



ECONOMIC DEVELOPMENT STEERING COMMITTEE MINUTES **Wednesday, January 18, 2017**

The Committee met at 9:00 am in the Sutton Room, 55 Zina Street, Orangeville

Members Present: **Chair Darren White, Warden**
Joe Andrews, Dufferin Board of Trade
Jane Aultman, Dufferin Board of Trade
Guy Gardhouse, East Garafraxa
Michele Harris, Headwaters Tourism (via Teleconference)
Gail Little, Dufferin Federation of Agriculture
Keith Lowry, Township of Mulmur
MaryAnn Lowry, Mulmur Economic Development Task Force
Bob Mitchell, Dufferin Arts Council
Diana Morris, Dufferin Board of Trade
Mark Ostrowski, Amaranth Economic Development Committee
Ruth Phillips, Town of Orangeville
Pete Renshaw, Orangeville Economic Development Committee
David Reimer, Grand Valley Economic Development Committee
John Telfer, Town of Shelburne
Nancy Tuckett, Town of Orangeville

County Staff: Sonya Pritchard, Chief Administrative Officer

Others Present: Gerry Hurst, OMAFRA

Consulting Team: **Global Investment Attraction Group**
John Tennant
Kelly O'Brien
Bill Elliot

Chair White called the meeting to order at 9:05 pm.

1. WELCOME AND INTRODUCTIONS

Members of the committee introduced themselves and identified which organization they represent.

2. CONSULTING TEAM OVERVIEW

John Tennant introduced the members of the Global Investment Attraction Group team and provided an overview of their backgrounds and experience.

3. REVIEW OF PROJECT TIMELINES

The consulting team reviewed the detailed project schedule (attached) with the committee.

There was considerable discussion with respect to stakeholder and public consultation and the importance of this phase of the project. Questions and comments focused on the purpose, method, content and expected use of the survey. The committee requested that written surveys in addition to online surveys be included and that the response period be longer than proposed. Members also recommended that care be taken to ensure all areas of the community are represented.

4. UPDATES ON LOCAL ECONOMIC DEVELOPMENT ACTIVITIES

Members provided updates as follows:

Municipal/ED Committee Updates

Melancthon – Economic development activity is limited and will remain so with no serviced land, little supporting infrastructure and few properties zoned industrial or commercial. Agriculture is the most important sector and some increases in secondary farming businesses through Mennonite community have occurred. The municipality is supportive of increased economic activity throughout the county with a primary interest in protecting farmland. They are working on their first Strategic Plan.

Mulmur – A community of communities. Residents have indicated they are not interested in gravel pits, windfarms or large industrial development. There is industrial and commercial zoned land in Primrose but Mulmur has the lowest percentage of tax assessment from these classes of all Dufferin municipalities. The Economic Development Task Force identified a desire to focus on cultural, tourism and outdoor recreation, agricultural ie farmgate sales. Most business is SME. Ski Hill and Mansfield Outdoor centre are biggest employers.

Orangeville – Implemented a diversified approach to business attraction and BR&E. Focus on advanced manufacturing, professional services, creative industries. Plastics cluster and food processing more recently. Food sector has good potential. Services through Small Business Enterprise Centre to stimulate entrepreneurship throughout the region. Tourism Plan and Cultural plan in place that include marketing and advertising campaigns. There is a Visitor information Centre. Updated land needs study finds designation is adequate to build out for both residential and industrial and commercial. Significant commuting population. There is pressure to re-designate employment lands to residential. This will impact the population to employment ration of 2:1. Workforce development is a priority to ensure available jobs and applicant skills match.

Amaranth – Economic Development and sustainability Committee in place for 10 years. A plan was done in 2011 and includes inventory of resources and SWOT. A fairly small industrial and commercial base exists. Identifies opportunities for sharing information and resources. They hold an economic development breakfast with an agriculture focused. They try to be open-minded to identifying local projects. Waiting for County work to move forward before doing any additional work. Employment land is at SE corner. Industry located there is privately-serviced. Large number of successful small businesses.

East Garafraxa – no formal economic development. Some land designated for employment in eastern part of township but there is no serviced land. Council is willing to look at opportunities as they come. Primary industry is agriculture and some secondary businesses. Many residents are commuters. Residents are not looking for development or many additional services. Happy to provide amenities through partnership agreements. Supportive of growth in urban centres of the County.

