



Agenda Addendum

Council Meeting

Monday, January 11, 2021, 5:15 p.m.

Electronic Meeting

**The Corporation of the Town of Orangeville
(Mayor and Clerk at Town Hall - 87 Broadway)
Orangeville, Ontario**

NOTICE

Due to efforts to contain the spread of COVID-19 and to protect all individuals, the Council Chambers at Town Hall will not be open to the public to attend Council meetings until further notice.

Members of the public who have an interest in a matter listed on the agenda may, up until 10:00 a.m. on the day of a scheduled Council meeting: Email councilagenda@orangeville.ca indicating your request to speak to a matter listed on the agenda. A phone number and conference ID code will be provided to you so that you may join the virtual meeting and provide your comments to Council.

Members of the public wishing to raise a question during the public question period of the Council meeting may beginning at 8:00 p.m. on the evening of the Council meeting, call +1 289-801-5774

Conference ID: 263 000 495#

Correspondence/emails submitted will be considered as public information and entered into the public record.

Accessibility Accommodations

If you require access to information in an alternate format, please contact the Clerk's division by phone at 519-941-0440 x 2256 or via email at clerksdept@orangeville.ca

Pages

1. Call To Order

2. Approval of Agenda

Recommendations:

That the agenda and any addendums for the January 11, 2021 Council Meeting, be approved.

3. Disclosure of (Direct and Indirect) Pecuniary Interest

4. Closed Meeting

Recommendations:

That a closed meeting of Council be held pursuant to s. 239 (2) of the Municipal Act for the purposes of considering the following subject matters:

4.1. Minutes

4.1.1. 2020-11-23 Closed Council

- 4.1.2. 2020-11-30 Closed Council
- 4.1.3. 2020-12-07 Closed Council
- 4.1.4. 2020-12-14 Closed Council
- 4.2. **Diversity and Inclusion Training**
The meeting is held for the purpose of educating or training members.
- 4.3. **A confidential verbal report from Andrea McKinney, General Manager – Corporate Services and Jason Hall, IT Manager regarding the security of property – Town’s Network and Information Technology Systems.**
The security of the property of the municipality or local board;
- 5. **Open Meeting - 7:00 p.m.**
- 6. **Singing of National Anthem**
- 7. **Land Acknowledgement**
We would like to acknowledge the traditional territory of the Anishinaabe people including the Ojibway, Potawatomi and Odawa of the Three Fires Confederacy.
- 8. **Announcements by Chair**
This meeting is being aired on public television and/or streamed live and may be taped for later public broadcast or webcast.
Your name is part of the public record and will be included in the minutes of this meeting.
- 9. **Rise and Report**
- 10. **Adoption of Minutes of Previous Council Meeting**
Recommendations:
That the minutes of the following meetings be received:
 - 10.1. 2020-12-14 Council Minutes 7 - 18
- 11. **Presentation, Petitions and/or Delegation**
 - 11.1. Jesse Burns, Optimus - Dufferin Service Delivery Review 19 - 62
 - 11.2. Terrilyn Kunopaski, Director and Trade Development, Bannikin Travel and Tourism Ltd., Orangeville Tourism Strategy and Action Plan (2021-2016)
 - 11.3. Rick Stevens, Orangeville Minor Hockey 63 - 67
 - 11.4. Michelle Whyte, Orangeville Girls Hockey Association, Ice Costs
 - 11.5. Alethia O'Hara-Stephenson, Dufferin County Canadian Black Association 68 - 81
 - *11.6. Skate Canada Executive Member, Louise Mendelson
- 12. **Staff Reports**
 - 12.1. Orangeville Brampton Rail Access Group Inc. 82 - 85
notice of termination, CAO-2021-001
Recommendations:
That report CAO-2021-001, Orangeville Brampton Rail Access Group

- Inc. notice of termination be received;
- 12.2. **Tourism Strategy and Action Plan (2021 – 2026), CMS-2021-001** 86 - 164
 Recommendations:
 That report CMS-2021-001, dated January 11, 2021 regarding the
 Tourism Strategy and Action Plan (2021- 2026) be received;
- And that the Tourism Strategy and Action Plan prepared by Bannikin
 Travel and Tourism Ltd. be adopted;
- And that Council direct the Economic Development and Culture office to
 begin implementation of the Strategy as part
 of its annual operating work plan;
- And that staff report annually on the implementation progress of the
 Tourism Strategy and Action Plan.
- 12.3. **Regulatory By-law Review Work Plan, CPS-2020-016** 165 - 171
 Recommendations:
 That report CPS-2020-016 regarding the Regulatory By-law Review
 Work Plan be received;
- And that Council direct staff to report back on the various Regulatory
 By-laws in accordance with the following schedule for the remainder of
 the term of Council subject to approval of the staffing resources
 identified in Clerk's Division 2021 Budget:
- | 2021 | 2022 |
|----------------------------------------|----------------------|
| Property Standards | Restaurant Licensing |
| Vehicle for Hire | Records Retention |
| Tow Truck Licensing | |
| Election Signs | |
| Animals | |
| Proceedings of Council and Committees | |
| Parks By-law – Closing Times | |
| Lawn Watering | |
| Traffic including Encumbering Highway, | |
| Road Occupancy, Sale of Goods, | |
| Montgomery Village | |
| Topsoil Removal | |

- 12.4. 2021 Interim Borrowing, CPS-2021-001** **172 - 173**
- Recommendations:
- That report CPS-2021-001, 2021 Interim Borrowing, dated January 11, 2021, be received;
- And that Council pass a by-law to authorize external temporary borrowing in 2021.
- 12.5. Sign Variance – Greystones Restaurant & Lounge, CPS-2021-002** **174 - 178**
- Recommendations:
- That Report CPS-2021-002, regarding Sign Variance Application – Greystones Restaurant & Lounge – 63 Broadway be received; and
- That Council grants a variance to Sign By-law 28-2013 to permit a projecting sign measuring 2.508 metres x 0.629 metres without a sway chain for the 63 Broadway conditional upon the applicant obtaining a sign permit.
- 12.6. Proposed Tow Truck Licensing By-law Dufferin County - - Local Municipalities, CPS-2021-004** **179 - 183**
- Recommendations:
- That Report CPS-2021-004 regarding proposed Tow Truck Licensing By-law Dufferin County Local Municipalities be received; and
- That the multi-level working group regarding the Towing Industry in Dufferin and the Dufferin County local municipalities be advised that the Town will develop a uniform Tow Truck Licensing By-law in accordance with the steps outlined in Report CPS-2021-004; and
- That any municipality wishing to participate in Stage 1 of the development of a uniform Tow Truck Licensing By-law contribute \$1000; and
- That during the development of a uniform Tow Truck Licensing By-law staff:
- determine the costs of administering and enforcing the By-law;
 - the licensing fees; and
 - any other costs associated with the delivery of the program; and
- That upon the passing of a by-law Town staff provide the Dufferin County local municipalities with the opportunity to opt into having Orangeville administer the licensing and enforcement of the by-law on a cost recovery basis.
- 12.7. Restaurant and Pet Shop Licences Extension, CPS-2021-005** **184 - 186**

Recommendations:

That report CPS-2021-005, Restaurant and Pet Shop Licences Extension, be received;

And that the expiry date for Restaurant and Pet Shop Licences issued in 2020 be extended to April 30th of 2021;

And that Council amend By-law 2004-117 and By-law 2005-095 to change the expiry date for Restaurant and Pet Shop Licences going forward.

- 12.8. Grey County Transit Agreement, INS-2021-001 187 - 196

Recommendations:

That report INS-2021-001, Grey County Transit Agreement be received,

And that Council pass a by-law to authorize the entering into and execution of an Agreement between The Corporation of the County of Grey and the Corporation of the Town of Orangeville for the execution of the Bus Stop Agreement.

- 12.9. Cachet Developments (Orangeville) Inc., Non-decision Appeal of Applications, OPZ 3-19, INS-2021-004 197 - 202

Recommendations:

That report INS-2021-004, Cachet Developments (Orangeville) Inc., Non-decision Appeal of Applications, OPZ 3-19, be received;

And that staff and the Town's legal counsel be directed to attend any Local Planning Appeal Tribunal (LPAT) Pre-Hearing and/or Case Management Conference(s) convened for the appeals filed by Transmetro Limited c/o Cachet Developments (Orangeville) Inc. for their applications to amend the Town's Official Plan and Zoning By-law, based on a decision not being made within the timeframes prescribed by the Planning Act;

And that staff and legal counsel report back to Council as necessary, with respect to any update(s) concerning the status of these appeals.

13. Correspondence

- 13.1. County of Dufferin, Bill 229 203 - 204

- 13.2. Federation of Canadian Municipalities, Toward Parity 205 - 205

14. Committee/Board Minutes

- 14.1. 2020-09-22 Business and Economic Development Committee Minutes 206 - 210

- 14.2. 2020-11-04 Committee of Adjustment Minutes 211 - 214

- 14.3. 2020-06-18 Cultural Plan Task Force Minutes 215 - 218

14.4.	2020-11-18 Heritage Orangeville Minutes	219 - 223
14.5.	2020-11-03 Joint Accessibility Advisory Committee Minutes	224 - 227
14.6.	2020-11-17 Orangeville Police Services Board Minutes	228 - 237
15.	Notice of Motion Prior to Meeting	
16.	Notice of Motion at Meeting	
17.	New Business	
18.	Question Period	
19.	By-Laws	
	Recommendations:	
	That the by-laws listed below be read three times and finally passed.	
19.1.	A by-law to amend Restaurant By-law 2004-117 and Pet Shop By-law 2005-95 to change the expiry dates of the licences of those businesses operating within the Town of Orangeville	238 - 238
19.2.	A by-law to authorize the entering into and execution of a Bus Stop Agreement with the Corporation of the County of Grey	239 - 239
19.3.	A by-law to authorize the Temporary Borrowing of monies as specified in this by-law, to meet, until the taxes are collected, the current expenditures of the Corporation of the Town of Orangeville for the year 2021	240 - 241
19.4.	A by-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its regular and closed Council Meeting held on January 11, 2021	242 - 242
20.	Adjournment	
	Recommendations:	
	That the meeting be adjourned.	



Council Meeting Minutes

December 14, 2020, 6:15 p.m.

Electronic Meeting

**The Corporation of the Town of Orangeville
(Mayor and Clerk at Town Hall - 87 Broadway)
Orangeville, Ontario**

Members Present: Mayor S. Brown, was present in Council Chambers
Deputy Mayor A. Macintosh
Councillor J. Andrews
Councillor G. Peters
Councillor L. Post
Councillor D. Sherwood
Councillor T. Taylor

Staff Present: E. Brennan, CAO
D. Benotto, Software Operations Supervisor, was present in Council Chambers
D. Jones, General Manager, Infrastructure Services
C. Khan, Deputy Clerk, was present in Council Chambers
K. Landry, Town Clerk, was present in Council Chambers
A. McKinney, General Manager, Corporate Services
R. Osmond, General Manager, Community Services
M. Pourmanouchehri, IT Technician, was present in Council Chambers
R. Phillips, Manager, Economic Development
L. Russell, Senior Planner
N. Syed, Treasurer
B. Ward, Manager, Planning
T. Macdonald, Assistant Clerk, was present in Council Chambers

1. Call To Order

The meeting was called to order at 6:15 p.m.

2. Approval of Agenda

Resolution 2020-429

Moved by Councillor Post

Seconded by Councillor Andrews

That the agenda and any addendum for the December 14, 2020 Council Meeting, be approved.

Carried

3. Disclosure of (Direct and Indirect) Pecuniary Interest

None.

4. Closed Meeting

Resolution 2020-430

Moved by Councillor Sherwood

Seconded by Councillor Andrews

That a closed meeting of Council be held pursuant to s. 239 (2) of the Municipal Act for the purposes of considering the following subject matters:

4.1. Potential Land Acquisition, 30 Centennial Road, Confidential Verbal Report Ray Osmond, General Manager, Community Services

A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board and a proposed or pending acquisition or disposition of land by the municipality or local board

Carried

Resolution 2020-431

Moved by Councillor Taylor

Seconded by Councillor Andrews

That Council convene back into open session at 6:44 p.m.

Carried

5. Open Meeting - 7:00 p.m.

Council recessed from 6:45 p.m. to 7:05 p.m.

6. Singing of National Anthem

David Nairn, Theatre Orangeville provided a pre-recorded National Anthem which was played.

7. Land Acknowledgement

The Mayor acknowledged traditional territory of the Anishinaabe people including the Ojibway, Potawatomi and Odawa of the Three Fires Confederacy.

8. Announcements by Chair

Mayor Brown advised the gallery and viewing audience with respect to the public nature of Council Meetings and that it is webcast.

9. Rise and Report

Resolution 2020-432

Moved by Councillor Andrews

Seconded by Deputy Mayor Macintosh

That Potential Land Acquisition, 30 Centennial Road, Confidential Verbal Report Ray Osmond, General Manager, Community Services be received; and

That staff proceed as directed.

Carried

10. Adoption of Minutes of Previous Council Meeting

Resolution 2020-433

Moved by Councillor Peters

Seconded by Councillor Taylor

That the minutes of the following meetings be received:

2020-11-23 Council Minutes

2020-11-30 Council Minutes

2020-12-07 Council Minutes

Carried

11. Presentation, Petitions and/or Delegation

11.1 Deborah Martin-Downs, CAO Credit Valley Conservation, Budget 2021

Deborah Martin-Downs, CAO Credit Valley Conservation provided an overview of the projects that were undertaken in 2020 and presented the Credit Valley Conservation 2021 Budget.

Resolution 2020-434

Moved by Councillor Peters

Seconded by Councillor Post

That the presentation of Deborah-Martin Downs, Credit Valley Conservation be received.

Carried

11.2 COVID-19 Community Recognition Award Recipients (CAO-2020-002)

Mayor Brown congratulated all award recipients for their dedication to the community and thanked them for their service. The award winners are:

My FM Radio

Branching Out Support Service Participants

Cedar Heights Dental

Community Response Team

Curry Mantra Restaurant

Heritage Dental

Déjà vu Diner and Boxed Meats

Dufferin Autism Committee

Orangeville Caremongering

Orangeville Minor Hockey

Pita Pit

Marifa MacMullen

Simran Bhamu

Sym Bookkeeping

Teena Avery

Mayor Brown also announced a \$42,000 donation to the Orangeville Food Bank from Tire Discounters.

11.3 Brent Hollenbeck, 670-690 Broadway (INS-2020-009)

Brent Hollenbeck indicated to Council that he was present to answer any questions that Council may have relating to the 670-690 Broadway.

12. Staff Reports

12.1 COVID-19 Community Recognition Award Recipients, CAO-2020-002

Resolution 2020-435

Moved by Councillor Sherwood

Seconded by Deputy Mayor Macintosh

That report number CAO-2020-002, titled COVID-19 community recognition award recipients be received;

And that a donation in the amount of \$600 be given to the Orangeville Food Bank from the Community Grant Program on behalf of the award recipients.

Carried

12.2 Land Purchase, CMS-2020-014

Resolution 2020-436

Moved by Councillor Peters

Seconded by Councillor Taylor

That the report CMS-2020-014, dated December 14, 2020 regarding Land Purchase be received;

And that Council pass a by-law to authorize the entering into and execution of an Agreement of Purchase and Sale with Metrolinx to acquire lands located at 30 Centennial Road, Orangeville, legally described as Part of Lot 23, RCP 335, Pt 1, 7R5642, subject to the following terms and conditions:

- **purchase price of \$2,500,000.00;**
- **all other terms and conditions contained within the Agreement of Purchase and Sale submitted by Metrolinx;**

And that upon execution of the Agreement by the Town, staff be directed to move forward with completion of a Phase II Environmental Assessment of the property.

Carried

12.3 Small Business Covid Recovery Network Project, CMS-2020-010

Resolution 2020-437

Moved by Councillor Andrews

Seconded by Councillor Post

That report CMS-2020- be received;

And Council pass a by-law to authorize the entering into and execution of an Agreement between Her Business Advisory Centre Durham Inc. and the Corporation of the Town of Orangeville for the execution of the Conditional Flow Through Grant Agreement;

And that staff be directed to implement the Ontario Small Business COVID-19 Recovery Network Program.

Carried

12.4 2020 Business and Economic Development Advisory Committee Annual Report, CMS-2020-011

Resolution 2020-438

Moved by Councillor Post

Seconded by Councillor Andrews

That report CMS-2020-011 regarding the 2020 Business and Economic Development Advisory Committee (BEDAC) Annual Report be received.

