



COUNCIL ADDENDUM

Thursday, June 9, 2022 at 7:00 p.m.

Video Conference

5.5.2. Chief Administrative Officer & Director of Development & Tourism's Report – International Plowing Match & Rural Expo

Listed on the
Agenda

A report from the Chief Administrative Officer and the Director of Development and Tourism, dated June 9, 2022, to respond to the motion from the Community Development and Tourism (CDT) Committee on May 26, 2022 for a staff report to Council outlining the requirements of potentially hosting the 2023 International Plowing Match and Rural Expo in Dufferin.

THAT the report of the Director of Development and Tourism, dated June 9, 2022, regarding the International Plowing Match and Rural Expo, be received.

REPORT TO COUNCIL

To: Warden Mills and Members of County Council

From: Cody Joudry, Director of Development and Tourism
Sonya Pritchard, Chief Administrative Officer

Meeting Date: June 9, 2022

Subject: **International Plowing Match and Rural Expo**

In Support of Strategic Plan Priorities and Objectives:

Economic Vitality – promote an environment for economic growth & development

Good Governance – ensure transparency, clear communication, prudent financial management

Service Efficiency & Value – determine the right services for the right price

Purpose

The purpose of this report is to respond to the motion from the Community Development and Tourism (CDT) Committee on May 26, 2022 for a staff report to Council outlining the requirements of potentially hosting the 2023 International Plowing Match and Rural Expo in Dufferin.

Background & Discussion

The Ontario Plowman's Association (OPA) is responsible for the coordination of the International Plowing Match (IPM), including seeking and securing hosting communities for the event.

On July 12, 2018, the OPA presented information on the IPM, requesting that Dufferin County consider hosting the event in 2020. A follow up staff report was presented to County Council on February 14, 2019 outlining research conducted at that time. As a result of the report and ongoing discussions at the Committee table, no further action was to be taken until a local municipal host site confirmed commitment. At that time,

this did not occur and a motion was passed at Mono Council on April 9, 2019 to not support hosting the IPM.

As noted above, the OPA recently presented an update to the Community Development and Tourism Committee regarding hosting the 2023 IPM in Dufferin County where a motion was passed to present a staff report on the impacts and requirements on staffing to County Council.

Staff conducted research by speaking with other municipalities and counties who have hosted the IPM in their region in the past. The discussion and research noted are as follows:

2019 IPM - West Nipissing:

- Strategic planning began in June of 2017
- One full time dedicated Lead Coordinator hired for 2 years, 1 full time marketing lead for 1 year prior to the event
- All 7 municipalities were required to help provide staffing to support the event; heavy support from maintenance staff, communications and IT
- Various levels of County staffing support, including the involvement of all Managers
- Required strong strategic planning and policies to ensure background organization
- 52 branches and committees each with a local Lead, often a Councillor and ranged from water and sewer to beautification
- Required extensive volunteer management to coordinate 1,300 community volunteers total
- High level of Emergency Services involvement including but not limited to the following:
 - Various inspections required, i.e. food vendors, extension cords, RV park, CO/smoke detectors for all campers
 - Water tanker and septic trucks required for RV park and food vendors
 - 4 full time Firefighters on site for 9 full days including 1 truck, and 2 utility vehicles, 1 ambulance with 3 incidents reported (horse kick, 2 cardiac)
 - Traffic control was a challenge
 - 80,000 people attended which exceeded expectations
 - Required numerous meeting time for discussion prior to the event dates

2018 IPM - Chatham-Kent:

- Required 2 years of planning, with Director and Manager IPM planning committee meetings 1 year prior to that
- One full time Manager dedicating 80% of their time for 1 year
- Hired 1 full time Event Coordinator 1 year prior to event
- Addition of 3 full time staff 6 months prior to the IPM
- One full time staff was dedicated solely to recruitment and managing volunteers
- Substantial time required by Managers for meetings and event coordination discussion and decision making
- Budgeted \$400,000 (\$100,000 Showcase, \$100,000 loan/donation for IPM start-up, \$200,000 various expenses)
- Approximately 30 planning committees, each requiring their own chairs (often a Councillor) who all coordinated their own volunteers
- Difficult to measure investment, i.e. returning visitors, impact on local business long term, etc.
- High impact on Emergency Services who invoiced organizers \$100,000 which was not paid

2017 IPM - Huron County:

- Two full time staff members dedicated to coordinating the event for 1 year with 4-5 staff dedicating 75% of workload
- Economic Development staff lead the project with significant support from all other departments
- Total County expenditure loan of \$291,336 and \$137,100 Showcase expenses alone
- Final IPM report notes that timelines were tight and recommends preparation 3 years prior to the event, including recruitment of staff, reported heavy workload for Communications and Economic Development specifically
- Required all nine municipality's collaboration and involvement