Grand Valley – Economic Development Strategic Plan developed 2 years ago. 7 sub-committees were formed and 4 have completed research and reports. Recommendations have gone to Council. Communications is most advanced. Community Centre, marquee events, senior care facility are the other focus areas. Anxious to see commercial employment in the community. They have a short term goal to gain 50 plus employees. The long-term objective is to develop a business park – 100 acres close to CR109. List of employment land contacts requires updating..

Shelburne – Has found that for investment to occur there needs to be servicing and funds available. There is a need to spend money to attract business. Official Plan work needs to be done in conjunction with economic development work. Currently two large developments and lots of opportunity in the industrial park. New diverse community is bringing new entrepreneurial ventures. KTH is largest employer in community. The Economic Development Committee is very active. Recently hired an ED Coordinator who is to focus on marketing. Working to get to population of 10,000. Two main considerations – traffic (Shelburne bypass), new diversity has been difficult but it is creating strength (cultural, arts, home based business). More service oriented focus for downtown. BIA is another area of interest.

Mono – not interested in extensive development but there is support for commercial sector growth along the highways. The community puts heavy importance on environmental preservation. There is support for the equine industry and creative home based businesses. Some agriculture including a winery. Mono provides a recreational environment and quiet residential area.

Sector Updates

Agriculture – Number of farmers is a small portion of total population but 4th largest sector of employment. The sector should have a higher profile and better focus. Agriculture properties are very diverse in size, needs, and operations. It is important to seek input from different types of farming operations. The Dufferin Federation of Agriculture (DFA) is very concerned about loss of farmland. A large portion of County is

farmable. A lot of land that was previously considered non-agricultural is now being farmed. Agriculture is growing industry. Increased traffic on regional roads impacts farming operations. How do we involve farmers in the process? Limited access to internet. Need to reach out to farm communities. DFA is willing to help with this.

Board of trade – Acts as representative of business. The Board has recently completed a strategic planning process and is in the process of implementing the recommendations. They are taking an advocacy role. Issues are access to skilled workforce, lack of high-speed internet, cost and access to utilities i.e. natural gas.

Tourism – Headwaters supports cross regional tourism with an inventory of 1000 tourism related businesses across the area. Provincial statistics show 400,000 visitors a year. The vision is to be the premier rural tourism destination. Integrating tourism into partners' economic development strategies. The focus is on creating a sense of place. They deal with the consumer audience focusing on marketing and promotion. They do business to business work as well – capacity-building, support. Tourism is a value added portion of many businesses. Five sectors – arts& culture, fresh and local, fun and festive, horse and country, nature and leisure, arts and heritage. Limited resources means leveraging work of others and partners; and taking advantage of innovation. Power of collaboration.

Arts and Culture – Represented by the Dufferin Arts Council (DAC) who developed a strategic plan a year ago and is currently working to create an action plan. DAC is trying to take on more of a leadership role within the arts industry. Support the arts through programs to raise awareness about arts – artist in the schools program, endowment fund to support arts education. Roundtable of art associations. Goal - Headwaters a destination for the arts.

Post secondary – Currently doing research on what programs should be provided to promote local economic development.

Role of Steering Committee

Chair White commented on the importance of the work of the committee emphasizing that each members' contribution would be valuable in working together to ensure success. There was agreement that there is a general sense of optimism and strong willingness to cooperate. The committee agreed to move forward with the motto:

“Together We Win”

There is agreement that there should be a sense of urgency about the work and a need to build the case for change. The committee supports a proactive approach and promoting, “progress not perfection.”

The role of the committee in the Strategic Planning process is detailed in the Draft Terms of Reference (attached). In summary, the committee will provide input and feedback, distribute information, participate in the consultation process, and be Champions of the project.

Committee Communications

A committee online portal will be set up to share documents, schedule events, and allow on-line collaboration and review of reports.

