating more with the province
- Internet training, making use of it
- Communication

- Plan for the County and Municipalities
- Coordination and promotion– business services, municipalities
- More Awards for people
  - Business
  - Volunteers
  - Etc.
- Political “Sweetness” – lose because this was missing – need more to offer – i.e. tax base incentives
- “Strategy around this – to attract investments”
- “Growing up – new expectations”
- Dealing with downloaded health \$ invested in this area
- Recovery of fees
  - Police
  - Can get fire \$
  - Review sharing
- Review of services
- Sharing of services
  - Road clearing
  - Fire protection
  - Policing?
  - Source Water protection
  - Planning
  - Conservation authorities
  - Economic development
- Dealing with multiple conservation authorities
- Build pride in the County
  - More volunteers
  - More people with pride
- Sharing of infrastructure – i.e. bridge

## **Threats**

Restriction on severances from province

- Age of population – different expectations
- Don’t change anything attitude
- Distrust at federal level – not helpful – Agriculture Canada
  - Not treated as an equal

- Provincial regulations/control over activities
  - Decision making
  - “South of 7” – negative impacts
- Investing money in Health – shared services
- Rural vs. Urban – population decision being made at Queens Park
- Greenbelt Restriction
- Emergency Preparedness – changing atmosphere – response are being prepared
- Being resilient – Are we?
  - Being able to bounce back
- Looking/Planning ahead – 100 years
- Draining of wetlands
- Removal of forests – land coverage – biodiversity
- Drainage of farms
- Landuse planning = climate change

## **Opportunities**

- Tourism
- Climate Change
  - Not a threat
  - Longer seasons warming
  - Biodiversity – increasing potential
- Planned adaptations
- Landuse planning connected to climate change
- Understanding rural vs. prime agriculture Lands
- More available in Dufferin
  - outdoor Activities
- Potential of busloads to tour escarpment
  - Connection with other countries – seeing rural Canada
- Geographic diversity
  - Scenic Sites, hills, pastures, clean air and clean water

## **Vision**

- Goal - “Envy of all counties to live, play and work”
- Health and wise
- Not too focused in one area

- Prosperous, charming
- Vision –
  - “Most/strongly progressive and resilient community in the headwaters of Ontario, where your neighbour is Mother Nature”

## **Actions**

- Granting Severances of rural lands to desirable sizes
- Get more involved in planning – big picture
- Elected Representatives for the County? – not bringing their community Agenda to the table
  - Look at/Review the governance Structure

**County of Dufferin  
Joint Council Visioning Session  
May 29<sup>th</sup>, 2012  
Evening Session**

**Strengths**

- Clean water
- Value added for horse farms - \$ spent in community
- Value-added for agriculture

**Weaknesses**

- Local media – smaller papers
- Not maintaining and rebuilding infrastructure – bad roads outweigh good roads
- Not growing – not strengthen
- Communication with lower tier municipalities – two-way
- Loss of agriculture – farms
- Not reaching out to get people involved → invitations to participate
- No place to stay – lack of accommodations
  - Different prices – not enough traffic to do this

**Threats**

- Lack of control of increasing costs for essential services
- Health care – family practitioners
- Mega Quarry – impact on drinking water farmland, infrastructures
- Cost of farming – no more family farms
  - Bigger corporate farms
- Environmental impacts of larger farms
- Big \$ value – no value added for Agriculture in county – going beyond borders
- Different views of importance of agriculture
- Nowhere to stay in North county
- Maintaining roads for people traveling through
- Building to new engineering standards – changes “being built for 100 year flood”
  - Conflict with budget, natural beauty
- Make more money from industry – threat to other preferred
- Associated value of farm land vs. rural residential

- Loss of \$ conservation, county forests

## **Opportunities**

- Not aggregates until province allows different control PPS
- No economic advantage to Quarry

## **Vision**

- Rural and Urban – living together, cooperative, balanced
- Harmony
- Respect for place and people and environment
- Opportunities
- Work – available jobs
- NOT – our little pieces of heaven
  - Not picture of large estate lot
- Planned sustainable
- Total control – without provincial controls

## **Values**

- i.e. interpretation of valuing heritage
- Being clear of what this means – as a county – how to demonstrate this?

## **Actions**

- Defining common values – i.e. heritage
- Different views on ideas – perceptions
- Infrastructure
  - recognizing value
  - staying ahead of projects
  - maintaining and moving forwards
  - and budgeting financial resource to move forward
- loss of tax \$s – to conservation areas – forests, farms (i.e. 60 of Mulmur)
- Maintenance of roads – requirement based on number of people
- Day trippers damage on roads
- Reviewing tax \$ - premium costs
- Heavy lobbying at provincial level

- Collective vision for tourism being moving forward
- To live, work and play
- Economic development, difference business
  - Getting a group on what they are – have to get the message across the county
  - More discussion around this → come to industry
- Embracing Economic Development activities across all municipalities – Regional approach
- “Acting as a Region” for economic development
- Lobbying, promotion, cooperation
- “Sharing a piece of the pie”
  - Would create more intact for municipal gains/interests
- Being on a level playing field
- Eco-tourism – Mulmur – they have to want it – many opportunities
- Disconnect – have to recognize the benefits
- Have Town Hall/Open House meetings
- Confirming resources – moving forward – Chamber, Dufferin tourism
  - Looking through a bigger lens – need capacity and will to go forward
- Working with local business to move forward
- Local food co-op
- Diverging ideas on tourism – balancing the ideas
- Eco hotel in county forest
- Improving connection [between] upper-lower tier
- Feedback from Country council to local councils
- Increase attendance at County Council and committee meetings – open to all councillors
- Moving county seat around to improve attendance
- Getting more people involved in and across the community
  - General residents on committee
- Standing Committees
  - Reps from County Council – not public committees
- Museum Committee
  - now has a public committee
- Improving apathy to get involved in County and municipal initiatives
- Lack of interest to participate In communities

**COUNTY OF DUFFERIN  
COMMUNITY WORKSHOP  
JUNE 6<sup>TH</sup>, 2012  
MEL LLOYD CENTRE, NEW HORIZONS ROOM  
SUMMARY**

**INTRODUCTION**

There were four people in attendance.