Carried

12.5 2020 Cultural Plan Task Force Annual Report, CMS-2020-013

Resolution 2020-439

Moved by Councillor Taylor

Seconded by Councillor Post

That report CMS-2020-013 regarding the 2020 Cultural Plan Task Force (CPTF) Annual Report be received.

Carried

12.6 Heritage Orangeville Committee Annual Report, CPS-2020-025

Resolution 2020-440

Moved by Councillor Andrews
Seconded by Councillor Taylor

That the Heritage Orangeville Committee 2020 Annual Report be received.

Carried

12.7 2021 Interim Tax Levy, CPS-2020-023

Resolution 2020-441

Moved by Councillor Sherwood
Seconded by Councillor Taylor

That report CPS-2020-23, regarding the 2021 Interim Tax Levy, be received; and

That Council pass a by-law for the 2021 Interim Tax Levy.

Carried

12.8 670-690 Broadway, Recommendation Report, OPZ 4/19 and CD 2/20, INS-2020-009

Resolution 2020-442

Moved by Councillor Andrews
Seconded by Deputy Mayor Macintosh

That report INS-2020-009, 670-690 Broadway, Recommendation Report, OPZ 4/19 and CD 2/20, be received;

And that the Official Plan Amendment and Zoning By-law Amendment Applications (OPZ 4/19) be approved;

And that a By-law be enacted to adopt site-specific Official Plan Amendment No. 127 to re-designate the subject lands from “Open Space Conservation” and “Residential” to “Residential” on Schedule ‘A’ and to “Low Density Multiple” on Schedule ‘C’ to permit 33 condominium townhouse units on the subject lands;

And that the amending Zoning By-law be enacted to rezone the subject lands from “Development (D) Zone” to “Multiple Residential Medium Density (RM1) Zone with Holding (H) Symbol and Special Provision (24.225)” to permit 33 condominium townhouse units;

And that the Draft Plan of Vacant Land Condominium be approved for a period of three (3) years generally in accordance with the conditions included as Attachment No. 6 to this report.

Carried

12.9 Water Works Capital Projects - Update, INS-2020-011

Resolution 2020-443

Moved by Councillor Taylor

Seconded by Councillor Post

That Report INS-2020-011, Water Works Capital Projects - Update, be received.

Carried

12.10 Faulkner Street – Sunset Drive Sidewalk Options, INS-2020-013

Resolution 2020-444

Moved by Deputy Mayor Macintosh

Seconded by Councillor Taylor

That Report INS-2020-013, Faulkner Street – Sunset Drive Sidewalk Options be received;

And that a 390 m section of sidewalk commencing at the north driveway into ODSS and ending at the intersection of Northgate Drive and Forest Park Road immediately across from the walkway connecting this intersection to Goldgate Crescent be referred for consideration during the 2021 budget deliberations.

Carried Unanimously

13. Correspondence

Resolution 2020-445

Moved by Councillor Andrews

Seconded by Deputy Mayor Macintosh

That the correspondence listed below be received:

Township of Amaranth, Aggregate Resource Property Valuation
Township of Amaranth, Governing Body for Cannabis
Town of Mono, Bill 229
Town of Shelburne, Bill 229

Carried

14. Committee/Board Minutes

Resolution 2020-446

Moved by Councillor Sherwood
Seconded by Councillor Peters

That the minutes listed below be received:

2020-10-07 Committee of Adjustment Minutes
2020-09-16 Heritage Orangeville Minutes
2020-10-21 Heritage Orangeville Minutes
2020-11-05 Heritage Orangeville Minutes
2020-05-19 Orangeville Police Services Board Minutes
2020-06-16 Orangeville Police Services Board Minutes
2020-07-21 Orangeville Police Services Board Minutes
2020-08-18 Orangeville Police Services Board Minutes
2020-09-14 Orangeville Police Services Board Minutes
2020-11-03 Sustainable Orangeville Minutes

Carried

15. Notice of Motion Prior to Meeting

15.1 Deputy Mayor Macintosh, Transit Transfer Station

Resolution 2020-447

Moved by Deputy Mayor Macintosh
Seconded by Councillor Sherwood

Whereas Council at its meeting held on November 23, 2020 defeated a motion to locate the transit transfer station on Broadway between First Street and John Street; and

Whereas County Council at its meeting held on December 10, 2020 passed a motion to work with the Town to investigate potential options to locate a transit transfer station at the Edelbrock Centre; and

Whereas Town Council is supportive of working with the County to determine the feasibility and costs associated with locating the transit transfer station at the Edelbrock Centre;

Now therefore be it resolved that staff work with the County of Dufferin to assess the feasibility and costs for locating the transit transfer station at the Edelbrock Centre (Centre Street and connecting with Dawson Road) which includes the detailed design options prepared by Triton Engineering; and

That staff report back to Council on this matter and on the matter of adding a second community garden in the Town in January 2021.

Yes (4): Mayor Brown, Deputy Mayor Macintosh, Councillor Andrews, and Councillor Sherwood

No (3): Councillor Peters, Councillor Post, and Councillor Taylor

Carried (4 to 3)

16. Notice of Motion at Meeting

Resolution 2020-448

Moved by Councillor Sherwood

Seconded by Councillor Post

That notice be waived to allow for the introduction and consideration of a motion regarding an extension of Covid Relief Measures as the matter is time sensitive; and

That penalties and interest on property taxes and water and waste water be waived up to March 31, 2021; and

That transit fees for Orangeville Transit be waived up to March 31, 2021.

Carried Unanimously

17. New Business

Deputy Mayor Macintosh provided information relating to the Covid-19 vaccine.

18. Question Period

None.

19. By-Laws

Resolution 2020-449

Moved by Councillor Andrews

Seconded by Deputy Mayor Macintosh

That the By-laws listed below be read three times and finally passed:

A By-law to adopt amendment No. 127 to the Official Plan (2040771 Ontario Inc., OPZ 4 19)

A By-law to amend Zoning By-law No. 22-90 as amended, with respect to Part of Lot 5, Concession C, municipally known as 670 and 690 Broadway 2040771 Ontario Inc., OPZ 4 19

A By-law to authorize the entering into and execution of an Agreement of Purchase and Sale with Metrolinx

A By-Law to provide for the levy and collection of rates or levies for the Town of Orangeville for the interim levy for the year 2021.

A By-law to authorize the entering into and execution of a Conditional Flow Through Grant Agreement - SBEC with the Business Advisory Centre Durham Inc.

A By-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its regular and closed Council Meeting held on December 14, 2020

Carried

20. Adjournment

Resolution 2020-450

Moved by Councillor Taylor

Seconded by Councillor Post

That the meeting be adjourned at 8:53 p.m.

Carried

Sandy Brown, Mayor

Karen Landry, Clerk



Service Delivery Review

Modernizing to Serve You Better

Member Municipality Council Meetings Recommendations Report



January 2021



Service Delivery Review
Modernizing to Serve You Better

Project Recap

Project Mission and Success

- Project Mission
 - To assist the County of Dufferin in conducting a comprehensive service review of shared municipal services/resources, internal county operations, and human/community services.

- Project Success
 - An in-depth understanding of current services and service delivery methods
 - Provision of actionable recommendations for efficient, effective, and sustainable delivery of municipal services
 - Alignment of all engagement and outcomes with the County's strategic priorities
 - Buy-in among County stakeholders that the recommendations are aligned to the community needs and will reduce operational costs and improve service delivery
 - Continuous transfer of knowledge to County staff on tools, techniques and general methodology.

Project Description/Scope

Today's focus:

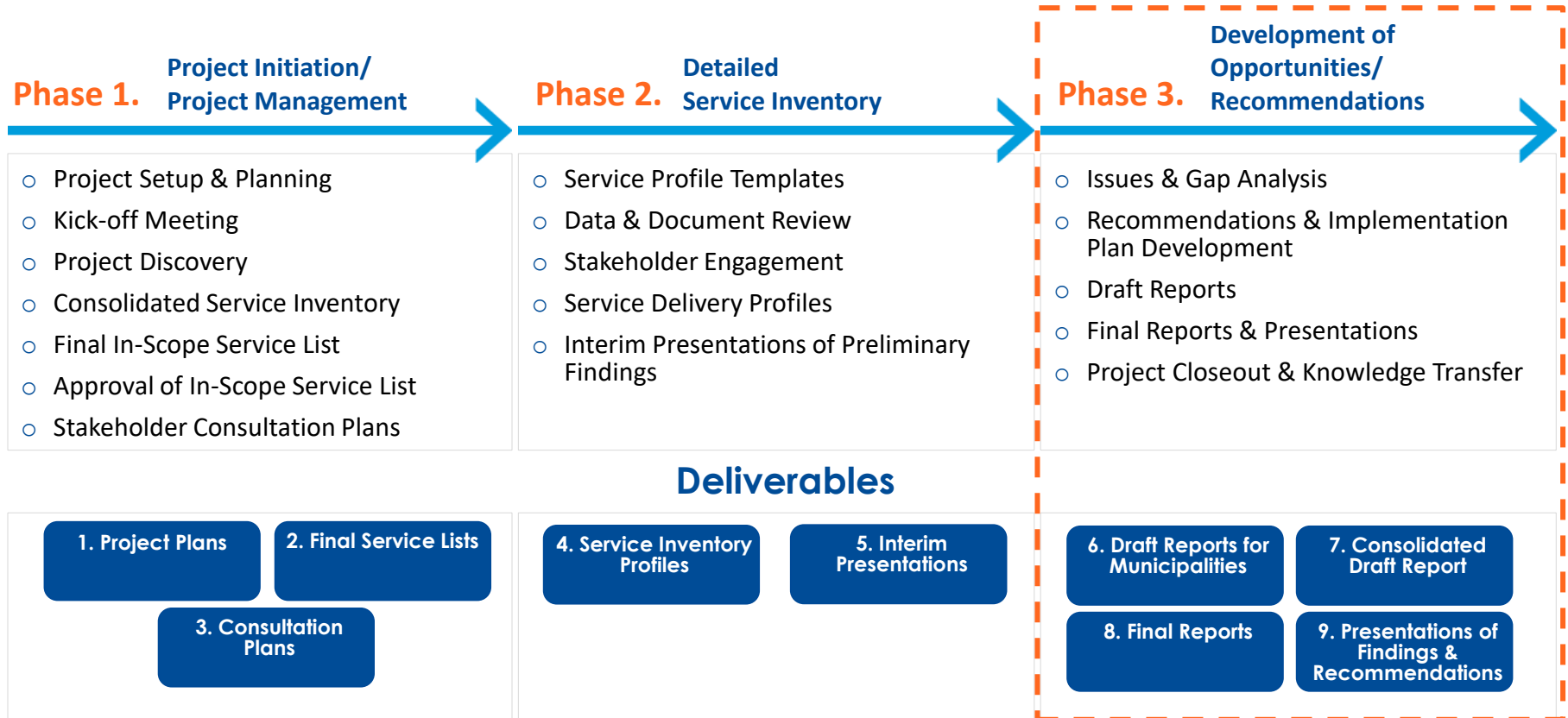
PART A will involve a review of shared municipal services/resources and will be managed by the Working Group comprising the CAOs from each Member Municipality and the County as well as a Steering Committee which will consist of an elected representative from each local Council.

Through this portion of our review, specific shared services will be identified, reviewed, and recommendations will be developed as appropriate.

PART B will involve a review of internal county operations and human/community services and will be managed by a County Service Review Team consisting of representatives from each County department.

Through this portion of our review, specific County services will be identified, reviewed, and recommendations will be developed as appropriate.

Project Activities





Service Delivery Review
Modernizing to Serve You Better

Draft Recommendations Report

Principles for Recommendations

In preparing recommendations, the following principles were followed:

- Recommendations were developed to address identified gaps, or lack of best practices, in Current State activities.
- Where there is a best practice that is not followed, and The Optimus SBR team believes is relevant to the County of Dufferin and/or Member Municipalities, a recommendation was provided to adopt the best practice.
- Wherever possible, key stakeholders were engaged to support the development of recommendations.
- Achieving full consensus on a recommendation is not a requirement of future state engagement activities. As outlined above, where the Optimus SBR team believes a recommendation is aligned to best practices, that has been provided.

Developing Recommendations

Each service took into consideration the complexity of the service and initial feedback on the scope of recommendations.

Recommendations were developed through:

- Leading practices desk research & external consultations as applicable
- Further refinement of recommendations
- CAO joint working session(s) for select services
- Opportunity refinement and analysis
- Review and discussion with the Project Steering Committee

Discussion & Comments

The Service Delivery Review includes 11 in-scope services

A1 – Accounting

A2 – Indoor Recreation Facilities

A3 – By-Law Enforcement

A4 – Economic Development

A5 – Fire Services

A6 – Human Resources (HR) Services

A7 – IT Services

A8 – Planning

A9 – Procurement Services

A10 – Roads

A11 – Winter Control

As we review each profile, please consider the following questions for the proposed recommendations:

- 1. Were the recommendations clear?**
- 2. What challenges may need to be mitigated if you move forward with proposed recommendations?**



→ Recommendations Report

Evaluating Recommendations

Foundational Objectives

The following tables provides an evaluation guide for measuring the impact of each recommendation against the three fundamental objectives of shared services: business enablement, resource stewardship and service experience.

Evaluation Guide			
Shared Service Objective	High	Medium	Low
Impact on Business Enablement	Significant impact on providing staff/service provide with expertise, processes, tools, collaboration and resources to deliver on mandates, programs, and goals.	Some positive impact on providing staff/service provide with expertise, processes, tools, collaboration and resources to deliver on mandates, programs, and goals.	No, or minimal, impact on the enhancement of the expertise, processes, tools, collaboration, or resources to deliver on mandates, programs, and goals.
Impact on Resource Stewardship	Significant impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.	Some positive impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.	No, or minimal, impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.
Impact on Service Experience	Significant, noticeable, and measurable improvement on the quality/level of service provided is expected.	Some positive and measurable improvement on the quality/level of service provided is expected.	No, or minimal, measurable improvement on the quality/level of service provided is expected.

Implementation Considerations

The following table reviews the difficulty level and cost implications associated with the recommendation.