ADJOURNMENT

The meeting adjourned at 11:45 am

FUTURE MEETINGS:

Wednesday, March 8, 2017

9 am to 12 pm

Sutton Room

Thursday, May 4, 2017

9 am to 12 pm

Sutton Room

Figure 1
Dufferin County Economic Development Strategic Plan
Summary Work Plan Schedule – Revised December 9, 2016

| Activity/Milestones | Timeline Week(s) of | Week # |
|--|-----------------------------|---------|
| PHASE ONE – PROJECT INITIATION | 2016 | |
| • Start-Up Meeting with the County CAO | Dec 5, 2016 | 1 |
| • Refine Work Plan | Dec 12, 2016 | 2 |
| • Review of Background Studies and Supplementary Information | Dec 5-19, 2016 | 1 - 3 |
| PHASE TWO – RESEARCH & DEVELOP STRATEGIC PLAN BACKGROUND REPORT | 2016 - 2017 | |
| • Economic Base, Sector, Demographic & Labour Force Research & Analysis (*) | Dec 5, 2016 – Jan 16, 2017 | 1 - 7 |
| • First Meeting with Economic Development Steering Committee & County Staff | Jan 16, 2017 | 7 |
| • Draft Dufferin County Economic Profile (*) | Jan 23-30, 2017 | 8 - 9 |
| • Availability & Suitability of Industrial & Commercial Land & Buildings (*) | Dec 12, 2016 – Jan 16, 2017 | 2 - 7 |
| • Economic Development Programs in Neighbouring & Nearby Municipalities (*) | Dec 19, 2016 – Jan 30, 2017 | 3 - 9 |
| • White Paper on Municipal Economic Development Roles (*) | Dec 12, 2016 – Jan 16, 2017 | 2 - 7 |
| • Two Conference Calls with CAO to Review Drafts of Each Section (Marked *) | Jan 23, 2017 & Feb 13, 2017 | 8 & 11 |
| • Preliminary Investment Readiness Review | Feb 13-20, 2017 | 11 - 12 |
| • Preliminary SWOT Assessment | Feb 13-20, 2017 | 11 - 12 |
| • Finalize Draft Strategic Plan Background Report (Sections Marked * Above) | Feb 20, 2017 | 12 |
| • Review Draft Strategic Plan Background Report with the County CAO | Feb 27, 2017 | 13 |
| • Second Meeting with Economic Development Steering Committee & County Staff | Mar 6, 2017 | 14 |
| • Optional: CAO Report to County Council | Feb 27 for Mar 9, 2017 | 13 - 14 |
| PHASE THREE – COUNCIL AND STAKEHOLDER ENGAGEMENT | 2017 | |
| • Hold Three Stakeholder and One All Councils Engagement Sessions | Mar 20-27, 2017 | 16 - 17 |
| • Undertake Online Public Survey | Mar 20 – Apr 10, 2017 | 16 - 19 |
| • Hold Any Needed Supplementary Individual Meetings | Mar 20-27, 2017 | 16 - 17 |
| • Prepare Preliminary Final Draft SWOT | Mar 27, 2017 | 17 |
| • Prepare Preliminary Final Draft Investment Readiness Review | Mar 27, 2017 | 17 |
| • Finalize Preliminary Final Draft Vision, Mandate and Values with the CAO | Mar 27, 2017 | 17 |
| PHASE FOUR – PREPARE ECONOMIC DEVELOPMENT STRATEGIC PLAN | 2017 | |
| • Draft the Dufferin County Economic Development Strategic Plan | Mar 27 – Apr 17, 2017 | 17 - 20 |
| • Review Preliminary Draft Economic Development Strategic Plan with the CAO | Apr 24, 2017 | 21 |
| • Third Meeting with Economic Development Steering Committee & County Staff | May 1, 2017 | 22 |
| • Revise Preliminary Draft Economic Development Strategy | May 8, 2017 | 23 |
| • Hold Second All Councils Engagement Session | May 15, 2017 | 24 |
| • Prepare Final Draft Economic Development Strategic Plan | May 22-29, 2017 | 25 - 26 |
| • Review Final Draft Economic Strategic Plan with the CAO | Jun 5, 2017 | 27 |
| • Fourth Meeting with Economic Development Steering Committee and County Staff | Jun 19, 2017 | 29 |
| • Prepare PowerPoint for Presentation of Strategic Plan to County Council | Jun 26, 2017 | 30 |
| • Circulate Final Draft Economic Development Strategic Plan to County Council | Jul 3, 2017 | 31 |
| • Present Final Draft Economic Development Strategic Plan to County Council | Jul 10, 2017 | 32 |
| • Prepare Final Version of Dufferin County Economic Development Strategic Plan | Jul 17, 2017 | 33 |
| • Provide Final Deliverables to the County CAO | Jul 24, 2017 | 34 |
| • Project Aftercare | Open | Open |