**WHAT ARE THE CURRENT STRENGTHS OF THE COUNTY OF DUFFERIN?**

- Location
  - Leverage expansion
- Attractiveness of rural country side
- Well developed pop centres that balance rural areas
- Strong and large and diverse Arts and Cultural community
  - Attracts people to the Area
- Equine centre
  - Large and expanding parts of Agriculture sector
- Natural beauty and landscapes
- VERY friendly people plan
- Museum
- Small unique towns/communities
- Strong volunteer base
- Young families moving to the area to complement aging population
- Quality buildings/facilities
- Parks/open spaces
- Great place to live
  - Lots to do
  - Safe
  - Activities for kids
  - Community theatre
  - “You can generally get what you want right here”

- Tourism
  - Summer
  - Winter
  - Fall
- Education facilities/college
- Sustainable and stable communities
  - “live within our means”
- Proximity to YYZ (Toronto Pearson Airport)

### **WHAT ARE THE CURRENT COMMUNITY WEAKNESSES?**

- Great place to live but not a lot of places to work
  - Limited employment
- Bedroom community
- Access to doctors
- Housing for seniors
- Size of County – unique communities – difficult to get consensus and collaboration
- Need for greater connectivity and support across County
- Lack of planning function at County level
  - Disjointed since building permits are done at county (except Orangeville)
- Transportation
  - Public transit
  - Limited connectivity
- “Darn” province
- Only County without Land Use Plan
- Road Planning and Access (Long term) – Shelburne “dumb: right hand turn
- Location is also problematic for attracting business to the County
- Lack of “profile” of the county
- Unified telephone system across County
  - Long distance issue
- DSL – Lack of Countywide internet ability – “Dead Spots”
- Lack of Accommodations for visitors

## **WHAT ARE THE CURRENT OPPORTUNITIES FOR THE COUNTY OF DUFFERIN?**

- Build a quarry
- Attracting Creative People and strengthening Arts/Culture presence
- Support Dufferin Business
  - Promote and Market strengths to attract people and business
- Establish centre of excellence for equine industry
- Market affordability of County
- Integrated planning functions – linked to better coordinated Land Use Planning
- Tourism
- Green energy – long term options should be explored

## **WHAT ARE THE CURRENT THREATS (OR CHALLENGES) FOR THE COUNTY OF DUFFERIN?**

- Lack of IT infrastructure and limited internet connectivity
  - Inhibits attractive people and business to the County
  - Change is quick – options do exist
- MEGA Quarry – Threat to water, arts and culture community
- Does Orangeville feel like a part of Dufferin?
- Cohesiveness (lack of ) across municipalities within County
- Tax Based Skew
  - Too high on residential
  - and need more industrial
  - and more commercial
- Home based business growth doesn't add to business tax base
- Lack of Cohesive and collaborative long term planning function for land use/zoning
- External controls (i.e. province leg/ and regs.)
- Wind turbines
  - Negative perception and lack of attractiveness
- “Doing More with the same \$”
- Lack of primary physicians and access to health care in North Dufferin

## **VISION**

- Great place to live, work and play
- Friendly and helpful

- Communicative
- “to lead” e.g. Equine industry
- Sustainability → “Green perspective”
- Leadership/Guardians of Natural Beauty – Niagara Escarpment
- Future belongs to young
- Provision of opportunities to keep youth
- Protect and sustain
- “County take over planning and Land use Planning”
- “improve transportation connectivity for accessibility”

## **ACTIONS**

- Protect and sustain Niagara escarpment
  - Other Natural features
- Make county attractive for those who leave to come back
- Economic Development strategy
- Supports and Incentive for attracting new Business
- More activities for youth (young adults)
- Concierge support services for small and home business
- Assess opportunities to strengthen long term internet connectivity
- Attract satellite colleges and/or select programs
- Pollution prevention strategies and activities (e.g. Car pooling)
- Define service needs and Gap analysis to best respond and deliver appropriate services
- Youth and community engagement
  - Do a similar workshop with high school students
- Upload planning to County
- Develop County Land Use Plan
- Improve transportation connectivity and accessibility
- Strengthen and improve cohesiveness across County
- Examine opportunities to establish more health/medical services (use old hospital)
- Recruitment and retention strategy
  - Businesses
  - Health practitioners
  - Branding for County – Tourism
- Better transportation services to other health care until we resolve hospital in County
- Refresh, update and renew efforts to solicit a chain hotel/motel to County
- Cohesive countywide tourism strategy

- Leverage Arts and Culture Guide
  - Requires support from county
- Leveraging opportunities such as Pan-Am Games to strengthen the profile and positions of County as a key Equine Centre of Excellence
  - Feasibility study
- Equine – many spin off
  - Sales
  - support service
    - Direct/indirect
  - education and training

**COUNTY OF DUFFERIN  
COMMUNITY WORKSHOP  
JUNE 12<sup>TH</sup>, 2012  
Monora Park  
Summary**

**INTRODUCTION**

There were thirty people in attendance.

**WHAT ARE THE CURRENT STRENGTHS OF THE COUNTY OF DUFFERIN?**

- Environment trails natural environment
- Location
- close to GTA = employment opportunities
- Rural area
- Med size town
- Skilled labour in area
- Water = life
- Community networks
- Sense of community
  - Higher degree of safety
- Active arts council
- Groundwater recharge – recreation – fish habit
  - Balanced lifestyle
- Strong arts community
- Strong agriculture community – fertile soil
- Access to council
- Sense of place - connection of generation
- Forests – mature ad re forest
- Recreation – organized sports – passive – hike walk cycle
- Local festivals and events
- Natural (view) and cultural (agric- no an old community) landscape

- Heritage buildings
- Control of building – keeping lots small-rural
- Boutiques – small unique shops
- Good air quality
- Equine community
  - Respected outside community
  - Well recognized
- Employing locally – internet
- Tradition of community service & volunteering
- Good health care – basic setup – room for improvement
- Niagara escarpment – Moraine
  - geographical
- education – public schools, separate, private
- strong social services
- people – they care
- natural capital – head waters
- Proximity to things – 5 mins. to shop, trail
- rich in natural resources – gravel, water, forest
- welcoming
- strong public works in bad weather
- good community facilities
- I live in a destination