Implementation Considerations	High	Medium	Low
Implementation Difficulty/Cost	<p>Significant new investments are required to implement the recommendation (one time and/or ongoing). Will require considerable external support to design and lead the implementation. (estimated greater than \$100k)</p> <p>Recommendation may require 12+ months for implementation</p> <p>Change management considerations will need to be accounted for as the recommendation will have impacts on processes, technology, and or culture beyond the focus service.</p>	<p>Some new costs (one time or ongoing) are anticipated as a result of new staff or one-time spends (IT, consulting, etc.). Likely requires some external support for specific, highly specialized activities (legal, HR, etc.) (estimated less than \$100k)</p> <p>Recommendations may require 12+ months to implement</p> <p>Will require consideration for organizational impacts beyond the focus serve and change management activities should be considered.</p>	<p>Minimal costs associated with new positions or external vendors. Minimal new system costs. Recommendation can be primarily be supported by staff and some external vendor support to augment capacity.</p> <p>Recommendation can be accomplished within 12 months.</p> <p>Minimal negative disruption on organization culture, process, etc.</p>



→ Recommendations Report

Proposed Recommendations



Accounting

The goal of the review of Accounting services was to identify potential areas of duplication and determine where formal or informal agreements for technology sharing may exist.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Development of a budget framework for the rural Member Municipalities that would tie the budget to key strategic priorities.	Accounting	High	High	Medium	Low	x	x	x	x	x	x			
That the Member Municipalities and the County explore shared budgeting and accounting software to find efficiencies as a long-term consideration.	Accounting	Medium	Medium	Low	Medium	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Indoor Recreation

The goal of the review was to understand gaps in the current governance structure and recommend a governance and reporting structure that better enables municipal oversight and involvement in Recreation Facilities, given that they are their largest funders.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities	Indoor Recreation	High	Low	Low	Medium	x	x	x	x	x	x		x	
Develop a regional Recreation & Facilities Strategy	Indoor Recreation	High	Medium	High	High	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

By-Law Enforcement

With increasing growth in built space for some Member Municipalities and subdivision development, stakeholders involved in by-law enforcement noted that the number of by-law enforcement complaints has risen and will likely continue to rise. The goal for reviewing by-law enforcement services was to address capacity constraints occurring across the County and to improve service outcomes.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Update By-Law Enforcement policies	By-Law Enforce- ment	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	x
Hire a shared By-Law Enforcement resource	By-Law Enforce- ment	Medium	Medium	Medium	Medium	x	x	x	x	x	x			
Develop key performance indicators	By-Law Enforce- ment	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Economic Development

The goal of the review has been to create a framework for fostering strategic planning and alignment between the County and the Member Municipalities and a regional approach to Economic Development, which would be gained by further delineation of roles and responsibilities which recognize current capacity constraints.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a Collaborative Framework and Action Plan for the region	Economic Developm ent	High	Low	High	High	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Fire Services

The responsibilities of local municipal Councils for the delivery of fire protection services are included in The Fire Protection and Prevention Act (1997) ("FPPA"). At a high level, the services provided by fire departments include public safety and prevention, providing fire suppression and conducting inspections to enforce the Fire Code. Across the County, Fire Services are provided by eight different Fire Departments, including three fire departments from outside of Dufferin County. The objective of the review was to streamline governance and accountability structures in order to reduce risks and find efficiencies within fire services.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards	Fire Services	High	Low	Low	Medium	x	x	x	x	x	x		x	
Establish a regional Fire Chiefs Association	Fire Services	High	Medium	Low	Low	x	x	x	x	x	x	x	x	x
Improve reporting and performance measurement	Fire Services	Medium	Low	Medium	Low	x	x	x	x	x	x		x	

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Human Resources

Member Municipalities are compliant with current practices and also able to adapt to new and upcoming changes as they occur with subject matter expertise available when required. In addition, with the transition to a new Health and Safety Coordinator it is necessary to ensure that a shared service delivery model is able to meet service outcomes.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a Health and Safety Memorandum of Understanding	Human Resources	Medium	Low	Medium	Low	x	x	x	x	x	x		x	x
Explore retaining a shared HR consulting firm	Human Resources	Medium	Medium	Medium	Medium	x	x	x	x	x	x		x	
Explore the potential for a common HRIS shared platform	Human Resources	High	Low	High	Medium	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

IT Services

The review of IT services looked to understand how the services are provided overall, and to identify opportunities to pool resources for enhanced cyber security, and to review the service delivery model for a fair distribution of costs.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a costing model for County IT Services*	IT	N/A – The County IT Services costing model will allow for informed decision making regarding the provision of this service to Member Municipalities. The model itself is not expected to impact services.			Medium	x	x		x				x	x
Establish a regional working group	IT	High	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

*Note, applicability to individual Municipalities refers to those Member Municipalities currently receiving IT Services. Pending costing model, this may change.

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Planning

In reviewing Planning services, the goal was to identify a coordinated approach across Dufferin for streamlining planning resources and processes across Dufferin and identify any opportunities for enhancing technologies.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Streamline and Make Consistent the Development Approval Process	Planning	Medium	Low	High	Medium	x	x	x	x	x	x	x	x	x
Explore GIS Support with the County	Planning	Medium	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Procurement

Due to the many changes in procurement legislation that impacts municipalities (e.g. recent Free Trade agreements, etc.) it is important to ensure that procurement practices in Dufferin align to Broader Public Sector guidelines and requirements that promote fair and effective procurement. In addition, the business of running municipalities requires the purchase of much of the same goods and services, and procurement services can maximize cost savings by pooling resources where possible.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Modernization of Procurement Methods	Procure- ment	High	High	High	Medium	x	x	x	x	x	x	x	x	x
Establish a Dufferin Procurement Working Group	Procure- ment	Medium	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Roads

The objective of the review of Roads was to reduce duplication of resources and address any capacity constraint through resource sharing, and to enhance the overall road network.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Continue the development of the Transportation Master Plan	Roads	High	Low	High	High	x	x	x	x	x	x	x	x	x
Develop a Dufferin-wide Public Works Asset Management Plan for equipment/vehicles	Roads	Medium	Medium	Low	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Winter Control

Improvements in service delivery for Winter Control services are heavily dependent on recommendations proposed for Roads services. For Winter Control in particular it was important to identify ways in which to integrate winter maintenance across Dufferin to improve services for residents, and to identify opportunities to reduce costs where possible.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a business case for establishing a second County operations centre	Winter Control	Medium	Low	High	Low									x
Enhance communications protocols	Winter Control	High	Low	Medium	Low	x	x	x	x	x	x	x	x	x
Increase storage space	Winter Control	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?
2. What challenges may need to be mitigated if you move forward with proposed recommendations?



Service Delivery Review
Modernizing to Serve You Better

Future State Plan & Next Steps

Next Steps – Part A

The project targeting a completion date of January, 2021.

#	Next Steps	Completion Target
1	Optimus SBR to present to Local Council Municipalities if requested.	Early December & January
2	Project Closeout and Knowledge Transfer Activities.	January





→ Appendix

Appendix A

Service Profile Summaries:
Objectives, Strengths & Gaps

Service Profile Summaries

Accounting, Indoor Recreation Facilities & By-law Enforcement

Service	A1: Accounting
Objective	<ul style="list-style-type: none"> • To identify potential efficiencies through shared service provision or technology resources.
Strengths	<ul style="list-style-type: none"> • Staff appear committed to sharing best practices and demonstrate a strong team-oriented culture; • Orangeville and Shelburne have recently refined their budgeting process to establish a budget framework where the respective Councils will endorse the key priorities of the Member Municipality.
Gaps	<ul style="list-style-type: none"> • Shortages of administrative support roles is an issue among several Member Municipalities; • Limited online payment options for residents is a growing concern • Duplication/completion of very similar tasks across the Member Municipalities on a regular basis.

Service	A2: Indoor Recreation Facilities
Objective	<ul style="list-style-type: none"> • To identify optimal approach for cost-sharing forthcoming infrastructure investments and ongoing operations and maintenance
Strengths	<ul style="list-style-type: none"> • A commitment to ensure that residents have access to Indoor Recreation Facilities; and • Alignment among staff leadership in their priorities for delivering Indoor Recreation Facilities, including quality and sustainability.
Gaps	<ul style="list-style-type: none"> • A lack of a County-wide approach to planning for recreation services. Asset management plans are specific to each facility and do not consider “bigger picture” options (exceptions: Mulmur, Melancthon and Orangeville); • A lack of a clear understanding of the exact needs or preferences of the community; • No KPIs being recorded or produced by the Management Boards overseeing Indoor Recreation Facilities; • No comprehensive financial sustainability report for each facility/Governance Board.

Service	A3: By-Law Enforcement
Objective	<ul style="list-style-type: none"> • To identify shared service options to address capacity constraints and improve service outcomes, potentially including legal services related to By-Law Enforcement
Strengths	<ul style="list-style-type: none"> • By-law enforcement activities were being carried out effectively amongst their respective member municipalities, • Resources were being shared wherever possible.
Gaps	<ul style="list-style-type: none"> • Increasing growth in some member municipalities’ built space and subdivision development has led to increased number of complaints • Approach to by-law enforcement is inconsistent across the County, leading to varied service experience

Service Profile Summaries

Economic Development, Fire Services & HR

Service	A4: Economic Development
Objective	<ul style="list-style-type: none"> • To Identify opportunities to align strategic priorities across the organizations and reduce duplication of effort. • To identify options for defining roles and responsibilities across County and Member Municipalities given available resources
Strengths	<ul style="list-style-type: none"> • Positive impacts of economic development recognized across the County • Active and engaged Economic Development Committee (EDC) public members • The County of Dufferin, Orangeville and Shelburne have developed Economic Development Strategic Plans articulating priorities and key sectors
Gaps	<ul style="list-style-type: none"> • Barriers to developing a County-wide coordinated economic development strategy in particular for the rural municipalities, including lack of staff capacity and limited access to economic development expertise.

Service	A5: Fire Services
Objective	<ul style="list-style-type: none"> • To Identify opportunities to streamline governance and accountability structures to better match service levels to local needs; and, • To identify opportunities to reduce risks associated with HR, IT, insurance and procurement.
Strengths	<ul style="list-style-type: none"> • Demonstrated ability for Fire Departments to support each other with clear roles and responsibilities and formal agreements in place outlining coverage
Gaps	<ul style="list-style-type: none"> • Performance targets / service levels are not clearly documented or included in Fire Board agreements; • Municipal staff stakeholders do not have full confidence that procurement guidelines or HR policies are always followed

Service	A6: Human Resources (HR) Services
Objective	<ul style="list-style-type: none"> • To identify shared service delivery models to improve service outcomes including Health and Safety. • To identify opportunities to mitigate costs, including potentially related legal services, through shared services.
Strengths	<ul style="list-style-type: none"> • A shared resource devoted to Health and Safety requirements • A culture of support and commitment among CAOs to offer guidance on HR issues, where appropriate.
Gaps	<ul style="list-style-type: none"> • Need to updating HR policies and procedures to ensure compliance • Time-consuming activities spent on recruitment tasks such as candidate shortlists, ad placements, etc. • A lack of dedicated in-house HR expertise available in the smaller Member Municipalities • Resourcing changes leaving some Member Municipalities challenged to ensure compliance.

Service Profile Summaries

IT, Planning & Procurement

Service	A7: IT Services
Objective	<ul style="list-style-type: none"> To identify opportunities to consolidate resources and standardize business processes and tools to improve service outcomes, potentially including website construction and maintenance. To identify a service delivery model to fairly distribute costs. To identify opportunities to pool resources for enhanced cybersecurity.
Strengths	<ul style="list-style-type: none"> IT Support Services provided by the County are well received Member Municipalities providing internal IT Services meeting their internal needs
Gaps	<ul style="list-style-type: none"> Dufferin County likely not recovering full cost of the services they provide Some stakeholders are concerned about cybersecurity practices and infrastructure currently in place. Concerns regarding the capacity of IT staff to absorb additional workloads.

Service	A8: Planning Services
Objective	<ul style="list-style-type: none"> To identify opportunities for a more coordinated approach to streamline resources and processes County-wide To Identify opportunities for technology improvements
Strengths	<ul style="list-style-type: none"> A high degree of engagement and collaboration through the Planners of Dufferin (PoD) forum A clear distinction in the role of the County and that of Member Municipalities
Gaps	<ul style="list-style-type: none"> Varied approaches to GIS support and the use of consultants across the County, which may represent duplication; Different software platforms being used across the Member Municipalities Planning services emerging as an increasing source of work, often driven by public inquiries

Service	A9: Procurement Services
Objective	<ul style="list-style-type: none"> To identify opportunities for potential cost savings through group purchasing process To identify opportunities for increased effectiveness through pooling resources
Strengths	<ul style="list-style-type: none"> Wherever possible group purchasing had been considered or implemented for cost efficiencies across the County Considerable informal sharing of procurement related documents, templates and tenders. All Member Municipalities are cost-conscious given their scope of services and budget, driving value for money
Gaps	<ul style="list-style-type: none"> Lack of awareness of changes to and/or the existence of new free trade agreements linked to lim Lack of expertise in writing policies, or the lack of staff capacity Lack of a coordinated procurement strategy across the County, though examples indicated informal opportunities for sharing procurement practices exist

Service Profile Summaries

Roads & Winter Control

Service		A10: Roads Services
Objective		<ul style="list-style-type: none"> • To identify opportunities for an integrated road network for greater efficiency • To identify opportunities to address duplication and capacity constraints by sharing resources
Strengths		<ul style="list-style-type: none"> • Boundary road agreements in place where necessary that address maintenance, and capital and operating cost requirements • Willingness to share equipment where it is possible and aligns with the timelines and needs of equipment owner.
Gaps		<ul style="list-style-type: none"> • Lack of a current, County-wide comprehensive Transportation Master Plan that includes the County and Member Municipalities • Limited proactive sharing of Roads Services equipment, sharing often reactive and responding to urgent needs • Low utilization in several instances of pieces of equipment owned by multiple Member Municipalities • Limited meetings among members of the Dufferin Caledon Roads Supervisors Association

Service		A11: Winter Control Services
Objective		<ul style="list-style-type: none"> • To identify opportunities for an integrated winter maintenance plan to improve service delivery for residents • To identify opportunities to reduced costs through shared service/resource models
Strengths		<ul style="list-style-type: none"> • Strong relationships across the public works departments of the County and Member Municipalities • Member Municipalities' inclusion of option of other municipalities to join in their Winter Control procurements • Ongoing equipment and information sharing to support Winter Control Services
Gaps		<ul style="list-style-type: none"> • Mostly reactive and ad hoc collaborative support and mutual aid provided across the public works departments • Difficulty of pre-staging winter control equipment at different locations, given public works yards are each at capacity for indoor vehicle storage; • A communications gap regarding the legislative requirements associated with road service levels and operational realities • Equipment used for Winter Control is not standardized, which results in the need to carry an inventory of spare parts across the County



→ Appendix

Appendix B

In-Scope Services

A1 – Accounting

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none">• Governance, Accountability, Roles and Responsibilities; Business Processes and Tools
Objective(s) of Service Review	<ul style="list-style-type: none">• Identify potential efficiencies through shared service provision or technology resources
Focus of Stakeholder Engagement	<ul style="list-style-type: none">• Understand existing accounting functions, including payroll and technology used by each Member Municipality• Identify potential areas of duplication• Identify formal or informal agreements of service support or technology sharing between Member Municipalities, where applicable

A2 – Indoor Recreation Facilities

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none">• Governance (Boards), Accountability, Roles and Responsibilities; Resource Stewardship
Objective(s) of Service Review	<ul style="list-style-type: none">• Identify optimal approach for cost-sharing forthcoming infrastructure investments and ongoing operations and maintenance
Focus of Stakeholder Engagement	<ul style="list-style-type: none">• Understand existing governance structures• Understand benefits, challenges and opportunities related to providing arena services to residents• Understand expected infrastructure investments required

A3 – By-Law Enforcement

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none">• Capacity and Competencies; Service Experience
Objective(s) of Service Review	<ul style="list-style-type: none">• Identify shared service options to address capacity constraints and improve service outcomes, potentially including legal services related to By-Law Enforcement
Focus of Stakeholder Engagement	<ul style="list-style-type: none">• Understand the current complement of resources available to each Member Municipality in its by-law enforcement activities• Understand the scope of requirements for by-law enforcement for Member Municipalities• Understand need and requirements for legal expertise for Member Municipalities

A4 – Economic Development

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none"> Governance, Accountability, Roles and Responsibilities; Business Processes and Tools; Resource Stewardship
Objective(s) of Service Review	<ul style="list-style-type: none"> Identify opportunities to align strategic priorities across the organizations and reduce duplication of effort Identify options for defining roles and responsibilities across County and Member Municipalities given available resources
Focus of Stakeholder Engagement	<ul style="list-style-type: none"> Understand current roles and responsibilities, activities, and capacity of Economic Development resources at the County, Orangeville, and Shelburne Understand current practices of Member Municipalities without dedicated resources

A5 – Fire Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none">• Governance (Boards), Accountability, Roles and Responsibilities; Capacity and Competencies; Resource Stewardship; Service Experience
Objective(s) of Service Review	<ul style="list-style-type: none">• Identify opportunities to streamline governance and accountability structures to better match service levels to local needs• Identify opportunities to reduce risks associated with HR, IT, insurance and procurement
Focus of Stakeholder Engagement	<ul style="list-style-type: none">• Understand existing governance structures• Understand impacts on service levels and cost arrangements

A6 – Human Resources (HR) Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none"> Capacity and Competencies, Resource Stewardship; Service Experience
Objective(s) of Service Review	<ul style="list-style-type: none"> Identify shared service delivery models to improve service outcomes including Health and Safety Identify opportunities to mitigate costs, including potentially related legal services, through shared services
Focus of Stakeholder Engagement	<ul style="list-style-type: none"> Identify existing HR services (including Health and Safety) that each Member Municipality currently operates independently or provides via contract services Understand existing shared services arrangements (formal or informal), policy agreements, processes, etc. Understand need and requirements for legal expertise for Member Municipalities

A7 – IT Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none"> Capacity and Competencies; Business Processes and Tools; Resource Stewardship; Service Experience
Objective(s) of Service Review	<ul style="list-style-type: none"> Identify opportunities to consolidate resources and standardize business processes and tools to improve to service outcomes, potentially including website construction and maintenance Identify a service delivery model to fairly distribute costs Identify opportunities to pool resources for enhanced cybersecurity
Focus of Stakeholder Engagement	<ul style="list-style-type: none"> Understand existing IT and GIS services and resources within each independent municipality (either by in-house staff or via outsourcing) Understanding existing resources for website construction and technical maintenance within each Member Municipality Understand suite of cybersecurity activities offered by the County and each Member Municipality

A8 – Planning

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none">• Governance, Accountability, Roles and responsibilities; Business Processes and Tools
Objective(s) of Service Review	<ul style="list-style-type: none">• Identify opportunities for a more coordinated approach to streamline resources and processes County-wide• Identify opportunities for technology improvements
Focus of Stakeholder Engagement	<ul style="list-style-type: none">• Understand key similarities, differences, and gaps across Member Municipalities' planning efforts• Identify duplication, gaps, and discrepancies for the application process

A9 – Procurement Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none"> Governance, Accountability, Roles and Responsibilities; Business Processes and Tools
Objective(s) of Service Review	<ul style="list-style-type: none"> Identify opportunities for potential cost savings through group purchasing process Identify opportunities for increased effectiveness through pooling resources
Focus of Stakeholder Engagement	<ul style="list-style-type: none"> Understand current procurement practices across the County and Member Municipalities, including resources available Understand existing practice relative to best practices and compliance with free trade agreements

A10 – Roads

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none">• Governance, Accountability, Roles and Responsibilities
Objective(s) of Service Review	<ul style="list-style-type: none">• Identify opportunities for an integrated road network for greater efficiency• Identify opportunities to address duplication and capacity constraints by sharing resources
Focus of Stakeholder Engagement	<ul style="list-style-type: none">• Understand existing plans and outlines for road networks within Member Municipalities• Understand areas of divergence and duplication• Understand different needs of rural and urban communities

A11 – Winter Control

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	<ul style="list-style-type: none"> Governance, Accountability, Roles and Responsibilities; Business Processes and Tools; Resource Stewardship
Objective(s) of Service Review	<ul style="list-style-type: none"> Identify opportunities for an integrated winter maintenance plan to improve service delivery for residents Identify opportunities to reduced costs through shared service/resource models
Focus of Stakeholder Engagement	<ul style="list-style-type: none"> Understand current snow removal and other practices across Member Municipalities Understand current equipment in use, where it is located, and related logistical considerations Understand existing arrangements/agreements



January 11, 2021

The Orangeville Minor Hockey Association (OMHA), the Orangeville Girls Hockey Association (OGHA) and Skate Canada Orangeville, would like to thank the Town of Orangeville, the staff of the Recreation Facilities, Alder Arena and Tony Rose Arena, for making it possible for our associations to provide hockey and learn to skate programs for our members while we endure the pandemic. Medical professionals and years of extensive research prove that physical activity is extremely important for everyone's mental and physical health, and we are thankful to have been able to provide opportunities for our members to participate in programs offering some form of normalcy during these extraordinary times.