2016 IPM – Wellington County:

- Report a lot of work for staff with roughly one year to plan and execute the event
- One staff member from each 8 departments and 2 Economic Development staff heavily involved
- Initially provided \$250,000 in addition to 2 full time staff who were needed from March to the event date in September, with a total cost to Wellington of \$759,000 not including any time and money from any lower tier Councillor involvement

- Impact on Emergency Services:
 - Police Services – on site 24/7 including officers assigned to traffic control
 - Fire Services – on site 24/7
 - Paramedic Services – on site 24/7

Staff research into the IPM indicates that the requirements and commitment to hosting the 2023 IPM would be extensive and involve the support and commitment of County staff as well as all lower tier municipalities, including County Council.

All four municipalities consulted regarding their experiences indicate that there was significant involvement and support from all departments as paid duties including but not limited to:

- Volunteer recruitment and management
- Hydro
- Water and sewer
- IT and Internet
- Emergency Services – Fire, Police, Paramedics
- Emergency Preparedness Planning
- Public Health inspection support
- Waste Management
- Communications
- Marketing
- Maintenance
- Roads

Specific Dufferin County considerations for 2023

Local Municipal Input

- Many of the “in-kind” services required are delivered by the local municipalities
- Grand Valley, Shelburne and Orangeville would need to be consulted with respect to their willingness to provide Fire Services (emergency planning, pre-event safety inspections, on-site event support)
- All eight municipal Police Services Boards would need to consider the impact on policing and whether they would be able to financially support the OPP’s involvement
- Disposal of grey and black water would need to be considered by Grand Valley, Shelburne or Orangeville

- Other hosts have noted that there was participation and support from all local municipalities at both the staff and Council level with Councillors from all municipalities participating in various planning committees
- Amaranth would be required to commit the necessary support for entrances, culverts, and traffic control on their local roads

Waste Services

- Garbage, recycling and composting are all currently provided through a contract with GFL. There is no opportunity within the contract to support the event.
- In addition, 2023 marks the transition to producer responsibility for recycling. By September 2023, recycling will not likely fall under the County Waste Services program.

Budget

- Funds would be required in both 2022 and 2023. As evidenced from the previous four host Counties, there is a significant financial contribution. Any monies required for 2022 would have to come from reserves as nothing has been budgeted. Expenses in 2023 would need to be considered in the 2023 budget by the new Council. The budget process for a new term of Council is always later and generally not approved before February or March. Hosting the event in 2023 would effectively be committing funds in the new Council's first year budget.
- Inflation is a significant concern with respect to comparing previous hosts expenses and what may be required in 2023. More generally it is a concern for the 2023 budget overall.

Staffing

- Other host Counties have indicated that Economic Development and Tourism staff play a key role in planning and carrying out the event. This area currently has vacancies and does not have capacity. In addition, an update to the Economic Development Strategy is slated for 2023 which will require staff and Councillor commitment.
- Additional staffing resources will be required to support the event. Funds for staffing will need to be part of the budget. Other hosts indicate additional staff are required to start at least a year in advance of the event which would be September 2022.
- There are currently a number of significant projects underway that will extend into 2023 that are impacting staff capacity especially at the Manager level. Some of these projects include: significant software initiatives that are corporate wide (Financial System, SharePoint, website, HRIS, and fleet management),

employment systems and personnel policy updates, Dufferin Oaks accreditation, workforce planning initiatives, Strategic Plan 2023-2026, and new Council orientation and training.

Council Priority Setting and Strategic Plan 2023-2026

- The first part of any new term of Council is focused on Council priority setting and establishing a strategic plan for the term of Council.
- Additional time commitments and responsibilities could negatively impact the ability to complete the strategic planning exercise including meaningful community engagement in a timely and effective manner.

This event is well known and popular, and has historically created some economic successes for hosting communities. It provides an opportunity to show case the community and what it has to offer to both residents and visitors. To be successful, an event of this magnitude requires significant planning, people and resources. All of the hosts contacted indicated that one year was not sufficient planning time and all of them required additional staff along with time commitments from existing staff and Council. They all incurred significant expense.

Although it may be possible to host the event with a reduced contribution, commitment and planning window; it is likely not possible for it to then also be the showcase opportunity that other hosts have experienced, especially during an election cycle. Allowing for adequate planning time and sufficient funds to be set aside will ensure the event is successful and truly highlights the local community. Staff recommend delaying the opportunity to host the event to 2025 and deferring the final decision to the next term of Council.

Recommendation

THAT the report of the Director of Development and Tourism, dated June 9, 2022, regarding the International Plowing Match and Rural Expo, be received.

Respectfully Submitted By:

Cody Joudry
Director of Development & Tourism

Sonya Pritchard
Chief Administrative Officer