### **WHAT ARE THE CURRENT COMMUNITY WEAKNESSES?**

- Lack of post-secondary
- Transportation – outside of Orangeville
  - Rural seniors into urban centres
- Two tier – duplications – lack of coordination
  - Too much fragmentation – lack of collaboration
- Lack of affordable housing – all demographics
- Internet – dead spots and affordability
  - Definition of high speed
- More effective coordination of services for seniors
  - Hospital discharge
- Sewage treatment into rivers – capacity
- Lack of County Plan – land use planning – water impact

- Lack of social planning council
- Where County belongs – grouped with different areas
- Lack of low impact development, buildings
- Landuse – windmills, solar parks
- Not identifying with Dufferin
- Bedroom community – not integrating with community
- Per capital spending on mental health
- Communication – County to municipal, municipal to each other, both to residents
- Growing rates of poverty
- People don't know what the County does – what their role is – bigger picture of Dufferin
- Supportive housing
- Tax base
- Losing many

### **WHAT ARE THE CURRENT OPPORTUNITIES FOR THE COUNTY OF DUFFERIN?**

- Interest in local food
- Increasing cultural diversity
- Community groups – HCDA Report Card
- Connecting trails between communities
- Collaborations – services
- Primary care physicians
- Access to people
- Agricultural – proximity to markets
- Horses
- Technology - work from home
- Promoting “Dufferin”
  - Invest in Canada
  - Invest in Ontario
- Education – Niagara escarpment – agricultural
- Edelbrock Centre
- Mel Lloyd Centre
- Local jobs
- Pan Am Games
- Volunteer opportunities

## **WHAT ARE THE CURRENT THREATS (OR CHALLENGES) FOR THE COUNTY OF DUFFERIN?**

- Mega quarry
- Exploitation of natural resources
- Provincial policies that are out of touch
  - Places to grow, green energy, greenbelt
- Lower post secondary education
  - Supporting transition
- Mismanagement of natural resources – financial constraints
- Inability to work together – lose out on grants
- Aging population
  - Transportation options
  - Housing
- Poverty
- Climate change
- Communicating implications of doing stuff
- Cost of doing things – providing services
- Economic challenges presented to the vulnerable
  - Also those providing services
- Scale economies maintain infrastructure between small communities
- Ban on standard horse racing
- Slots-OLG
- Urban sprawl – ensuring green space
- Global economy – exchange rate
- Rising cost of police and fire
  - Increased crime
- Sewage treatment – river capacity
  - River contamination
- Waste
- Light pollution – management of development

### **Vision**

- Destination
- Sustainable
- Place to call home

- Safe
- Balance
- Progressive
- Neighbourly
- Community
- Thriving
- Open to new ideas
- Respect for land and each other
- Getting it together
- Diverse – urban and rural
- Integrity
- Collaboration
- Cooperation
- Values

### **Actions**

- Coordination of planning function
  - Landuse
  - Social
  - Culture
  - Libraries
  - Everything
- Collaboration
  - for profit and non-profit sectors
- promote ourselves – be positive
- Take inventory of what we have – who does what
- Recognize groups
- Dufferin wide event – community
- Develop community where people live, work and play here
- Foodstock type events
- Intergenerational
- Service people who live here (bedroom community)
  - Promote play, arts, culture, recreation
- Promote reasons why people choose to live here
- Building partnerships between non-profit, for-profit
  - Funding opportunities

- To be more welcoming to new comers
- Different organizations
  - Leveraging off of each other
- Coordination with service clubs
- Dufferin volunteer website
- Colleges
- Innovation lab – shared space – for entrepreneurs
- Dufferin County Career centre
- Recognizing local heroes
- Funding opportunities from within Dufferin
- Recognizing local heroes
- Funding opportunities from within Dufferin

# Appendix C: Community Survey Summary Notes

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## COUNTY OF DUFFERIN COMMUNITY SURVEY SUMMARY

### 1. WHAT DO YOU LOVE BEST ABOUT DUFFERIN COUNTY?

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- location - proximity to big city but still rural, astride the Niagara Escarpment
- numerous arts related events and venues
- The country feel with the high quality services of any large centre.
- Their support of developing recreational properties in the county.
- Local Food Natural spaces, trails and water Art Community
- The beautiful green countryside and the peace and quiet, as well as sitting on the back deck enjoying the fresh air and feeling like I am in Paradise.
- The people and countryside.
- What about the Rural need for strategic economic with development production
- Rural Beauty & Pioneer Values of the residents.
- natural beauty and small town feel
- That it is NOT Peel Region and commercial and overpopulated
- Natural countryside, agricultural base, small-town charm, unpretentious, great people, the "little guy".
- people, countryside, the arts, ability to talk to our elected reps, any time - beautiful new county building
- The people and places, the opportunities for growth and development, the more rural setting quiet and peaceful. Great place to raise a family. Been here 23 years and would not move for any reason
- The rural atmosphere of the county and the people.
- beautiful scenery
- Accessibility to nature in Spring, Summer, and Fall.
- The rural nature and environment
- I have lived in Dufferin County all my life. I live the hills in Mulmur and the view to Base Borden and Barrie from the farm I grew up. I married and moved to Melancthon township and loved being in the county but close to town that my children could take part in the community activities and be part of the entire school life. The people are friendly, we have a vote and always used it.
- The winter
- The mix of Rural and town, with great snowmobile trails!
- Our rural recreation/ conservation/ hiking trails surrounded by our small accessible communities
- Rural roots, but offering all of the assets of a larger city community
- the people the scenery
- rural landscape; Bruce Trail; Headwaters; farms and farm produce; history