We are here in collaboration, to ask for reduced hourly ice cost for minor registered sports groups, that will allow us to continue to run our programs respectfully.

As you are aware, on December 14, the area covered under the Wellington Dufferin Guelph Public Health Unit was placed in the Red-Control zone by the Province of Ontario. Being in The Red-Zone has meant additional restrictions on our programs and membership and limiting the number of participants allowed on the ice at any given time to just ten.

It is the hope of all three organizations that once the current lockdown is lifted by the Provincial Government, we will be able to reinstate our programs to their full potential according to the protocols for our region. Given the current situation surrounding Covid-19 in the Province of Ontario, we assume that when our region is removed from the current lockdown, we will return to similar restrictions that we faced in the Red-Control zone.

Under normal circumstances Orangeville Minor Hockey, Orangeville Tigers and Skate Canada ice rentals can include anywhere from 15-50 skaters per hour. Due to the restrictions and limitations only permitting 10 skaters on the ice per hour, our costs will now increase exponentially. Our plan is to provide all our members the equal opportunity to be on the ice at least once per week and in order to do this, we will need to rent a significant amount of additional ice time from the Town.

With this said, it is not viable for our associations to continue to pay the full amount of \$186.76 + \$24.28 HST for a 50-minute ice rental and still offer any resemblance of programming that the youth of Orangeville so desperately need.

We respectfully request the Council of the Town of Orangeville to reduce the cost of ice rentals by 50% for our associations, retro-active to December 14 when we entered the Red-Control zone and to continue for the remainder of the 2020-2021 season.

Please see the attached submissions from each of our associations citing further information for this request.

We thank you for your time.



Orangeville Minor Hockey

HOME OF THE FLYERS



January 11, 2021

Orangeville Minor Hockey association's vision is to foster, promote and teach amateur hockey within the Town of Orangeville and surrounding district and to provide maximum opportunities for all eligible individuals to participate regardless of ability. The Orangeville Minor Hockey Association in a normal season would have roughly 950 members playing competitive and recreational hockey. This year a main factor was the uncertainty of the COVID 19 and only had 674 registrations, down 30 %.

We are aligned with Orangeville Tigers and Skate Canada in asking for reduced ice cost for the remainder of the 2020-21 season.

- Rosters had to be adjusted from an average 15 per team to 8-10 based on birth year
- More teams/groups had to be created 75 instead of 41
- Needed more volunteers to be coach or trainer and had to be (re)-certified per guidelines (need a coach and trainer for each team)
- We felt it was not ethical to request any sponsorship funding from the community due to the pandemic
- Unable to host the Early Bird and Ray Hunt Tournaments which are a major source of funding
- Current funding will only allow for 8 more skates per team/group
- Will require appx 90 hours a week to allow each team/group to participate for one 50-minute skate
- Reduced costs by asking players to reuse jerseys and socks

Should the public guidelines get lifted and we can participate again, the reduced ice cost will allow us to continue longer.

We thank you for your support.

Sincerely,

Rick Stevens – President

Scott Lawson – Vice President House League

Terry Sheppard – Vice President Rep



ORANGEVILLE GIRLS HOCKEY ASSOCIATION
75 FIRST STREET, SUITE 323, ORANGEVILLE, ON L9W 5B6

To The Council of the Town of Orangeville:

January 11, 2021

The Orangeville Girls Hockey Association (OGHA) would like to convey our thanks to the staff of the Recreation Facilities. We have a great deal of respect for the staff, and we have worked cooperatively with them to make our hockey programs run smoothly since September.

The OGHA respectfully requests the Council of the Town of Orangeville to consider reducing the cost of ice rentals for our association by 50 percent during the period of time that we entered the Red- Control zone on December 14, 2019, and for the remainder of the 2020-2021 hockey season. Once the Provincial Government lifts the lockdown, if allowed, we plan to continue to run skills and drills programs for all of our members, following the protocols. However, we anticipate that our operating costs will now increase significantly because of the restrictions permitting a maximum number of 10 skaters on the ice at a time. Our usual ice rentals include anywhere from 15-35 skaters per session. We want to be able to provide all of our minor members the equal opportunity to be on the ice at least once per week during this time. In order to do this, we may need to rent additional ice time from the Town.

It has been conveyed numerous times during the course of this pandemic by many health professionals that physical activity is of the utmost importance for our physical and mental health. We were excited in August when the Ontario Women's Hockey Association informed us that we would be allowed to run programs for our members this year. We worked cooperatively and made great progress with the staff of the Recreation Department to get our programs up and running.

Because last season ended abruptly on March 14, 2019 and we were aware of many families facing financial hardships and uncertainties because of the Covid-19 pandemic, we offered our registration fee at the early-bird rate to all members for this season regardless of when they registered. Because of a decrease in the number of registrations and the lower fees offered to members, our revenue from registration is down \$32,000.00 compared to last year. Our overall revenue has been reduced significantly this year due to fewer sponsors and other sources. The cost of ice rentals increased this season and the costs for our officials (referees and timekeepers) increased this year because of Covid-19.

Every year our association hosts tournaments which are the major source of our fundraising. The revenue from these tournaments subsidizes our operating expenses every year and keeps the costs down for our entire membership. Without the tournament revenues we would need to charge our players, at minimum, an additional \$100.00 each to be able to run our programs. This year, because of Covid-19, we will not be holding any tournaments, and in fact we anticipate that it will take another year or two until tournaments are allowed to take place again. Without any revenue from tournaments this year, we will be running a huge deficit.

Each year, the OGHA spends approximately \$250,000.00 on rentals with the Town of Orangeville. With this in mind, we are asking Council to take into consideration the situation we are now in, and for the reasons stated above, reduce the cost of our ice rentals by 50 per cent since December 14 when we entered into the Red - Control zone. We will gladly suggest that during some blocks of ice rentals, it may not be necessary for the arena staff to flood the ice in between groups, which will help reduce costs for the Town.

We appreciate your time and consideration on this matter, and look forward to your response and our continued partnership with the Town of Orangeville Parks and Recreation Department.

Regards,
Michelle Whyte, President, and Members of the Executive of the OGHA



To Orangeville Town Council,

For generations, Canadians have stepped on to backyard rinks, frozen rivers, ponds and arenas from coast to coast to coast. Skating is part of who we are, and Skate Canada is the perennial leader in teaching Canadians how to skate.

Some dream of reaching an Olympic figure skating podium, or enhancing skating skills for hockey, ringette or speed skating. Others are looking to go for a leisurely glide with family for fun, fitness and a healthy lifestyle. Whatever your skating goals, Skate Canada will help get you there.

Skate Canada Orangeville has been teaching our community to skate for over 60 years. We take pride in offering quality and fun programs. Children have been enrolled in our learn to skate program who then move on to our figure skating program, join Orangeville Minor Hockey, Orangeville Girls Hockey or just to know how to skate for exercise and participate in the town's public skate programs. Skate Canada Orangeville also offers powerskating programs that have helped many hockey players with their skating skills. Skate Canada Orangeville to many is known for figure skating but that is only small portion of what we offer to our community.

Skate Canada Orangeville has taken pride in the ability to continue to offer quality and safe programming during COVID. Prior to Covid we had the ability to offer our Canskate programs with up to 50 participants on the ice which helped to subsidize ice for our figure skaters. Below you will find points on our programs and challenges to continue offering our quality programs to our community.

Challenges for the 2020/21 skating season:

- cannot fill the Canskate program to capacity with the current gathering size restrictions – the club relies on this program to keep club viable
- coaching fees per capita will be high given gathering size restrictions however will need to provide this work to keep our coaching team in tact
- fundraising opportunities will be greatly reduced
- expenses continue
 - administration: website hosting, software, processing fees for on-line registration, paper
 - badges and rewards
 - new learn-to-skate props per Covid-19 protocols
 - cleaning supplies
- what's different this year?
 - registration numbers – interest in skating – comfort level of parents
 - demographics – changes in family income due to Covid-19
 - gathering size – may change throughout the season
 - facility ice costs – fees may increase or decrease
 - time allotted for cleaning, movement between groups, etc.
 - may not have canskate registration to bring in money to support starskate
 - will not have the usual successful fundraising opportunities eg. donuts, pizza

We were able to begin offering our program in September and realized the demand and continued interest.

- Canskate (learn to skate) – Oct-Dec: 20-25 skaters on ice + 4 professional coaches
- Figure skating – Sept-Dec: 15 skaters on the ice
- Power skating – Sept-Dec: 20 skaters on the ice (2-3 professional coaches)
- Challenges that will continue:
 - requirement for us to finance cleaning/buffer times
 - very few fundraising opportunities relied on to pay club's administration expenses (website hosting, software cost, processing fees, badges, program props)
- Reduction to 10 on ice:
 - cannot deliver canskate program at current ice rate – not viable unless we double the registration cost to families – then risk not enough registrations due to high cost
 - figure skating - relies on income from canskate to stay viable – will need to increase registration cost substantially if no canskate income – again, risky

When the Ontario Government lifts the lockdown we are hoping that we can continue to offer a safe affordable place for children to get physical exercise, learn a new skill, and have fun. This will not be possible at the current ice rates that we are paying. Skate Canada Orangeville would like the Town of Orangeville to lower the ice costs for our organization so that our programs can continue with great success and provide our community a place to have fun and learn to skate.

Thank you for your consideration.

Yours truly,

Skate Canada Orangeville Executive

DUFFERIN COUNTY CANADIAN BLACK ASSOCIATION (DCCBA)

Delegation to
Orangeville Council



Current Stats

1,595

Total number of Blacks
in Dufferin County
(Largest visible minority
group)

60,845

Total population of
Dufferin County

3%

Black Canadians
Roughly 3% of the total
population of Dufferin
County

2%

Roughly 2% of
Orangevilles 28,900
total population



ABOUT DCCBA

The Dufferin County Canadian Black Association was founded on June 3, 2020

The impetus for the creation of the Association followed many discussions with community members and stakeholders about the growing Black population in Dufferin County (Blacks including those of African decedent and individuals from the Caribbean and Latin diaspora) and the need to provide a voice, advocacy, a safe space along with educational programs, support services, community outreach and scholarship opportunities benefiting families and businesses within Dufferin County.

The Dufferin County Canadian Black Association (DCCBA) is committed to being a true community partner working with other established agencies to bring value to the Dufferin County community.

Our Association is inclusive and welcoming to all who wish to volunteer, provide feedback, attend events and sign up for future programs.

We are a registered Non-Profit Organization

DUFFERIN COUNTY CANADIAN BLACK ASSOCIATION



Mission: To provide leadership for the continued development and enhancement of the Black community through civic engagement, education, programs and services and advocate for equity and wellbeing for the Black community in Dufferin County. To be a central hub for resources, tools and programs that are unique to the needs of the Black Community in Dufferin County



Vision: To develop and foster a socially and economically equitable group that will continue to contribute to the growth and development in Dufferin County and Canada. To have a strong focus on youth Achievement and Excellence. To partner with government officials (all levels), local businesses & corporations to bring awareness and partnering on issues that impacts the community.



Values: Advocacy Excellence Education Integrity

PARTNERS AND SPONSORS



MUSEUM OF
DUFFERIN



PROGRAMS AND EVENTS



Ask The Expert Series kicks off January 5th 2021

- | | |
|-------------------------------|---------------------------|
| • Personal Branding | January 5 th , |
| • Politics & Voter Engagement | February 2 nd |
| • Real Estate Investing | March 2 nd |

Black History Month Events

- | | |
|-----------------------------|--------------------------|
| • MOD Flag Raising Ceremony | February 1 st |
| • Panel Discussion | February 20 |

Other Planned Events

- | | |
|----------------------|------|
| • Tutoring | 2021 |
| • Financial Literacy | 2021 |
| • Coding | 2021 |

SCHOLARSHIPS



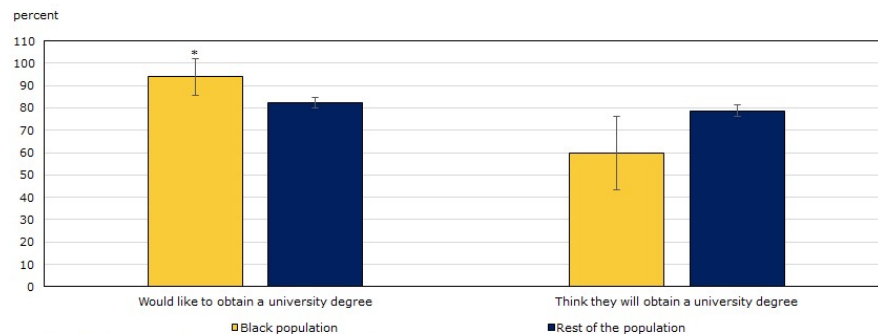
- One of the Barriers to post secondary education is funding.
- DCCBA has partnered with a number of organizations in Dufferin County and Beyond to set up a number of scholarships for our students entering or enrolled in post secondary

Partners includes:

- Dufferin County – Bill Hill Scholarship
- Flato Development Inc
- Cariati Law
- DCCBA Flagship award- Black Excellence
- Fieldgate Homes
- Town of Shelburne

Black Youth & Post Secondary Stats

Chart 2
Level of educational attainment expectations and aspirations among the population aged 15 to 25 years, Canada, 2016



* significantly different from the rest of the population ($p < 0.05$)

Source: Statistics Canada, General Social Survey (Canadians at work and home), 2016.

- Most Black youth would like to obtain a university degree, but proportionally, they are less likely to think that they will obtain one
- In 2016, although 94% of Black youth aged 15 to 25 said that they would like to get a bachelor's degree or higher, 60% thought that they could.
- Orangeville's Black Population equates to 32.12% of the total visible minority population
- 66.98% of Orangeville's population is between 15 and 64 which makes investments in programs and initiatives with DCCBA critical for the sustainment and further development of our community

HOW WILL THE TOWN OF ORANGEVILLE BENEFIT FROM ACTIVITIES



All Students (youth) will be able to participate in events and programs



Events are inclusive in nature and will be designed to bring our community together through education, and civic engagement



All community members can register for our programs and participate in events including cultural events and programming.