Assumes: County Council meets 2nd Thursday of the Month
 Holiday Weeks to Avoid: Dec 26, 2016 (Christmas) and Mar 13, 2017 (Ontario Public School March Break)

DUFFERIN COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

REVIEW BACKGROUND STUDIES & SUPPLEMENTARY INFORMATION

RESEARCH & DEVELOPMENT OF STRATEGIC PLAN BACKGROUND REPORT

ECONOMIC BASE, SECTOR, DEMOGRAPHIC & LABOUR FORCE RESEARCH & ANALYSIS
DUFFERIN COUNTY ECONOMIC PROFILE

AVAILABILITY & SUITABILITY OF INDUSTRIAL & COMMERCIAL LAND & BUILDINGS

ECONOMIC DEVELOPMENT PROGRAMS IN NEIGHBOURING & NEARBY MUNICIPALITIES

WHITE PAPER ON MUNICIPAL ECONOMIC DEVELOPMENT ROLES

COUNCIL AND STAKEHOLDER ENGAGEMENT

(WEEKS OF MARCH 20 AND 27)

FIRST STAKEHOLDER CONSULTATION

SECOND STAKEHOLDER CONSULTATION

THIRD STAKEHOLDER CONSULTATION

ALL COUNCILLORS CONSULTATION

ONLINE PUBLIC SURVEY

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

INVESTMENT READINESS REVIEW

PREPARE ECONOMIC DEVELOPMENT STRATEGIC PLAN

DRAFT COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN
(REVIEW AND INPUT FROM TWO SESSIONS WITH THE COUNTY ECONOMIC DEVELOPMENT STEERING COMMITTEE AND AN ALL COUNCILLORS ENGAGEMENT SESSION)

PRESENT FINAL COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN TO COUNTY COUNCIL

TERMS OF REFERENCE
ECONOMIC DEVELOPMENT STEERING COMMITTEE
STRATEGIC PLAN PROJECT

“Together We Win”

PURPOSE

County Council authorized the creation of an Economic Development Steering Committee in October 2015. The committee met several times to identify economic development activities across the County and to assess the value in working cooperatively to pursue economic development opportunities. In order to move this initiative to the next level and consolidate a number of parallel initiatives County Council authorized hiring a professional consulting firm to develop a County Economic Development Strategic Plan. The Steering Committee shall play a key role in this project, reviewing documents, providing advice and most importantly serving as Champions for the initiative.

COMPOSITION OF COMMITTEE

Committee membership will include representatives from each municipal economic development committee or the municipality and representatives from the following sectors: agriculture, business community through the Dufferin Board of Trade, tourism, arts and culture, and post-secondary education. Representatives from other sectors may be added if appropriate.

Current membership is 15. Quorum is 50% +1.

Chair shall be a member of County Council, appointed by County Council.

County staff will provide administrative support.

The consulting team shall complete research and create a strategic background report, shall develop and carry out council and stakeholder engagement, and prepare an economic development strategic plan.

Members of the committee may form small working groups or sub-committees to address specific tasks necessary to complete the project. The sub-committees may consist solely of Steering Committee members or may include additional community members or sector representatives if appropriate.

MANDATE

The committee will steer the process of the creating an Economic Development Strategic Plan working with staff and the consulting team. The consulting team will set the agendas and develop all of the background information and reports. County staff will distribute the information and provide the necessary logistical support.

The committee will review background documents and reports and provide comments and feedback.

Members will provide input and feedback in the planning of the consultation process. Members will promote the consultation process within their respective communities/sectors and will participate in the consultation process.

Members will distribute information about the project and its milestones to their stakeholder groups and encourage additional input and feedback from those groups.

The committee will evaluate options and make recommendations to County Council on strategic priorities and objectives.

Members will act as Champions of the project and promote the motto: "Together We Win."

REPORTING

Minutes of the meetings will be forwarded to County Council for review and adoption along with general project updates.

TERM

The term of the committee will be for the duration of the project. It is expected that the Economic Development Strategic Plan will include recommendations concerning the role of a Steering Committee if required. The purpose, composition, and mandate of such a committee will be determined at that time.

FREQUENCY OF MEETINGS