- The passion of the people who choose to live here! The landscape, the art, the communities.
- The countryside, the people
- The rural texture that bonds neighbours, the dirt roads, the picturesque scenery, the close knit rural community
- The trails and plans to link further along with cycle lanes.
- I love its small town charm, its rural and green space, trails and parks, its respect of heritage features
- Smaller community, easy to get to know and connect with community partners.
- green spaces and nature
- Its location and variety of opportunities it offers
- Rural atmosphere and yet within short distance of many educational and recreational areas.
- The country aspect. ie: small town, farming, friendly
- Natural beauty
- Various recreational opportunities; interest of the County to engage in active transportation development
- Centered in Country but close to the city
- Close enough to the city of Toronto services and far enough away to keep the country feel
- The rural environment with a town being in close proximity as well as it being a safe community.
- The spirit of community
- People are friendly and have many opportunities to meet and participate Mix of rural and small town Green space and walking trails Arts and recreation
- The availability of local food and undeniable beauty of open green spaces
- The open spaces! and a nice mix of rural and urban
- Rural feeling with small urban mix
- Combination of rural charm with urban convenience.
- The suburban culture and sense of community living.
- I love the festivals, the proud heritage of an agricultural community, the artistic community and also the sports and physically active community.
- Beautiful landscape, great opportunities for kids (sports, culture), great community events
- beautiful natural environment, the various conservation areas - the safety within a small town (my son walks to school on his own). But also, that the community has not become as obsessive about safety as some others. Please keep it that way! - I like it that local politicians seem to be more interested in improving this community instead of engaging in trench warfare against each other. How civilized!
- The people, the stunning scenery.
- Rural environment
- Jean Hamlyn Daycare
- The wonderful beauty, the natural beauty and the many cultural activities
- museum, scenery - vastness of hills, rivers, forests, wide open plains, view from south to Terra Nova, best kept secret
- The mayor of Shelburne, the climate, the rather old-fashioned atmosphere, friendly people,

- the art group
- The beautiful environment
  - Quiet and friendly people
  - Spectacular natural beauty
  - The variety of the different communities. It is pretty green and clean.
  - The combination of rural and town - we have beautiful rural places and the amenities of town close by.
  - green space simplicity friendly people
  - the fact that I feel safe when I go out in the day or night. the lack of traffic, being able to walk to work , and almost any area I need to in Orangeville.
  - The outdoors.
  - The geography, and the community feel
  - Close to Toronto and many other major cities with beautiful scenery, historic charm and architecture, and great recreational opportunities.
  - Safe place to work & live. Close to GTA
  - The country, rural feel, with the facilities/amenities of a good active town.
  - The people and the scenery/landscape
  - The people.
  - The county feel in a larger town setting. Get the best of both worlds
  - lots of outdoor sports available. Baseball diamonds, soccer fields
  - The rich history that defines our rural roots. Also the many opportunities to explore the natural landscapes on the trails and waterways in Dufferin.
  - Low population - not congested Lots of nature and access to hiking trails
  - The people!
  - We have a small population yet we govern ourselves in a progressive and dynamic way. Dufferin leads the way in waste management, roads maintenance and assets and state of the art buildings
  - The rural nature of the area, combined with the amenities available in urban centres. Its natural spaces

## **2. WHAT ARE THE MOST IMPORTANT ISSUES FACING DUFFERIN COUNTY?**

- lack of cooperation and coordination of services between various municipal governments
- growth infrastructure, more amenities for new residents ie arts events, restaurants, theatre
- controlling growth to ensure services are there when needed - Public Transportation is the highest issue - energy (windmills, solar etc) - supporting the disadvantaged and ensuring there is sufficient low-income housing
- Restraints faced by residents trying to open businesses that clearly fit into Dufferin County's strategic plan but are challenged and not supported by the township council who ultimately decides what tourism properties are welcome in their communities.
- Unsustainable growth due to Places to Grow legislation & poor leadership from elected officials Development & quarries built on prime agriculture land Water Quantity and Quality Active Transportation - connecting trails and pathways Transportation Food Distribution

- Gravel production
- Health care windmill issues Damage to the Tourism business if the Mega quarry goes ahead.
- Traffic, taxes and noise pollution.
- that is good to critical issues
- Threats to our environment; water & food source. Centralization of Health care services in Orangeville Waste disposal.
- economic growth and jobs to retain youth and increase local revenues
- Moving forward whilst retaining all that is good about our little County
- Ground water supply for drinking water, environmental protection - effects of urbanization and climate change, lack of higher level government support, volunteer burn-out
- DEEP - getting it right! Quarry - no - never Staying rural
- Loss of Businesses, lack of growth, silo driven thinking between the municipalities. Not always deliberate but collaboration and partnership will work so much better on so many opportunities.
- employment, jobs in Dufferin county and growth. We should not be a bedroom community for the GTA.
- balance population growth with environmental awareness
- Towns working together to ensure a regional identity
- population growth, nearby quarry activity
- Two issues facing Dufferin are the turbines and the quarry. We had our home for 32 years in the country until the turbines moved in and we were forced out due to health reasons. We left a home we built, raised all our children and had to walk away and make a new home in town. It is not the same and never will be. There was no thought at that time for the health effects and the county and the township need to do far more research before jumping into a big project that will ruin your taxpayer's lives. The quarry will not only ruin our country landscape but destroy A1 farmland which has been the pride of Dufferin County and may cut into the water table destroying out valuable water source. I miss the cold well water we had in Melancthon when we moved to town. We need to preserve our historical buildings and not just tear down in the face of progress. The traffic congestion on Broadway is frustrating. We do need some industry in the county to keep out residents here and not drive to Brampton or Toronto for work.
- not loosing snowmobile trails
- Loss of trails for snowmobiling and other outdoor activities
- Stopping the mega gravel pit to protect our water, our farms and our roads protecting our environment sustaining & enhancing adequate social / health supports
- Attracting new business sectors, creating jobs
- water, wind, gravel
- Aggregate extraction, wind turbines
- Transportation
- Activity for youth not involved in sports.
- Aggregate pit, traffic, uncontrolled sub-divisions
- development pressure, water protection & the DEEP project
- gravel pits; water sources