Local businesses will be able to promote and showcase their businesses on our website



Community members will be able to access community specific information in a central spot including job and volunteer opportunities.



Critical news that needs to be disseminated will also be made available and accessible

IN 2020 WE HEARD....

From the various forums (Task Force, Town Halls, Zoom meetings, Marches) we heard:

- ✓ Community Members need a safe space to learn, share and gather relevant and important community information
- ✓ Access to available Job & Volunteer Opportunities
- ✓ Safe space to create a sense of community and belonging – a space that is culturally relevant

PARTNERSHIP WITH DCCBA PROVIDES

Partnership to organize Job workshops in Dufferin County – currently in discussion with Georgian

Access to programs and events organized by DCCBA i.e.: Ask the Experts -Financial literacy- community members, staff and council members can participate in these events

Volunteer Opportunities: Students/Community members can have the opportunity to volunteer for various initiatives

Community Outreach: DCCBA Outreach Team could provide workshops, speaking engagements on Anti-Racism, Black History Month - to bring the message of Diversity & Inclusion to your organization

Scholarship opportunities: Students in Dufferin County will be able to avail themselves to the many scholarship opportunities available through DCCBA

Job opportunities: Students/Community members will be able to access a variety of jobs available in our community

Cultural Programming/education: Opportunity to participate in the various cultural awareness and education programs organized by or in partnership with the association i.e. Black History Month

PARTNERSHIP BENEFITS

- ✓ Allows you to meet your D&I goals by ensuring that all community members have an equal opportunity to access information
- ✓ Opportunity to support/partner with your soon to be established D&I committee in order to meet your committee's goals
- ✓ Opportunity to share your news on our community spotlight page
- ✓ Direct link to your website
- ✓ Listing on our Business Directory page
- ✓ Current news delivered to your inbox
- ✓ Investment in our community and in the next generation

OUR ASK?

1. For only \$240/annually, Register as a partner on our business Registration page to show your support and take advantage of the opportunity to share important information with the community
2. List DCCBA as a resource on the Town of Orangeville Page
3. In support of our community's diversity, raise the pan-African Flag for Black History Month in the town of Orangeville, and formally recognize Black History Month in February

THANK YOU!



*Alethia O'Hara-Stephenson CIP,BA,
MBA*



alethia.Stephenson@gmail.com



alethia@dufferincountycba.org

6472101939

www.dufferincountycba.org

**Subject: Orangeville Brampton Rail Access Group Inc.
notice of termination**

Department: Administration

Division: CAO

Report #: CAO-2021-001

Meeting Date: 2021-01-11

Recommendations

That report CAO-2021-001, Orangeville Brampton Rail Access Group Inc. notice of termination be received;

Background and Analysis

In 2000, the Corporation of the Town of Orangeville purchased 55 km from Mississauga to Orangeville from Canadian Pacific Railway Company of a portion of the Owen Sound Subdivision of the St. Lawrence & Hudson Railway Line, mile 2.40 to mile 36.70. The Orangeville Railway Development Corporation (ORDC) was incorporated as a private company under the Ontario Business Corporations Act and the sole shareholder being the Corporation of the Town of Orangeville.

The Orangeville Brampton Railway Access Group (OBRAG) Inc. has been the shortline rail operator by way of the Tripartite Agreement since acquiring the railway corridor in the year 2000.

Recently, by way of letter dated December 16, 2020, OBRAG submitted their formal notice, pursuant to section 59 of the current Tripartite Agreement, dated June 27, 2018, to terminate the terms of the agreement effective December 31, 2021. This is nine months prior to the agreement's expiration date of September 29, 2022.

OBRAG stated that their decision was due to a number of economic factors, including the significant decrease in active members and rail traffic over the past two to three years. The required annual re-investment in the 100-year-old rail line was not sustainable at the current freight levels.

OBRAG will continue to fulfil their obligations as stipulated under the agreement with respect to maintaining the rail freight usage the shortline rail until the termination date of December 31, 2021, after which the rail services will cease.

On August 12, 2019, Council provided approval for ORDC to sell or otherwise dispose of by conveyance, transfer, lease, sale or leaseback, or other transaction, all or substantially all of its assets or undertaking and/or take or institute proceedings for any winding up, arrangement reorganization or dissolution. ORDC is to report back to Council on final recommendations.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Strong Governance

Objective: Positive relationships with other governments, agencies and private sector.

Sustainable Neighbourhood Action Plan

Theme: Land Use and Planning

Strategy: Plan land use and transportation networks that support/create a well-connected community.

Notice Provisions

N/A

Financial Impact

There is no current financial impact to the Town of Orangeville.

Respectfully submitted

Ed Brennan
Chief Administrative Officer

Prepared by

Andrea Shaw
Executive Assistant

Attachment(s): 1. OBRAG notice of termination of the Tripartite Agreement

**Orangeville Brampton Railway Access Group (OBRAG) Inc.
5375 Blind Line
Burlington, Ontario
L7P 0B1**

PRIVATE AND CONFIDENTIAL

December 16, 2020

VIA EMAIL and FACSIMILE

The Corporation of the Orangeville Railway Development Corp.
c/o Ed Brennan
87 Broadway Street
Orangeville, ON L9W 1K1
Email: ebrennan@orangeville.ca
Fax: 519-941-9569

GIO Railways Corporation Inc.
c/o Gerry Gionet
265 King St.
Port Colborne, ON L3K 4G8
Email: gerry.gionet@trilliumrailway.com
Fax: 905-735-7559

Re: Notice of Termination of the Tripartite Agreement

Dear Sirs:

Reference is made to the Tripartite Agreement (the “**Agreement**”), dated as of June 27, 2018, by and between Orangeville Brampton Railway Access Group (OBRAG) Inc. (“**we**”, “**us**” or “**our**”), The Corporation of the Orangeville Railway Development Corp. (“**ORDC**”) and GIO Railways Corporation (“**GIO**”, and together with ORDC, “**you**” or “**your**”), and the amendments thereto. Capitalized terms used but not defined herein have the meanings ascribed to them under the Agreement.

We hereby notify you that we have elected, pursuant to Section 59 of the Agreement, to terminate the Term of the Agreement, effective as of December 31, 2020. Accordingly, the Term of this Agreement shall be terminated on December 31, 2021.

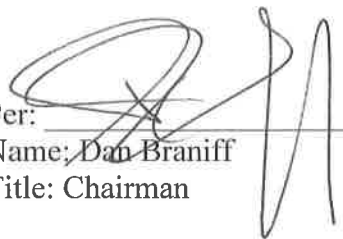
Following the effective date of this notice, you are required to perform your continued obligations under the Agreement, including that GIO shall continue to operate and provide the full range of Services as the Shortline Operator of the Rail Line during this period, and the continued obligation of OBRAG to pay GIO the revenues as agreed, and obligations provided in paragraphs 6(b).

Please direct any questions to Dan Braniff, Chairman at dan.braniff@roechling-plastics.ca.

This notice is without prejudice to any of our rights, powers, privileges, remedies and defences, now existing or hereafter arising, all of which are hereby expressly reserved.

Yours truly,

**ORANGEVILLE BRAMPTON RAILWAY
ACCESS GROUP (OBRAG) INC.**


Per: _____
Name: ~~Dan Braniff~~
Title: Chairman

cc: Ed Brennan, General Manager, ORDC
Gerry Gionet, CEO, GIO
Richard Lande, Administrator, OBRAG

Subject: Tourism Strategy and Action Plan (2021 – 2026)

Department: Community Services

Division: Economic Development

Report #: CMS-2021-001

Meeting Date: 2021-01-11

Recommendations

That report CMS-2021-001, dated January 11, 2021 regarding the Tourism Strategy and Action Plan (2021- 2026) be received;

And that the Tourism Strategy and Action Plan prepared by Bannikin Travel and Tourism Ltd. be adopted;

And that Council direct the Economic Development and Culture office to begin implementation of the Strategy as part of its annual operating work plan;

And that staff report annually on the implementation progress of the Tourism Strategy and Action Plan.

Background and Analysis

As part of the 2020 budgeting process, Council approved up to \$50,000 to undertake a new Tourism Strategy and Action Plan for the Town of Orangeville. Despite the onset of a global pandemic in early 2020, the project moved forward and following a competitive Request for Proposals process, the firm Bannikin Travel and Tourism Ltd. was selected to complete the Tourism Strategy.

The project consisted of three phases. First, market and industry analyses were completed which included the review of relevant reports and background information, an analysis of current demand generators and comparative communities, and an assessment of the strengths, weaknesses, opportunities, and threats related to the Town as a visitor destination.

The second phase of the project included community and stakeholder engagement in order to gauge public, business and stakeholder impressions of the Town's tourism

environment and to explore future opportunities. One-to-one interviews were conducted with 41 local tourism stakeholders and Town representatives, a public information session and a stakeholder workshop were delivered, a stakeholder survey was completed, and two site visits were conducted by the consultant.

The final phase of the project was the development of the plan. Throughout the process, the Business and Economic Development Advisory Committee (BEDAC) was engaged and key community stakeholders were provided with opportunities for input.

The Town of Orangeville Tourism Strategy and Action Plan (**Attachment 1**) provides a summary of the analysis completed, examines the impacts of the Covid-19 pandemic, and identifies key themes and strategic priorities to guide the Town's tourism and cultural development over the next several years. An action plan with more than 70 key recommendations, timelines for completion and budgetary considerations is included, providing staff with a clear and realistic work plan for the upcoming five years. Some highlights of the full report are summarized below.

Vision

"To support community pride and engagement, economic success and local collaboration through sustainable tourism development, with creativity, inclusion and entrepreneurship at the core of all activities".

Target Markets

With consideration to the demographics of Orangeville's visiting population, along with the Town's reputation for theatre and the arts, cuisine, attractive architecture, and natural resources, opportunities to establish and grow key consumer markets were identified. Socially conscious travellers comprised of upscale, middle and older aged couples and families, diverse and equity-seeking groups, and young families were identified as representing significant opportunities for the Town's tourism development. Profiles for these target markets, particularly with respect to day-trippers and weekend visitors were created and defined for use in directing marketing efforts.

Foundational Tourism Drivers

The assets and characteristics inherent to Orangeville's tourism development to date provided a base for further development of tourism drivers, activities and promotional efforts. Key drivers to build and expand upon were identified within the plan and included public and performing arts, trails and outdoor experiences, the historic downtown and architecture, culinary offerings, and festivals and events. Actions identified within the plan have been designed to build and expand on these key tourism drivers and when implemented, will help to cement the Town's vision and reputation for unique public and performing art experiences, diverse outdoor activities, and culinary offerings.

Strategic Priorities

Four strategic priority areas emerged through completion of the plan - Administration and Operations, Branding and Promotions, Tourism Assets and Experience

Development, and Infrastructure and Investments. Actions identified for implementation are categorized within the plan according to these strategic priorities and with key markets and foundational drivers front of mind.

Next Steps/Implementation in 2021

A full roster of tourism and cultural activities and initiatives are undertaken by the EDC office throughout the year. Key recommendations for immediate implementation in 2021, supported by a detailed action plan, include but are not limited to:

Administration and operations – Creation of a full-time Tourism & Culture position dedicated to the implementation of the Tourism Strategy and ongoing initiatives related to the Municipal Cultural Plan. This position will be responsible for product development, marketing, brand implementation, and facilitation of collaborative efforts with stakeholders, businesses and relevant organizations required to elevate tourism in Orangeville, support the recovery of this hard-hit sector, and promote Orangeville as a destination of choice. The capacity of the EDC office to move quickly and thoroughly to implement the plan is directly impacted by the amount of resources that can be dedicated to these efforts. The addition of a full-time position has been added to the 2021 operating budget for Council consideration.

Branding and promotions – Work is required to effectively promote the Town of Orangeville as a destination of choice – particularly in highlighting the Town's artistic and cultural offerings. The creation of an Orangeville tourism brand will reflect the Town's unique competitive identity and assets and guide expectations of what travellers will see, do, and experience when visiting. This is achieved through the engagement of a brand development and design agency that will be tasked with creating key messages and visual assets to be used to influence audience perceptions. Key deliverables will include a tourism-focused tagline, marketing and ad templates, communication materials and related design recommendations that complement and build on the Town's existing corporate branding. Branding unifies messaging to attract targeted visitors and new investment to the Town while also promoting civic pride by residents. Funding of \$20,000 for completion of this project has been included in the 2021 Capital budget. Costs for completion of the branding exercise could be reduced should the County of Dufferin offer funding under the Economic Development Fund in 2021.

Tourism assets and experience development – Creating new and enhancing existing products and assets will attract high-spending visitors to the community and simulate economic activity within it. Priority areas for 2021 will include the continued upkeep and expansion of public art pieces and the creation and expansion of tourism itineraries. Development of an annual Activities and Event plan will also be undertaken as pandemic restrictions enable and may include delivery of arts and culinary-based workshops to appeal to both day and weekend visitors.

Infrastructure and investment – Initial tasks required to elevate the visitor experience and targeted for completion in 2021 will include way-finding sign improvements and removal of the community event signage. The expansion of business hours for retailers

in the downtown core to include select evenings and Sundays during peak visitor times will be pursued, should pandemic restrictions allow. Collaborating with the BIA to create activities and initiatives will increase visitor traffic in the downtown core and encourage expanded/adjusted retail business hours. Costs associated with tasks related to these improvements would be addressed within the EDC existing operating budget.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Economic Vitality

Objective: Stimulate tourism and cultural development

Sustainable Neighbourhood Action Plan

Theme: Economic Development and Culture

Strategy: Further establish Orangeville's identity through the preservation and expansion of tourism, culture and heritage

Notice Provisions

N/A

Financial Impact

None at this time. Total project costs were completed on time and under the allotted capital budget of \$50,000. Additionally, staff were successful in obtaining a grant of \$30,000 from the County of Dufferin 2019 Economic Development fund, further reducing capital budget costs to the Town.

Respectfully submitted,

Ray Osmond,
General Manager,
Community Services

Prepared by,

Ruth Phillips,
Manager, Economic Development &
Culture

Attachment(s): 1. Town of Orangeville Tourism Strategy and Action Plan (2021-2026)



The Town of Orangeville **Tourism Strategy & Action Plan 2021 - 2026**

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Consulting team



Bannikin Travel & Tourism Ltd.

Terrilyn Kunopaski, Director (Project Lead)

Britney Hope, Manager, Strategy & Communications

Jillian Dickens, CEO

Zach Vanasse, Manager, Creative & Branding

www.bannikin.com

Project team, The Town of Orangeville



Ray Osmond, General Manager, Community Services

Ruth Phillips, Manager, Economic Development and Culture

Katrina Lemire, Co-ordinator, Business, Tourism and Culture

Presented

December 2020

Terms & Acronyms

AR:

Augmented reality

Arts & culture:

Those elements that define the appeal of any given place, including visual and performing arts, historic and culinary elements, and other shared experiences

BIPOC:

Black, Indigenous, People of Colour

Brand:

The visual and storytelling image presented by an organization or product to demonstrate its appeal and value

Collaboration:

The act of combining efforts between public and/or private businesses & organizations when working towards a common goal, or when common interests could be more effectively met by working together (whether through time & financial resource allocation, marketing, etc.)

Community engagement:

The process of involving residents, local business owners and others directly in information gathering and decision making

Destination:

A place that people visit with intent, for (a) specific reason(s) or purpose, typically rooted in entertainment and activity

Inclusion:

The act of including people of all cultural backgrounds, gender identities, sexual orientations, physical capabilities, ages and income groups in each stage of tourism development, from community engagement, to committees, to marketing & promotions

Itinerary:

A planned route or journey, outlining a clear sequence of activities and a suggested schedule

Packages:

Where and when multiple service providers act in concert to provide a pre-set “product/experience.” For example: Stay and Dine package, Event and Stay package, Activity and Meal package, etc.

Socially conscious traveller:

Those travellers’ who prioritize ethical, inclusive, sustainable sources of entertainment

Sustainable tourism development:

An approach to tourism growth & promotion that prioritizes: long-term benefits for residents, business owners and visitors; community spirit; respect for all people & the natural environment; and dollars spent versus simply heads in beds

Tourism:

Leveraging attractions, natural assets, arts, culture, culinary appeal or other factors to attract visitor spending

Tourism asset / tourism driver / tourism product:

Any event, attraction, experience, service or otherwise that supports the delivery of tourism

Tourism collateral:

Those resources which support the promotion and marketing of tourism assets, including but not limited to photos, videos, brochures, guides, maps, etc.

Visitor economy:

Defined by the World Travel & Tourism Council as any direct, indirect and induced economic activity resulting from visitors interactions with their destination

VFR:

Visiting friends & relatives

2sLGBTQIA+:

Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual

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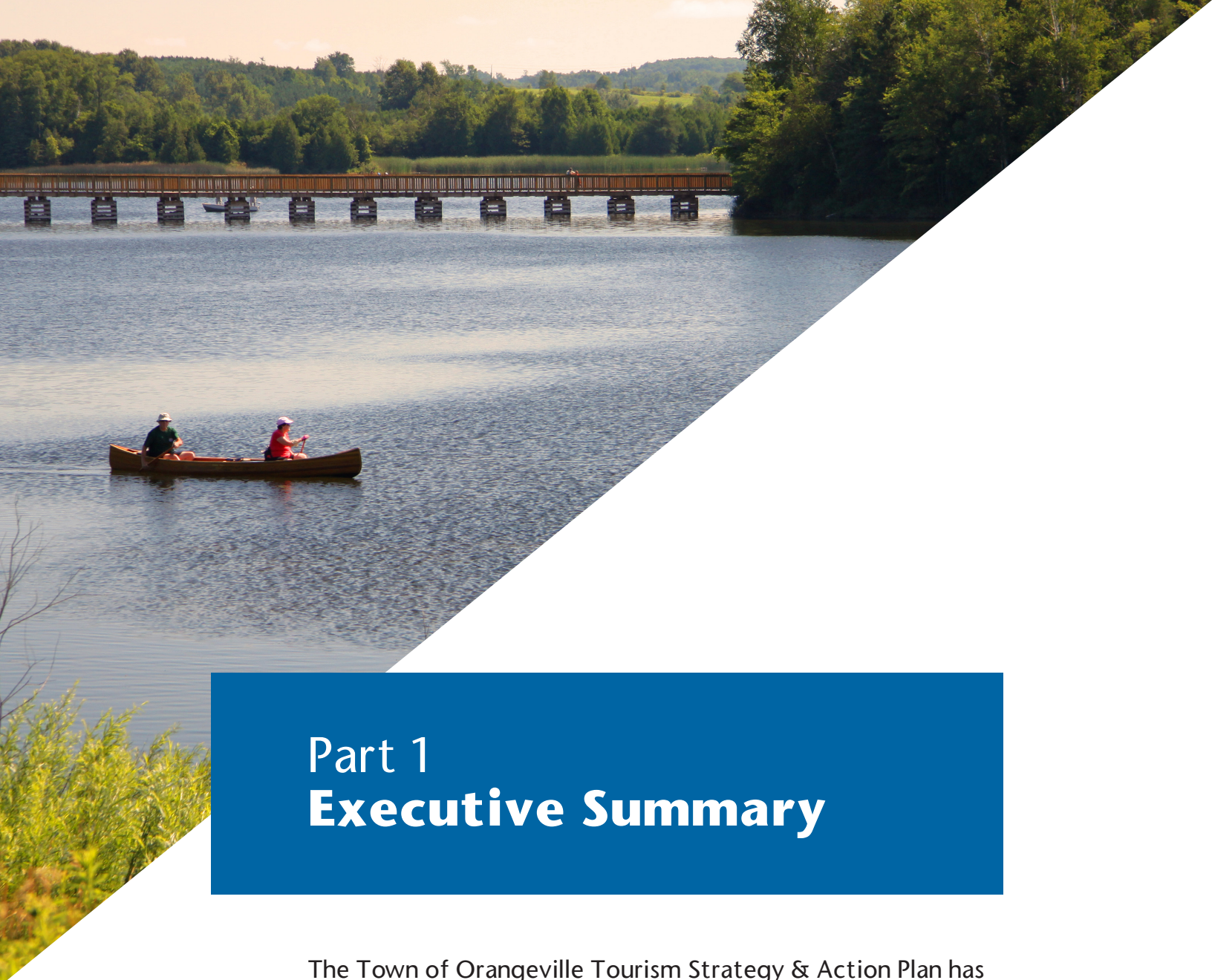
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Part 1

Executive Summary

The Town of Orangeville Tourism Strategy & Action Plan has been developed to provide clear and achievable goals that will guide ongoing local tourism success. Its creation follows the findings of the Town's Economic Development Strategy 2018, which identified tourism as a sector of focus for future growth within the region.

The Plan highlights assets throughout the Town that, together, create a compelling tourism narrative, and seeks to define how these can be most effectively utilized or enhanced. The Strategy also identifies new and innovative approaches to attracting visitors, building upon established themes such as arts & culture, nature & the outdoors, and historic, small-town charm.

While research and analysis informed much of the approach, in-depth interviews with town staff, stakeholders, councillors, volunteers, and residents were pivotal to understanding current tourism perceptions and opportunities.



Specific key actions that supported the development of the plan include:

- Background research:
 - o Orangeville Tourism Development and Marketing Plan (2010)
 - o Orangeville BIA Strategic Plan (2017)
 - o Town of Orangeville Official Plan (2018)
 - o Orangeville Economic Development Strategy Update (2018)
 - o Cultural Plan (2014) + Cultural Plan Progress Summary Report (2018)
 - o CCT Visitor Research Program, Town of Orangeville Visitor Information Centre (2019)
 - o Cycling & Trails Master Plan (2019)
 - o Roger Brooks Assessment Findings & Suggestions Report (2019)
 - o Sustainable Neighbourhood Action Plan (2019)
 - o Recreation and Parks Master Plan (2020)
- Stakeholder engagement:
 - o 26 one-on-one interviews with local tourism & tourism-adjacent stakeholders;
 - o 15 one-on-one interviews with town representatives, including staff and council members;
 - o a public information session, which engaged approximately 40 participants;
 - o a stakeholder workshop, with 6 participants;
 - o and a stakeholder survey, with 24 responses.
- A comparable analysis of municipalities with opportunities and challenges in tourism development similar to those of Orangeville (see Appendix A)
- Two site visits



Tourism snapshot

The Town of Orangeville is ideally located just off Highway 10, with easy access from communities in any given direction. There is a charming downtown with heritage buildings that are well-maintained and beautified thanks in part to the Façade Improvement Grant Program. The Town partners with downtown businesses and invests up to \$30,000 per year in façade improvements.

In the past, the Credit Valley Explorer Train has been praised for attracting out-of-town visitors, particularly in fall and winter seasons. This train is no longer running (since 2018), impacting Orangeville's year-round appeal. Further, the Headwaters Tourism Association ceased to exist as of December 2019, leaving a gap in the tourism promotion of Orangeville and other areas of Dufferin County.

Still, there are plenty of other draws to the area, particularly productions by Theatre Orangeville and local festivals and events, such as the Blues & Jazz Festival. The Best Western acts as the primary option for accommodation in the Town, though investments have been made by private businesses for further development, both within the Town limits and just outside (in Mono). Any new hotel properties expected in the area at the moment are poised to be mainstream brands targeting mid-range visitors.

Orangeville is a well-situated day trip destination, with potential for more overnight appeal as new accommodation options become available.

Top tourism assets identified within the Town limits include:

- Historic downtown / heritage building facades
- Local shops & restaurants
- Theatre Orangeville
- Island Lake Conservation Area
- Blues & Jazz Festival
- Local events (Celebrate Your Awesome, Moonlight Magic, Harvest Celebration, Taste of Orangeville, Ribfest, Indigenous Peoples Day)
- Tree sculptures
- Public art displays (i.e. utility boxes)
- Farmers' Market
- Town parks and trails

Some of the top tourism assets identified nearby include:

- Hockley Valley Resort
- Adamo Estate Winery
- Mono Cliffs Provincial Park
- The Bruce Trail
- Forks of the Credit Provincial Park
- Alton Mill
- Museum of Dufferin

Tourism development priorities

Through the research, engagement and analysis process of this Strategy development, four strategic priorities emerged, within which recommendations and an action plan have been built. These include:

- **Administration & Operations**
- **Branding & Promotions**
- **Tourism Assets & Experience Development**
- **Infrastructure & Investments**

Within these priorities, recommendations focus largely on allocating appropriate human resources to supporting effective tourism development efforts; maintaining, enhancing and expanding tourism assets; investing in infrastructure to improve the local visitor experience; and defining and developing a tourism brand, or “place identity”, from which other marketing and promotional efforts will be established. A special focus has been placed on the arts & culture sector, where there are exciting opportunities for growth through new events, activities, and public art. Orangeville’s historic downtown, culinary offerings, and local parks & trails are also considered important to the future growth of the local visitor economy.



Impacts of Covid-19

Work on this Tourism Strategy began in May 2020, only two months after a global pandemic was declared due to Covid-19 and the world struggled to adapt to new ways of life—varied rules for social interaction, retailer operations, physical distancing, etc. There is no sure end in sight, and despite predictions for a vaccine to be available in 2021, it's safe to say that the impacts of the coronavirus will continue to be felt well into 2021 and beyond.

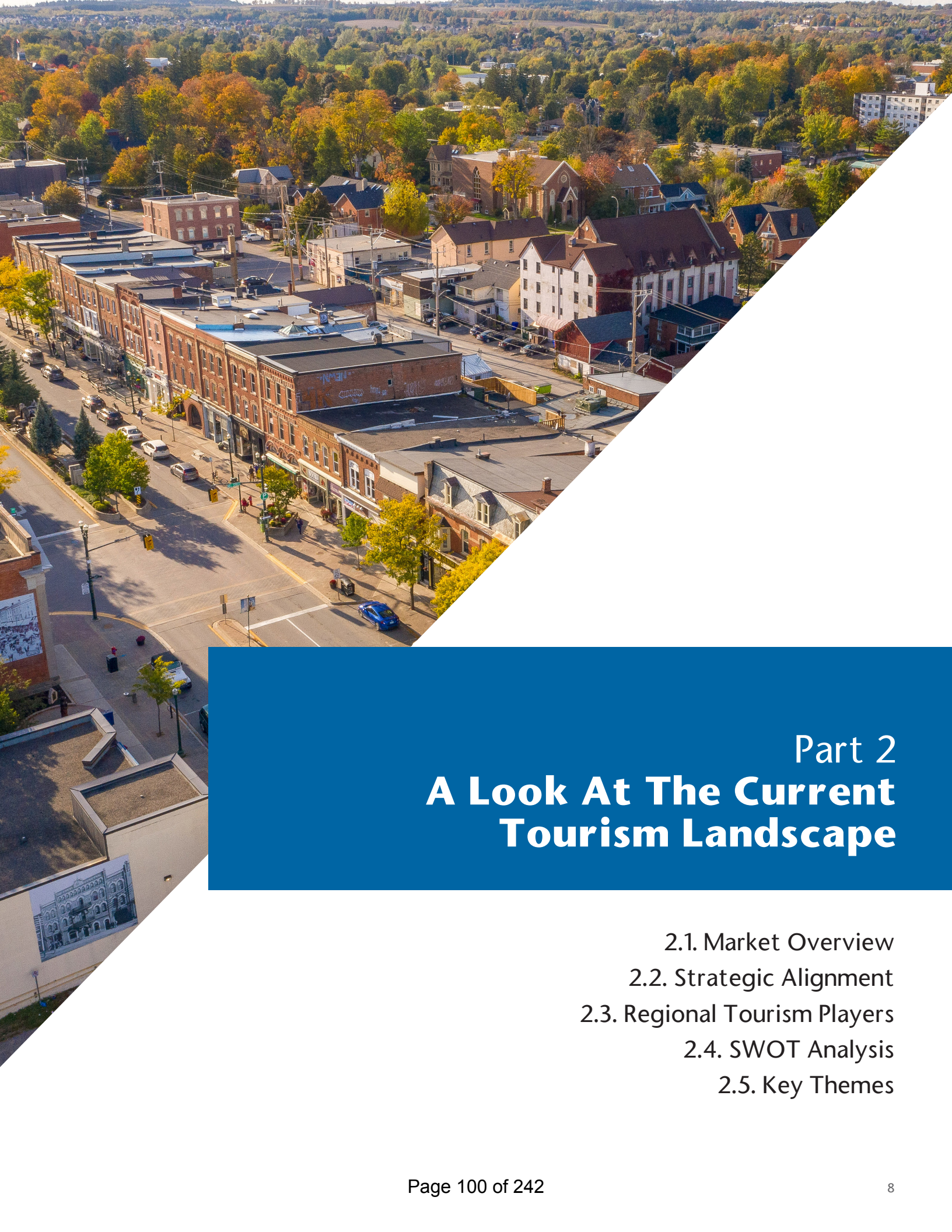
Given the unknown circumstances of how, or even if, major events such as Blues & Jazz can be hosted in 2021 or when live theatre performances can return—two long-standing and valuable tourism drivers in Orangeville— expectations must be managed and a strategic approach considered in carrying-out this plan.

As such, the first 12 to 24 months of implementation should be viewed as a rebounding period, as well as an opportunity to enhance the Town's tourism appeal. Dedicating resources to tourism product development and brand & marketing initiatives will establish a more solid foundation from which to grow in the years ahead. The Action Plan has been developed with this general approach in mind.

Five-year vision

Ultimately, this Strategy & Action Plan aims to achieve the following five-year vision:

By 2026, the Town of Orangeville will be a burgeoning tourism destination known for its unique combination of progressive community values and small town vibe, which both locals and visitors look to for unique public & performing art experiences, culinary imbibement, and access to outdoor activities, knowing there is something to enjoy year-round.



Part 2

A Look At The Current Tourism Landscape

- 2.1. Market Overview
- 2.2. Strategic Alignment
- 2.3. Regional Tourism Players
- 2.4. SWOT Analysis
- 2.5. Key Themes



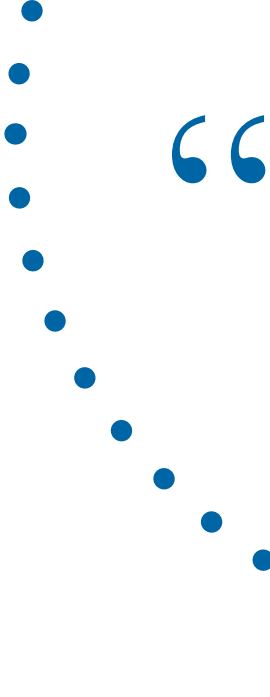
2.1. Market Overview

Covid-19 has disrupted the visitor economy on a grand scale. Local businesses are left with fewer resources—both time and money—to invest in engaging with the community and regional visitors. Residents and prospective visitors are facing uncertain economic futures, not to mention health & safety concerns. These factors are consequently limiting many people’s interactions with tourism assets within their home communities and beyond.

The coronavirus has also disrupted marketing and communications channels. Tourism brands must consider how to engage with the public ethically and with the best interest of local businesses and residents front of mind, which are often two competing mandates.

Despite the challenges thrust upon destinations across the globe, one trend is expected to take-off over the coming months, and indeed, potentially years: Travellers will be seeking new experiences that are close to home because of the reduced health risks and financial burdens associated with local and regional travel compared to further-afield domestic trips or international vacations.

A [poll by Vancouver-based firm, Research Co.](#) found that most Canadians aren’t interested in getting on a plane to anywhere, at least until a vaccine is widely available. Results of [an Ipsos study](#) reinforce this notion, indicating that four in 10 Canadians surveyed are more open to domestic travel this year. Looking ahead to the easing of travel restrictions, [a study by Oliver Wyman](#) suggests that, for Canadians, there is a greater propensity for domestic urban and domestic rural experiences, or to not travel at all, compared to those interested in international travel.



“ Tourism success doesn’t need to mean having the best festivals or the most hotels per capita; for us, it would mean a small influx of visitors that support our local businesses & enjoy what we have to offer.

- Stakeholder interview

This data reinforces the opportunities ahead for the Town of Orangeville, which is at a particular advantage for a number of reasons, including but not limited to:

- its proximity to markets such as the Greater Toronto Area (GTA), the Golden Horseshoe, Barrie, Collingwood, Guelph, Waterloo, and more;
- its ideal geographical location, as a hub to a wealth of outdoor activities within Town limits and throughout Dufferin County;
- and its diverse arts & cultural, and historic downtown & offerings within.

These characteristics could be leveraged for tourism development in a pre- or post-pandemic era, however, given current trends, the value of these realities are enhanced in today’s circumstances.