- growing poverty and income inequality; shifts and changes in the local economy; lack of collaboration across the local municipalities and across the broader Headwaters region;
- Gaps in service for approximately 16-21yrs old who are struggling with a variety of issues including mental health and homelessness.
- urban sprawl/lack of urban planning
- Managing growth and development.
- Growing and ageing population Maintenance of infrastructure Waste management Attraction of industry
- growth, people moving up from the cities
- Loss of green space and farmland to development and aggregates.
- Employment opportunities for white collar workers and above average wages
- Picking one Post Secondary institution for Dufferin. presently have a stale mate as neither can grow because of the other.
- Highways and traffic volumes Provision of essential services
- The quarry in Melancthon and the devastation it will wreak on the water table.
- Lack of planning control (renewable energy, aggregate) economic stimulation preparing for the coming influx of new residents
- Proposed Mega-quarry is too big, sited on Class 1 farmland, and too risky for our limited water supply Not enough quality jobs for the population Too many commuters and too little mass transit options Too many mouth leave after secondary school for higher education and don't return. We need a college here to bring in youth, keep the ones we have, and create local employment
- transportation ( commuter traffic ) and growth forced by Places to Grow
- transportation to all parts of the County but specifically Shelburne and Grand valley.
- Good working relationships with all its towns so we can be mindful of what's important to everyone Protecting our farm land and finding people to work the land so farmers don't sell to huge corporations
- Actively promoting what Dufferin has to offer. there are many people living here that have no idea what a special place this is Protecting our water source
- Providing access diverse services for people's needs without having them drive too far
- Transportation - We need an in-county bus system running from Dundalk to Orangeville and around the Grand Valley, Shelburne, Primrose, Orangeville loop. It needs to service both commuters (morning and night) and those needing to go to doctors appointments during the day.
- The significant numbers of at risk teens, dealing with drug and alcohol addictions. Teen fatalities and drug addictions were chronic when I was a teen in Orangeville. Now, through my own teens, I see that nothing has changed in almost 30 years. Parents of at risk teens have few resources to help them cope and support their children through these difficult times. More importantly, these teens, which usually find themselves as misplaced or outcasts, have no resources that will allow them to grow as self confident, productive and independent individuals. Some teens are severely damaged by the archaic schooling system and require alternatives to becoming productive, self sufficient citizens.

- Offering a variety of affordable housing to meet the needs of people of all income levels. People from all sectors of life living together truly develop a sense of community. Everything is focused in Orangeville and so it would be nice to see things offered in other parts of the County.
- Appropriate supports for aging population, specifically seniors housing, subsidized retirement home spaces. Maintaining balance of urban/rural and farm land vs commercial usage. public transportation between Shelburne and Orangeville
- -lack of affordable housing -not enough jobs -lack of access to relevant college education - public transportation is minimal
- Land Use planning
- Health services
- Growth management, water, water, water, increasing taxes for no discernible improvements in quality or quantity of services (nor is there necessarily a requirement for 'new' services), fragmented strategies with county and lower tier municipalities, OP should be at County level - too many of the future issues facing the lower tier municipalities are too 'large' for them to go it alone
- Keeping the centre open
- The quarry must be stopped somehow
- managing, controlling melancthon quarry if - if it has to operate; planning department of Shelburne, Orangeville and Grand Valley needs to have some controls in place - if you buy 100 acre farm for the weekend - farm needs to be in viable production, not 100 acres of weeds
- Bypass for Shelburne, hospital for shelburne, be tougher on Melancthon, have more wind farms, more resources for children ie indoor swimming pool, a more attractive and interesting park with more trees and an open (not locked) washroom
- Lack of high speed internet access in rural areas such as Mulmur. Cell tower technology is not great or reliable and horribly expensive
- We need a go train. People who don't drive need help with transportation in order to find work
- -lack of land use planning on a broader (County) scale -difficulty in maintaining community fabric due to large numbers of commuters
- Recycling & composting. Waste disposal/processing. Mega Quarry issue. Keeping our "small towns" identity while expanding or changing to meet needs and expectations of current and future populace and prosperous business.
- Managed growth - preserving our rural roots while continuing to reasonably expand the "big-city" amenities; waste management; the mega quarry; wind turbines.
- MEGA quarry protecting the environment
- Police protecting the people , more direct and faster transit into Toronto. more industry to help the high taxes
- Encouraging it's citizens to enjoy the many outdoor activities that are available as well as promoting them for tourism. The lack of a shelter for men is also an important issue!
- Population growth as people move here from the GTA.
- Being able to provide service and assistance to new residents.

- - Environmental (Mega Quarry, Pollution, Lack of Water/Groundwater, Garbage) - Financial and Economic - Business needs to flourish with incentives, Economic Development and more responsible use of tax dollars with planning for the future. Tourism needs to be promoted and developed. - Planning Related - Aggregate Development, Land uses - Heritage - Too many historic buildings are being demolished unnecessarily for subdivisions and institutional buildings. - Health Care - Loss of Services and Attracting more qualified Doctors
- Remaining affordable to residents of the county. Industrial growth
- Maintaining a balance between growth and rural. Attracting the right amount of business.
- Developments - good and bad....the Highland Company, the rail line, DEEP
- Employment opportunities
- road repair, small town feel Keeping all the services that are now offered without cutting
- mega quarry
- Protecting the ecological integrity from the effects of projects such as open pit mining in Melancthon and suspect fill being deposited on properties in Dufferin.
- More local jobs for residents
- Funding, underserved in the mental health sector especially. Not enough services for the seniors.
- Residential growth vs creation of jobs vs destruction of the environment and loss of quality of life through development
- Development, and sustainable growth. The loss / retention of corporations doing business, and employing persons here.

### 3. WHAT ARE THE CHANGES YOU WOULD LIKE TO SEE IN THE FUTURE?

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- county land use plan, county economic development dept.
- more arts related support
- more low cost housing - more public transportation - both in areas served and hours offered
- I would LOVE to see the enactment of the Integrated Planning Function in Dufferin County to pull planning duties AWAY from townships and closer to an authority that understands the well-being of the county in its entirety, so as to not stray from the overall vision of Dufferin.
- Municipalities supporting agriculture communities by fighting legislation that dictates poor development and quarries over farms
- Plan for eco and agri tourism as economic benefit for all ages. Dufferin a county destination for arts, culture, recreation and food.
- I would like to see it remain as it is physically. But I would like to see more Doctors/nurse practitioners in Shelburne. Maybe returning the old hospital to an emergency walk in clinic.