Further, conversations and action surrounding diversity and inclusion are also dominating headlines, with consumer priority shifting to businesses that hold these values paramount to operations. This trend is expected to apply to travel spending and destination selection among Orangeville’s target markets—from the Greater Toronto Area in particular, especially with regard to Black, Indigenous, People of Colour (BIPOC), 2sLGBTQIA+, differently-abled folks, and other equity-seeking groups. As an indication of the visitor potential from the GTA alone, 2.9 million people identify as “visible minorities,” according to the [2016 Census](#), and an additional 39,000 identify as Indigenous. Inclusive practice in marketing and communications will position Orangeville to effectively capture a portion of this population segment.

Given Orangeville’s downtown charm, unique arts & cultural appeal, and natural assets, there is ample reason to invest in the tourism sector—and in doing so, appeal to a diverse range of prospective visitors. With a clear strategy and commitment of resources, residents and stakeholders, the Town stands to reap the rewards of thoughtful, sustainable tourism development.

2.2. Strategic Alignment

In order to effectively dedicate resources and attention to various tourism development initiatives, it is important to acknowledge where there are opportunities for strategic alignment with other Town projects and initiatives. Following a comprehensive review of various reports, Bannikin sees alignments that include but are not limited to the following areas:

Orangeville Strategic Plan (2017)

- Municipal Services: Town services will be citizen focused and delivered professionally to ensure quality that meets the needs of the community, delivered effectively and efficiently.
- Economic Vitality: Economic growth will focus on business development, retention and expansion and increased tourism and cultural opportunities; will attract & retain business, foster entrepreneurship and stimulate tourism/economic development.
- Community Stewardship: Our community will embrace our heritage and will be an accessible, inclusive place where all residents feel safe, engaged and involved; where citizens are: active & healthy, engaged & involved.
- Sustainable Infrastructure: Infrastructure will become sustainable through the well-planned management of town assets and systems that keep people moving and the town functional.

Orangeville BIA Strategic Plan (2017)

- Five major directions: customer attraction, member engagement, beautified unique space, stakeholder alignment & organizational effectiveness.
- Identification of trends, including The Experience Economy, Slow Food Movement and Social Connection.
- Commitments to building on strengths, improving capacity & capabilities, empowering members, working smarter (not harder), and being future ready.
- Valuing collaboration, through leadership and teamwork to achieve vision of being “the ultimate place to go.”




Cultural Plan (2014) + Progress Summary (2018)

- The Town should develop a focused approach to the arts and culture by integrating cultural opportunities across all its departments and activities, such as recreation programs, and by developing a cultural investment strategy.
- The Town of Orangeville needs coordination to leverage the social, tourism and economic potential of its cultural scene and should create a dedicated position for a Culture and Tourism Coordinator.
- Mandate: To be a leader in cultural development and engagement in the Orangeville area and to celebrate, facilitate and enhance arts and culture for the enjoyment of residents and visitors alike.
- Principles: Identity, inclusion, collaboration & community; economy; inspiration; capacity; & accountability.

Economic Development Strategy Update (2018)

- A consistent, focused and authentic brand will enhance Orangeville's profile as a place for business, manufacturing, tourism and arts and culture. A re-evaluation of Orangeville's economic development and tourism branding, last undertaken in 2009, would be timely and might be coupled with the development of a new tourism strategy commencing in 2020; Recommendations: Undertake an Orangeville economic development and tourism branding review; and renew and update websites, including strengthening content.
- Tourism-specific and Creative Industries recommendations, including: Review Visitor Information Centre operations and opportunities for collaboration with other municipalities as appropriate; Support training for the hospitality workforce and operators to enhance the Orangeville visitor experience; Continue to target sports tourism that aligns with availability of accommodation in Orangeville; Continue to seek and evaluate opportunities to build new and expanded assets that strengthen cultural tourism; and Promote linkages among the arts and culture, tourism, and food and culinary sectors.



“ Orangeville has a unique charm,
a great variety of shops and
amenities, a great sense of
community and a lot of other
assets in our own backyard.

- Stakeholder interview

Town of Orangeville Official Plan (2018)

- To maintain and enhance a vibrant, mixed use environment in Downtown Orangeville, by establishing a long-term program of community improvement projects, and a strategy for implementing improvements in a planned and coordinated manner. To support Downtown's long-term marketplace success, employment opportunities, tax revenue, increased residential use and its role as the Town's main focus of commercial, office and institutional activity.
- To recognize and protect the Town's unique form and identity which arise from its diverse land uses, topographical forms, stock of heritage buildings and natural areas.
- To recognize Orangeville as a community of creative innovation and ideas, and one that leverages the unique and authentic voices of the diverse, young and growing cultural community, and which strives to be on the leading edge of cultural activity and development, and in building capacity for its residents.
- To work towards imbedding sustainability principles and processes into the day-to-day decision making of all matters relating to the economic, social, cultural and environmental development of the Town.
- Recognizing the potential significance of tourism in the local economy, Council will support and promote attractions and events that would bring visitors to Orangeville. Council will actively promote Orangeville as a tourist destination in cooperation with local and area tourism associations, local businesses and attractions. Council will also promote the development of facilities to serve tourists and visitors, particularly accommodation facilities, a visitor information services facility to serve the Downtown area, entertainment venues and recreational facilities such as a trail system.

Roger Brooks Assessment Findings & Suggestions Report (2019)

- Optimize utilization of Visitors Centre.
- Give visitors the tools & resources they need to clearly & easily navigate the Town and its tourism assets.
- Develop material to promote the Town and its attractions/tourism assets.
- Ensure cross-promotion between various tourism stops.
- Establish a brand for Orangeville tourism.

Sustainable Neighbourhood Action Plan (2019)

- Further establish Orangeville's identity through the preservation and expansion of tourism, culture, and heritage.
- Enhance economic resiliency through attraction, expansion and retention of diverse business industries that in turn, provide varied local employment opportunities.
- Protect and enhance natural heritage and the urban forest.
- Provide accessible social and community program options that support health, wellness and learning.
- Build social networks that encourage well-being and celebrate the community.
- Encourage and support inter-departmental collaboration and communication to facilitate the adoption of sustainable practices in the municipality.
- Preserve Orangeville's small-town appeal, while bolstering robust businesses and tourism opportunities that support a healthy economy; connect tourists to the Town as an urban hub within the County.

Recreation & Parks Master Plan (2020)

- Continue to work with Dufferin County, and neighbouring municipalities and other partners to strategize, plan, and offer visitor-directed events.
- The Town should take the lead in determining, along with Dufferin County, Orangeville's tourism objectives with relevant public agencies, local volunteer groups, interested commercial operators, etc.
- Work with the Town's Economic Development and Culture division and support efforts to create a variety of visitor packages.
- Work with the Town's Economic Development and Culture division to improve/expand marketing of Town events.
- Continue to actively seek out partnership opportunities with community businesses, organizations, and agencies interested in contributing to recreation programming.
- The Town should take the lead in pursuing, formalizing, and managing programming partnerships.
- While certain aspects of accessibility are legislated 'trends' and so are required, opportunities to exceed minimum standards should be considered wherever feasible.
- Considerations as per: Inclusion and populations at-risk, Ethnic diversity & newcomers, Affordability, Healthy active living, Age-friendly communities.
- Town needs a central downtown square to act as the heart of the Town.
- The Town should prepare a feasibility study and business plan for a dedicated arts and culture facility. The scope of the study should be based on a determination of the potential to collaborate with other municipalities in its provision.

2.3. Regional Tourism Players

A common theme found throughout Orangeville's Tourism Strategy & Action Plan is collaboration. Leveraging the skills, resources and expertise of local stakeholders and regional tourism players will position the Town to maximize its reach and impact in tourism development & promotion. Key players are as follows:

The Orangeville Business Improvement Area (OBIA)

Representing 230 businesses in the downtown area, the OBIA "is mandated with developing the downtown through beautification, general improvements and upgrades, promotion, events and marketing; to advocate on behalf of the interests of the business improvement area and to undertake strategic planning as necessary to make improvements to the Area." Its work supports the ongoing maintenance of Orangeville's small town charm, as well as its role as a local economic anchor. It hosts various events that engage locals and visitors alike throughout the year, and supports & sponsors other key tourism drivers such as the Blues & Jazz Festival and Theatre Orangeville. There is a strong, established and collaborative relationship between the OBIA and the Town, which will remain vital to continued tourism development.

The County of Dufferin

As Orangeville rolls out its five-year Tourism Strategy & Action Plan, The County of Dufferin ("the County", "Dufferin", "Dufferin County") is implementing a sustainable and inclusive tourism plan of its own. Many consider Orangeville to be the hub to Dufferin; its natural assets, as well as the unique artistic community, make it a gateway to experiences beyond the Town limits. As Dufferin initiates investments in its tourism development, Orangeville's position as an established destination will prove important. Orangeville and Dufferin should keep an eye open to opportunities for collaboration (by way of investments and marketing, for example), and work together toward the common goal of growth in the local visitor economy.

Central Counties / Regional Tourism Organization 6 (RTO6)

RTO6, also known as Central Counties Tourism, works with tourism offices within the regions of York, Durham and Headwaters. While each municipality is responsible for its own product development and marketing, the RTO's mission is "to increase tourism in the region by promoting and developing unique and competitive tourism products that attract high yield visitors from outside the Central Counties region." Orangeville will benefit from maintaining its existing, successful relationship with the RTO. Key opportunities include leveraging industry research, aligning on marketing initiatives where appropriate, and identifying investment attraction opportunities.



2.4. Summary of Comparable Analysis

The work of destinations with similar products and positioning as Orangeville offer insights to best practices and key learnings that can be applied to the Town's ongoing tourism development. Five destinations were selected for the purposes of a comparable analysis, as follows:

Stratford (ON) - Stratford Tourism Alliance

Stratford was reviewed for its defining arts & culture offering, its culinary program and its success at diversifying its economy and building out natural assets to complement its arts scene (i.e., bike trails and green spaces).

Squamish (BC) - Tourism Squamish

Squamish was included because, as one of the fastest growing communities in British Columbia, the city is seeing significant investment in further developing its downtown core.

Wiarton (ON) - Explore the Bruce

As a community within a larger destination region (The Bruce Peninsula), Wiarton provided a comparable framework for Orangeville's relationship with Dufferin County, as it has its own distinct brand/appeal (Wiarton Willie Festival), complemented by natural assets in the surrounding region.

Brockville (ON) - Brockville Tourism

Brockville was identified as a strong comparable given its efforts to better weave its diverse City offerings together cohesively over the past decade.

Richmond (BC) - Tourism Richmond

Richmond was included in the analysis on the strength of its Arts Strategy, Culinary Strategy and the destination's ability to leverage outdoor and recreational activities.

Areas of particular focus throughout the analysis included the use and development of arts & culture; the integration of natural assets, the development and promotion of culinary tourism; and downtown core development.

Arts & culture

Richmond's Arts Strategy 2019–2024 now positions the arts as a means to achieve community goals in economic development, health and well-being, infrastructure and tourism. The five strategic directions identified include:

1. Ensure affordable and accessible arts for all
2. Promote inclusivity and diversity in the arts
3. Invest in the arts
4. Increase awareness and participation in the arts
5. Activate public spaces through (and for) the arts

There is an emphasis on linking the Arts Strategy to other planning initiatives, and ongoing work between City divisions to provide arts opportunities within the community.

As for Stratford, the town has centred its brand identity on arts & culture, leading with its slogan: "The Arts Are What We Are." The sector is a key economic driver, thanks in part to events such as The Stratford Festival and Stratford Summer Music. Its visual art scene on display at Gallery Stratford and during its Art in the Park exhibits, as well as The Stratford Perth Museum and Perth Archives, have been identified as additional competitive advantages.

Key takeaways: The success Richmond and Stratford have experienced in harnessing arts & culture for tourism development is largely rooted in proper planning, community involvement in program development, and arts & culture considerations throughout all areas of local development. The arts are also core to their respective brand identities. Likewise, Orangeville can enhance its arts & culture offerings through conceptualizing new events and activities, and by including local performers and artists in the process. Further exploration of Orangeville's brand should place a strong value on its existing arts offerings and displays.

The integration of natural assets

Further to its arts focus, Stratford leans on its natural assets for shoulder season program development, highlighting its nature walks, local foraging and seasonal tastings. It also has programming focused on the local swans, which have a notable presence in the town.

Wiarton highlights its proximity to a variety of natural assets prominently on its website, and brands itself as the "Basecamp to the Bruce Peninsula." In fact, the "Wiarton Community Toolkit," a program developed by Bruce County, recommends that development in Wiarton should work to highlight the natural features of the surrounding escarpment and the plentiful outdoor opportunities in and around the town.

Tourism Squamish uses its content and messaging to consistently highlight the destination's world class sport, adventure and natural experiences including: mountain biking, hiking, rock climbing, wind sports, water sports, fishing, rafting, nordic skiing, backcountry skiing and snowmobiling. Meanwhile, Richmond places emphasis on history and culture activities, identifying its top assets as "sites where important historical events took place" and sites that allow them to "adapt to the local culture, exploring and spending time in local areas most tourists don't visit."

Key takeaways: A destination must first understand whether natural assets are a primary or secondary tourism driver, so programming and promotions can be developed accordingly. Orangeville's more advantageous position is to focus on arts & culture as a priority, and complement these efforts with activities and event planning that highlight its parks, trails and other outdoor spaces. It can also lean into its position as a gateway to natural assets in Dufferin County, beyond those within the Town limits.




The development and promotion of culinary tourism

Tourism Richmond offers a wealth of culinary-focused tourism collateral, such as a Food Street “Food Crawl” guide and a library of “Dining Guides” that are theme-based, including “Cheap Eats” and “What’s in Season.” Additionally, Richmond has established the Richmond Night Market, which is now an annual tradition and one of its flagship summertime events. Plus, a dedicated “Taste of Richmond” page on its website offers comprehensive guides to tastings, hands-on classes, tours and experiences.

The Stratford Tourism Alliance (STA) has created the Stratford Culinary Trail, designed to introduce visitors to local artisans while they sample foods on the Chocolate Trail, the Bacon and Ale Trail and, during the holidays, the seasonal Christmas Trail, which offers new finds and gifts in November and December. In 2018, the ‘Culinary Trails’ program resulted in 12,000 visits to local businesses.

Key takeaways: Destinations should consider how local culinary offerings can be used to create tourism experiences, from itineraries, to tours, to events. There is an opportunity for Orangeville to enhance its culinary-focused content and itineraries. The Town can also consider opportunities for an expanded range of food-focused activities, whether workshops or larger events, and include local culinary talents whenever possible.



“The community is small and growing. The friendliness is palpable & I think when people visit, they feel it.”

- Stakeholder interview

Downtown core development

In its 5-Year Tourism Strategy and Action Report, Brockville Tourism identified the opportunity to attract higher yield overnight visitors in the downtown core of Brockville, along with the waterfront on the St. Lawrence River and the 1000 Islands. Therefore, it was recognized that one key focus had to be in creating expanded overnight capacity in the downtown core and the waterfront.

In Wiarton, there are a number of initiatives dedicated to redeveloping the downtown, such as Wiarton Revitalization committee, an action-oriented group made up of volunteers, residents, business owners and staff, and Spruce the Bruce, a community development program that supports local community efforts to facilitate long-term downtown revitalization plans. Collaboratively, Spruce the Bruce, the Wiarton Revitalization committee, the local Chamber of Commerce and the Town of South Bruce Peninsula have continued to spearhead the development of downtown revitalization initiatives. These include streetscape, activity programming and infrastructure upgrades. One focus is on strengthening and diversifying businesses within the downtown, as well as addressing seasonality concerns related to retail business.

investStratford is a brand mark of the Stratford Economic Enterprise Development Corporation (SEED Co.). Principally funded by the City of Stratford, SEED Co. has been established as a stand-alone entity with a mission to focus singularly on Stratford's economic future. The organization spearheads the distribution of a \$20,000 grant awarded to the City of Stratford as part of the Main Street Revitalization funding received from the Association of Municipalities Ontario (AMO) and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). This matching grant program is made available to businesses located within the Stratford City Centre boundary. The Downtown Initiative has been designed to support exterior capital improvements with a focus on energy efficiency, accessibility, aesthetics and marketability of small businesses within the downtown.

Key takeaways: Comparatively speaking, Orangeville is well-positioned when it comes to prioritization of its downtown development. This is thanks in part to Town's Façade Improvement Program, paired with ongoing investments in public art maintenance and development. One consideration is if, and how, accommodations can fit within the downtown offering.

See **Appendix A** for the complete analysis.