- A by-pass for Shelburne and the re-opening of the Shelburne hospital.
- more development
- Stop the Mega Quarry. The revenue obtained from the Quarry operations will not cover the maintenance of the roads used by their trucks not to mention additional road users.
- Decentralize Orangeville Medical services to Provide 24 hr access to medical treatment for citizens of Shelburne, in Shelburne, the second largest community in the county  
Decentralize Health care to provide 24 hr Access to Emergency Medical care in Shelburne
- More jobs
- More coordination by county for select functions like planning
- Realizing that small is better, more efficient and more economical
- More support for environmental protection, water conservation, agriculture and tourism.
- combine town, township and county services
- More willingness to work together at a County level. Continued support for programs such as Dufferin.biz. Recognize and focus on the key sectors of Equine, Agriculture
- More local jobs.
- improved public transit connection to Toronto, expand walking trails with one from Orangeville south to Trans Canada Trail in Caledon
- Clear identity for towns in the region. More co-ordination in the development and location of business in the region
- Continued use of tools such as this one
- I would like to see a new mayor in Shelburne who will not back away from a challenge so we have more doctors in Shelburne. We were lucky and were able to find a doctor in Orangeville after ours left Mel Lloyd.
- More multi use trails
- The county should support multi use trails (including snowmobile) throughout the county
- rural public transportation for specified populations ie seniors, medically vulnerable, socially isolated No additional gravel pits Enhanced support for local farmers & their produce proactive planning to protect greenlands, environment, water
- Job creations
- increased policing more public input into decisions re gravel, wind
- Thorough examination of wind turbines, efficiency and effect on people.
- Larger scale post Secondary institution (than what already exists) Something that brings in youth from other communities. Even more trails for hiking and riding
- Firm designated nature and farm lands
- Dufferin needs to make visible, physical, environmental enhancements and protections that aim to instil a sense of pride and community in the residents - ie. beautification projects, tree and flower plantings on roads, heritage protection projects, rural protection programs.

- continue to be a leader for municipalities to look to -- planning, health, focus on environment
- Greater municipal and regional collaboration; willingness to invest in innovations to attract new industries and economic opportunities; enhanced public transportation options; increased support for trails and cycling infrastructure and efforts to promote active lifestyles for residents.
- WE NEED OUTREACH WORKERS in this community!!! More timely access to affordable housing. Not only a men's shelter but a family shelter should be considered; unfair to split up families due to loss of income etc.
- concerted effort to preserve agriculture/natural spaces and integrate it with walking trails/historic buildings/bike and horse trails effort to reduce the tackiness of signage on all major streets. Can we find some kind of uniformity/discretion? First Street is a mess of signs and even some dangerous obscure visibility of oncoming cars (ie. baby goods sign near ODSS on First Street)
- Improvements in traffic flow.
- Minimize tiers of government More information about what the County does
- A 25, 50 and 100 year plan to protect the quality of life and sustainable economy of Dufferin County.
- Rural transportation options for seniors to allow them to maintain quality of life in the rural setting; more greenspace planning
- There are too many personal agenda within the different townships and animosity. Collaboration is needed to progress efficiently.
- More focus on proactive coordinated activities with lower and upper tier governments
- Dufferin County being more proactive in helping stop the Mega Quarry, the DEEP project coming to fruition as well as more accessible busing/trains to Toronto etc.
- more co-operation between towns/townships, as well as with various community groups who share in their goals — promotion of the area, increasing physical activity, environmental initiatives
- A real fully functioning college in Orangeville
- A rejection of the proposed quarry.
- Another manufacturer or two. Even if we have to subsidize them to come here we get that money back through the benefits of having more residents working locally
- Merging the separate municipal governments to the upper tier county. We pay too much for too many people in the government and there is too much inequality of services
- more sustainable development; we could be a real leader in this field
- Accessible transportation system to connect the area of the county
- I'd like to see Dufferin create a "Silicone Valley North" to bring high tech software and Internet companies into the area.
- Far more attention and support systems need to be in place to help at risk teens transition into self confident, self sufficient individuals.
- Dufferin needs some form of vocational rehabilitation centre, focused on supporting struggling teens to build self confidence and to realize their potentials. Dufferin also

needs to provide on-going educational forums and resources to help parents to support their children during these difficult years.

- I would like to see transit options offered for rural people , transit in the Shelburne area
- Public transportation between Shelburne and Orangeville.
- Affordable housing - a hospital in Shelburne - better public transportation. A connection between Orangeville and Shelburne (maybe extend the Orangeville bus system?) and possibly Guelph, better connections to Brampton. - A development of the county forests for hiking
- More cooperation between lower tier municipalities.
- additional amalgamation of services (i.e. Roads, Planning, Administration) wherever economies of scale come into play
- Revamp older building
- More trees planted between Orangeville and Shelburne to prevent whiteouts in winter
- let local government decide what to do with county not some bureaucratic in Toronto who has no idea where Terra Nova is; and headwaters purity
- A bypass for Shelburne, no more large malls but a focus on a good life-style for Shelburne, encouraging a variety of services and stores and employment so Shelburne is not just a bedroom community
- high speed internet via dsl or fibre - please extend to subdivisions north of Mansfield
- Change Broadway back to the way it was
- Re-implementation of the project to provide reasonably priced high speed internet to rural areas. this was prematurely suspended so there are still some "black holes" (like the one I live in) where hi-speed internet is only available at a very high cost. Quarry issues
- There are many wonderful opportunities in Dufferin County - trails, theatre, excellent restaurants, farm tours, duck races, museum - we need to make sure we support and expand these endeavours. Make Dufferin the destination for residents to stay rather than a place to leave for work, shopping and tourism. Make it a destination for visitors as well.
- encouraging others to use the outdoors paths some more businesses - shopping
- more transportation into Toronto , more stores so we don't have to leave Orangeville to get better variety of clothing and the sales offered more industry for jobs
- Nothing too major, but a men's shelter would be a great asset to the community!
- Improved transportation and access to service for rural residents. Opportunity to provide subsidies for services as cost of living increases. Especially cost of gas as Dufferin is rural.
- The County of Dufferin badly needs a Planning Department/Responsibility to guide planning at the Municipal Level, not to dictate or scrutinize every Zoning and Official plan request but to look at the big picture across the County. Local level planning has caused many unwise decisions in the past. Many issues facing the County could be resolved with a Planning Dept. which will actually make money for the County, not

cost money. Dufferin County should also create an Economic Development Dept. to help foster economic growth and create jobs and promote Tourism.

- To remain a safe county to work & live in
- Growth
- Cooperation between all the municipalities. Waste Management consistency. Better education and employment opportunities within Dufferin.
- A plan to look after and same heritage buildings
- Outdoor swimming pool
- having a ymca and swimming pool year round.
- No changes. Continued support and strong leadership at the senior management and County Council level of productive initiatives.
- Like the physician search committee, I'd like to see an industry search committee which would be able to attract more businesses by accommodating their needs, where possible.
- More support in the above mentioned.
- control of land severances and reduce loss of agricultural lands
- A genuine "roadmap" for development and growth. More co-operation between municipalities, and agencies working within the County.

#### **4. WHAT CAN DUFFERIN COUNTY BE DOING BETTER?**

- local groups cooperating and working together rather than competing to achieve same or similar goals -more resident engagement on an on-going basis, not just around hot button issues
- Keeping all of the townships and towns "on the same page" while recognizing the uniqueness of each.
- The various municipalities need to work more cohesively for the betterment of the whole County rather than focus on their individual areas. Perhaps a one tier system would have been better for the whole of the County?
- more services for younger families
- Promoting itself.
- More Accountability at Management and Political Levels - Wiser use of Tax Dollars for Capital Projects - Create more employment and educational opportunities to reduce the Social Assistance Costs. - Too much money spent on Affordable housing instead of Health Care - Better Tourism promotion
- For the towns & townships in the county to remain unified; all towns & townships have same opportunity and rights
- The cross over between libraries is not encouraging. I live 5 mins from orangeville and 20 from Caledon. We have never used a library due to prohibitive costs.
- Communicating. Internally and externally. Being efficient.
- Have a mandate that all school's in the county must visit the Dufferin County Museum and Archives.

- Look at what a great service the county owned day care offers this county and look into opening other centres for other municipalities
- more community functions focused toward the elderly
- Adjusting tax rates to attract more diversified employers to the county.
- review staffing numbers, some departments appear to be over staffed while others struggle, this is only an observation
- Better visibility with the populace. Many persons residing here don't know what Dufferin County does.
- less focus on rec centres and more on arts and culture
- better understanding the needs of all the citizens (urban and rural)
- Dufferin can be monitoring tourism and recreation business applications and rezoning requests more closely and possibly make goings-on of these decisions public knowledge.
- Listen and support the residents wishes. Change business model to be one of sustainable growth and practices that benefit quality of life. Value agriculture and natural capital and find ways to create an economic base on these treasures. Having a strategic plan. (great start) Town Hall meetings - reach out to residents
- Meet with non profit organizations and committees who are delivering programs and working (volunteering) in the community. (food, recreation, social, environment, health)
- Protecting our resources and country way of life while providing health care to more people.
- Promoting the great Health Food stores here.
- long time and future
- Increase the number of public meetings relating to important issues such as this strategic plan and Health Care Services. Too many decisions concerning county issues & problems are made by a select few often behind closed doors.
- Difficult to have a long term vision without the ability to influence planning/zoning functions
- Consider the rural Town & Townships as Not being part of Orangeville & realizing that they are separate and distinct in their own right
- Collaboration among lower tier municipalities. Provide support for environmental protection and stewardship.
- communicate with residents "town hall meetings"
- Partnering, working together to grow the County.
- Control growth, attract jobs, manage tax dollars wisely.
- public transit, go bus or train
- Communicating with residents about opportunities such as the compost pick up that was offered. I had no idea that was happening and would have liked to have taken part
- We need better health care in Shelburne. We don't need low income housing we need the Shelburne hospital to be used what it was built for. We need a walk in clinic, more doctors and upstairs could be put to better use with physio, mental health. Shelburne is actually the centre of the county and yet we feel like outcasts. No one wants to drive to Shelburne, the doctors are now in Orangeville. The wait in emerg is so long people are going to Markdale or Alliston that is taking them away from their family doctor.

- Trail development
- Help stop the mega quarry & plan to prevent more protect our natural environment from further development pressures
- Communication
- get a better class of politician
- Medical services, weed control
- Protecting rural character through better management of roads, public space and heritage assets.
- build the volunteer capacity. It is hard to get people involved and it is often the same people doing the work.
- This kind of public engagement is very positive and needs to continue. Greater collaboration across municipalities and the broader headwaters region. Investment to enhance high-speed internet infrastructure, investment in alternative public transportation options - particularly for youth, seniors and those on lower incomes; also more affordable housing options and increased support and collaboration with the not-for-profit sector.
- Make organized sports easier for underprivileged families to access. Hockey etc. should not just be something wealthy families can enjoy. More free recreation offered more often ie; youth nights at the rec centre.
- minimizing strip malls and car centred-businesses (ie. making front doors at sidewalk level and making parking in rear)--first street is a hideous example of urban sprawl where car accidents are averted minute by minute as four lanes of traffic are expected to stop for the ever increasing school bus traffic while cars are leaving the numerous mall exits--horrendous! Also, in neighbourhoods near the big box stores like Shoppers and Home Depot, many more trees should be planted. The new row houses near the new Shoppers Drug on Broadway are hideous, but would be improved with a tree-interface to the street. encouraging citizens to form common interest groups to effect small scale improvements/tasks (ie. neighbourhood organisations to look after individual park issues; 'guerilla gardeners of Orangeville' to take over waste/vacant sites; Mulmur trails committees
- Sharing information about the County resources
- supporting local commerce
- Coordinate recreational services.
- more relationship/resource sharing with surrounding municipalities- what are they doing, can we share costs, resources to reduce impact on taxpayers, improving services
- Reducing the # of politicians....too many roadblocks. Need to work together or move on!
- Communicating what the upper tier (County)does and is responsible for. It seems a little too transparent. One would think that the only thing the county does is run ambulances, nursing homes and an excellent emergency management section
- Same as above - being more proactive and more forward thinking regarding alternative transportation, garbage disposal and protecting the environment.
- It's difficult to say, as there are so many fingers in the pot (various governments).
- A united rejection of the mega-quarry from the County Amalgamate the lower tier

- municipal governments Lobby for the Humber College Campus Ban all new building on Class 1, 2, 3 farmland. With Canada's population growing through immigration and global climate change our farm land will be increasingly important and cannot be given to development. Short term taxation favours development, but we have to think about real sustainability. We need to change our economic models from favouring urban sprawl to favouring higher density housing and redeveloping older housing areas
- as above AND having the municipalities work together instead of separately
  - working better with its townships
  - A lot of services/agencies set up practice in Orangeville (because it is the largest centre) but it feels like the needs of the smaller areas like Grand Valley and all the little rural spots in between tend to be "forgotten". Often young families or the elderly do not have transportation to the services in O'ville so effectively don't have the services.
  - Take a leadership role. Orangeville has a no smoking bylaw yet people are smoking all over county property. Take a leadership role in bringing CLEAN industry to the county and continue the amazing efforts on DEEP.
  - Acknowledging the youth crises in Dufferin and focusing on collaboration between citizens, business, community services and government to provide a growth structure and stimulating environment for at risk teens. The youth crises in Dufferin can not afford to wait another 10 - 20 year before being addressed. It is WAY over due now, and we need to address this immediately before our current system and community turns out thousands more of emotionally damaged youth and grief stricken parents.
  - Dufferin could continue to look at cooperative housing, make a commitment to looking at affordable housing and not stick with the traditional model because it is not addressing the need. It would be nice to see more people from all sectors of life represented on your committees...people from different income and cultural perspectives. This should also include an urban and Rural perspective as Dufferin has a proud agricultural heritage and they should continue to build on that.
  - opportunities exist to improve supports to those who are marginalized, perhaps dedicated staff to support ind. seeking supports who do not know how to navigate the system or need one on one "case management" supports
    - not enough to do for children and teens, create youth centres, more after school activities?
    - support vulnerable citizens better (low income, mentally or physically disabled).
    - a minor observation: there are hardly any possibilities to go swimming outdoors. We could use another outdoor swimming pool, more access to water.
  - Shared services, fire, library, recreation
  - Well, there's that whole waste management issue. Promotion of the county as a whole whether as a prospective destination for businesses or tourism
  - Some more parkland instead of allowing developments (housing) to use it
  - Preserving agricultural land, not 100 acre weed weekend farm!
  - get truck off main streets, encourage clean energy, consider the lives of the population instead of business

- plan to get affordable high speed internet to areas that don't have it. If you receive provincial funding again, please do not make the same mistake of backing a wireless solution - DSL or Fibre should be the technology of choice

## **5. DO YOU HAVE ANY OTHER COMMENTS?**

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- information on this project should be available on the County website, not just on the Facebook page
- STOP THE QUARRY!! Protect farmland and the headwaters. Don't believe the propaganda; the land will never be restored if allowed to be ravaged!!
- I do not want to see the wonderful farmland available here to be turned into a mega quarry.
- get rid of the medium on Broadway . it is a safety issue for fire and police and even trying to drive down the street I stay away from Broadway as much as I can.
- I think Dufferin is doing very well in addressing current concerns, and having the forethought to look into possible future challenges.
- I am not a resident, but work, shop and eat out in Dufferin.
- Having better unity between the upper and lower tiers would help Dufferin County develop an identity.
- County staff do a great job!!!!
- Thank you for the opportunity to contribute!
- We have a wonderful standard of living in dufferin, I feel grateful to live here!
- I wanted to attend one of the sessions but my schedule would not allow it
- Very happy and excited that Dufferin County is taking this initiative. Glad to be included in the process.
- What do we do when we run out of water? Dufferin should be reserved for food and water.
- Don't be waiting time and taxpayers' money on what is not broke
- Thanks for allowing me to provide input and sorry I am away for both sessions or I would have attended
- Some meetings should be scheduled so shift workers could attend. I work afternoons and cannot attend evening meetings.
- I congratulate the warden and his councillors for a hard job. It is not something I would be able to handle and yet we and I mean all residents can complain in the coffee shops etc but never go to the source and express their concerns.
- The county has some great staff, and does an excellent job.
- we have so much to enjoy, let's enhance our strengths
- I like Dufferin county, I think it is one of the best
- Kudos to the County for undertaking this process. It's great to see the County developing a collective, long-term vision and plan with opportunities for public engagement.
- We have a lovely historic building of great quality and character on the corner of 89 and Airport that should be saved.
- Inconsistency of speed limits annoying--Veteran's Way is 60 km. with very few residences on open paved roadway, yet my community's 30 residence-circle has a 50 km so the kids

can't play road hockey! because of the occasional weekend commuters' 'visit' through our circle at 60-70 km/hr. 40 km/hr is more than sufficient for residential streets.

- Continual need to encourage new employers to our area to allow more people an opportunity to work closer to home. More opportunities to recreation for all throughout the county.
- Continue to look at leveraging tourism industry to improve local economy- utilizing our great geographic assets to improve local jobs
- This is a good first step. If there is a communications strategy it should be more vibrant. The strategic plan should be just that, and map what the County is doing and will be doing in the short and long term.
- I sincerely hope this Strategic Plan is not just a venue being used to encourage amalgamation of the Townships
- Dufferin needs to act on the youth crises now. Our police force is so big and costly, and in my opinion, is a result of a need to control our youth and misplaced young and aged adult population.
- Dufferin has a lot of energy and commitment and should continue to build on this passion. I personally do not live in Dufferin but I work in Social Services in Dufferin and I am very impressed by the passion and commitment of this community. I am definitely considering making a move to live in this community once my children are finished their schooling.
- County Social Services is working very collaboratively with other Social Services providers. This is very helpful and has improved service delivery for people in Dufferin
- Staff at DCMA do a fantastic job of PROMOTE DUFFERIN, DCMA's new 2012 brochure, wayne's bus tour
- make things more open and less "old boy" oriented, get rid of Fiddle Festival and the Legion (which a young man passing our house referred to as a "Piss Hole", we need a community building, we don't need a "Piss Hole" the war is over