2.5. SWOT Analysis

The general sentiment among stakeholders, staff and councillors was uniform with regard to tourism considerations for the Town of Orangeville. Strengths, weaknesses, opportunities and threats (SWOT) deduced include:

Strengths

- There is an established commitment to tourism development in the Town, from the Town team, Council and stakeholders.
- There is a strong connection and culture of collaboration within Town divisions; Economic Development is well-aligned with Parks & Recreation, as well as the Library, for collaboration.
- Current investments in arts & culture support the Town's attractiveness as a destination; this is evident through Theatre Orangeville, festivals and events, the Farmers' Market, downtown revitalization & upkeep, engagement of local artists for local displays of their work on utility boxes, and more.
- Orangeville has well-respected Visitors Centre operations.
- The OBIA is active and effective.
- There is an historic, well-maintained downtown core with heritage buildings & small-town charm.
- There is an impressive local culinary scene.
- The Town is home to a professional theatre company with highly inclusive practices.
- There is a unique & growing public art collection.
- Orangeville is in close proximity to an array of outdoor activities & experiences, within the Town & beyond.
- Orangeville is also within accessible distance from major potential source markets (i.e. GTA, Golden Horseshoe, Collingwood, Barrie, Guelph, Waterloo, etc).
- There are successful, well-regarded festivals & events locally, particularly Blues & Jazz.
- There are a wealth of venues for small indoor events (Library, Opera House, Westminster United Church).
- Orangeville is home to a talented, creative community that is progressive, welcoming and engaged.
- The Town has a solid foundation of products on which to build for a successful tourism story.

Weaknesses

- There is currently limited structured collaboration between stakeholders and tourism/tourism-aligned organizations, within the Town and in the broader Dufferin County.
- There are resource limitations at the Town level, with no full-time, dedicated commitment to tourism development.
- Orangeville's tourism web presence appears corporate, with little tourism marketing strategy applied; it is not ideal for engaging leisure travellers, which leaves a missed opportunity to effectively leverage the website as a tourism marketing tool.
- There are currently few accommodation options available within town limits, outside of the Best Western.
- Downtown businesses work limited hours, often inaccessible at peak tourism times (evenings, weekends).
- There is no central arts & culture hub for the community and visitors to gather, whether for art displays, performances, workshops, or other events & activities.
- The major festivals and events largely take place during the summer months; there is a lack of winter attractions, events & activities.
- Incorporation of Indigenous culture & history within Town activities has been a low priority.
- There is limited appeal to families, with respect to activities; those visiting for sports tournaments rarely engage with the Town beyond the recreation facilities.
- There is limited space effectively developed for outdoor events and public gatherings within the downtown.
- There is a lack of "nightlife" or compelling experiences after dark.
- There is a lack of downtown parking options during high-traffic times.
- There is a lack of public washroom facilities.
- There is a lack of engagement with or knowledge of Town offerings by residents, particularly those who live within the Town but commute to work outside of the community.
- There is limited accessibility to Orangeville for visitors without cars.
- There is little involvement of youth in activities, events and development within the Town.
- Orangeville's presence along Highway 10 going north is not attractive or compelling, with a lack of visual appeal to draw people into the downtown area. To effectively direct travellers to the downtown core from Highway 10, a number of signage issues would need to be overcome with the MTO.
- There is a lack of brand awareness/awareness of tourism products by key markets.
- There is a lack of diverse representation in tourism promotion materials (i.e. social media), leaving behind the potential to attract diverse audiences.
- The parks & trails maps are underdeveloped.
- The current presentation of maps, walking tours and other itineraries does not adequately present an enticing experience.

Opportunities

- Allocating full-time resources to a dedicated tourism staff within the Economic Development Division would allow for greater strides to be made in effective tourism development and marketing.
- Investing in helping local businesses and stakeholders become “tourism ready” will support the enhancement of service and on-the-ground experience for visitors.
- Further investment in and development of arts & culture assets, particularly public art, will build upon the dominant tourism narrative of Orangeville as an arts & culture destination.
- Attracting investors for unique, boutique downtown accommodation would add an extra layer of appeal for the Town.
- Creating cohesive, mutually-beneficial partnerships between stakeholders will support long-term growth and prosperity across the community.
- Adapting best practices of the OBIA and downtown vendors to better suit new business prospects (i.e. extending business hours) will improve the visitor experience.
- Cross-promotion of tourism assets in neighbouring municipalities will broaden Orangeville’s sale-ability.
- Integration of Indigenous connections & history throughout product development planning and art will deepen the tourism narrative and respond to the demand for Indigenous tourism offerings.
- As more accommodation options become available, there will be a great opportunity to entice sports tournament participants to engage with the Town beyond recreation facilities.
- Developing the rail line into a rail trail and historic walk will enhance the Town’s ability to use natural assets as a tourism draw.
- Educating locals on assets within the community & developing a strategy to engage the VFR (visiting friends & relatives) market will expand the market potential.
- Carrying-out recommendations of the Recreation & Parks Master Plan, such as developing a public gathering space in the downtown and further trail development (particularly for winter skating trails), will enhance tourism assets and attractions.
- Leading sustainable tourism development with social inclusion as a key element, and determining ways to engage marginalized people within the community, BIPOC residents, persons who are differently abled, etc., will open up Orangeville’s appeal to diverse markets.
- Collaboration with Dufferin County on tourism development projects & investment as deemed appropriate will maximize the impact of the Town’s tourism initiatives.

- Capitalizing on local tourism demand given impacts of Covid-19 on travel intentions will stimulate economic recovery and also create local ambassadors for tourism, as residents share their experiences within their hometown on social media, and with friends & relatives.
- Developing a tourism brand and brand guidelines will allow for effective, memorable marketing and visitor engagement.
- Building awareness of Orangeville's tourism assets within key source markets (i.e., GTA, Golden Horseshoe, Barrie, Collingwood, Guelph, Waterloo) and "drive-through" markets (those on their way to or from cottage county) will positively impact visitor arrivals and local spending.
- Establishing Orangeville as a main hub for tourists visiting the broader Dufferin County will be an opportune positioning to take as Dufferin's tourism appeal evolves.
- Partnering with similar nearby municipalities/Towns where there are product alignments will allow for unique product packaging, itinerary building and joint promotion, to maximize reach and impact.
- Enhanced Visitors' Centre services will allow the Town to better serve prospective visitors on multiple platforms, and better collect visitor data so product development and marketing can be targeted more effectively.

Threats

- There are high property taxes, which could impact Orangeville's appeal to new retailers and service providers.
- Limited investment in resources to effectively carry-out this tourism strategy will result in limited growth of the local visitor economy.
- The potential for limited development/adoption of a tourism brand upon carrying out this strategy will result in less effective marketing initiatives and a lack in evolution of the outside understanding of "Orangeville" as a destination.
- Covid-19 is impacting the Town's ability to host events, festivals and performances and may impact the presence of retailers and restaurants downtown; tourism appeal and reasons for visitors to make a trip to Orangeville is affected as a result.
- Climate change and its impact on year-round planning adds an extra challenge, particularly with regard to snow/cold weather-based winter activities.
- Limited collaboration with other tourism & tourism-adjacent organizations upon carrying out of strategy will hamper the success of this Strategy.

2.6. Key Themes

Recurring themes identified throughout the community engagement process, SWOT analysis and background research include:

- Orangeville boasts a well-maintained, historic downtown with heritage buildings, an established arts & culture sector, festivals and events, and culinary offerings. The Blues & Jazz Festival and Theatre Orangeville were two assets consistently mentioned as central to the Town's identity.
- There is a vibrant arts community in Orangeville and the surrounding area, and an opportunity exists to more actively bring local artists and their work together.
- Summer has traditionally been a busy time for festivals & events; there needs to be attention paid to year-round experience development.
- Orangeville has a well-developed network of parks and trails within the Town that could be more effectively leveraged for tourism purposes.
- Orangeville is a hub to other experiences in the region, including those beyond Dufferin County (i.e. Hockley Valley, Alton Mill, etc).
- The natural beauty of Dufferin County—including nearby access to the Bruce Trail, Island Lake and more—are compelling draws for people to the region. This Tourism Strategy should entice visitors to the region to stop in Orangeville (and spend money there) along their journey.
- Stakeholders feel a major challenge is that there is little awareness among target markets of what the Town can offer visitors. With its location on a well-travelled path between the GTA and Cottage Country, there is potential to attract more people who pass by frequently but have traditionally never made their way to the downtown.
- One of the most-widely perceived barriers to tourism growth is the Town's lack of brand identity, and awareness within target markets.
- The general desire is to attract visitors to the area, but with moderate increases in number so as not to disrupt the sense of place or quality of life for residents.
- There is a need for a realistic approach to tourism development; an understanding of what the Town is and offers at present and what it has potential to offer in the future, as well as realities of Covid-19 and climate change, in order to ensure energy is strategically placed and expectations are managed accordingly.



Part 3

The Future of Tourism in Orangeville

- 3.1. Mission, Vision & Values
- 3.2. Five-Year Vision
- 3.3. Defining Target Markets
- 3.4. Foundational Tourism Drivers
- 3.5. Strategic Priorities
- 3.6. Recommendations & Action Plan



3.1. Mission, Vision & Values

The following Mission, Vision & Values have been developed for the Town's consideration, to guide its tourism development.

Mission:

To create a tourism brand and destination that showcases unique public & performing arts, food & drink, and outdoor activities, all of which can be appreciated by residents and visitors alike and in turn, enhance community spirit & success.

Vision:

To support community pride & engagement, economic success and local collaboration through sustainable tourism development, with creativity, inclusion and entrepreneurship at the core of all activities.

Values:

- 1. Sustainability:** We value quality tourism development over mass tourism development. Respecting the community & natural environment is at the core of all our actions and activities.
- 2. Diversity & inclusion:** We ensure that people of all cultural backgrounds, gender identities, sexual orientations, physical capabilities, ages, and income groups are included in each stage of tourism development, from community engagement, to committees, to marketing & promotions.
- 3. Collaboration:** We bring together various public and private organizations to work collaboratively towards the common goal of tourism development for economic and community success.
- 4. Appreciation:** We understand and appreciate Orangeville for all that it is and all that it can be.
- 5. Safety:** We endeavour to offer safe & welcoming spaces for all people, where visitors and residents can engage with local businesses and recreational spaces without concern or fear.

3.2. Five-Year Vision

For tourism to truly transform communities, there must first be buy-in from decision makers, local stakeholders and residents from a range of orientations and backgrounds. Working together toward a common goal develops pride of place, which then trickles through to create positive visitor experiences. A commitment of resources to tourism development, both human and financial, is required. The return on these investments has potential to be great, with long-term results. Ideally, the future of tourism in the Town of Orangeville achieves the following vision:

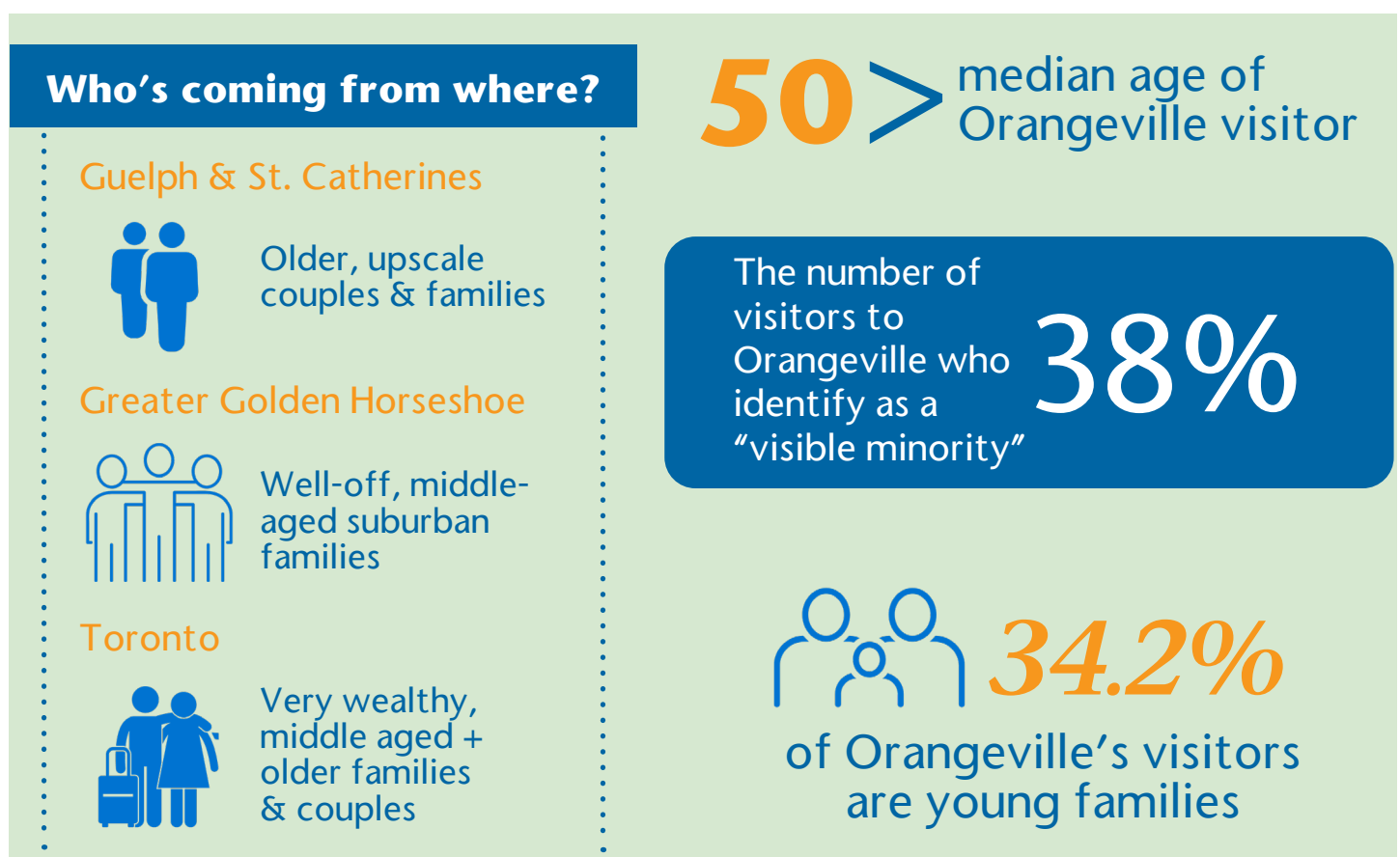
- There is a dedicated Tourism & Culture Officer on the Town staff within the Economic Development and Culture division, responsible for leading initiatives and conversations around tourism development, including coordinating efforts between the public and private sectors, spearheading media and marketing initiatives, and working with stakeholders to enhance year-round product offering.
- Public art continues to be enhanced through new commitments of space and integration of technology.
- Four seasons of activities and events, as well as a robust public arts scene, attract visitors to Orangeville year-round.
- The Town of Orangeville actively collaborates with the OBIA, as well as teams at Dufferin County, RTO6 and other local municipalities on opportunities to promote the destination and attract visitors.
- There is a well-established brand identity for Orangeville as a tourism destination, particularly for its artistic and cultural offerings, demonstrated through increased visitation, media mentions in target communities, and social media engagement.
- Residents are spending more dollars within the Town limits, thanks to a new appreciation for local vendors and assets.
- The visitor economy is recognized by all stakeholders as an important driver of economic growth to the region, as well as for its role in enhancing community pride and engagement.
- Local stakeholders work together and with the Town tourism development staff to promote other nearby businesses and Town events.
- Visitors from target regions are coming to Orangeville throughout the year for different reasons and in different ways, as it develops its four-season appeal.
- Prioritizing inclusive tourism development & marketing practices are paying off, evident in the diversity of visitors.
- The Town captures a portion of the traditional drive-through market to make its way downtown and spend dollars with local businesses.

5 year vision

By 2026, the Town of Orangeville will be a burgeoning tourism destination known for its unique combination of progressive community values and small town vibe, which both locals and visitors look to for unique public & performing art experiences, culinary imbibement, and access to outdoor activities, knowing there is something to enjoy year-round.

3.3. Defining Target Markets

According to the Central Counties Tourism Visitor Research Program (CCTVRP) in 2018, Orangeville's average visitor was a median age of 50. The data suggested that the Town appeals primarily to demographics qualified as "older, upscale couples and families" from the Guelph and St. Catherines regions; "well off, middle-aged suburban families" from the Greater Golden Horseshoe; and "very wealthy, middle-aged and older families and couples" hailing from Toronto.



Given Orangeville's reputation for theatre and the arts, excellent cuisine, attractive architecture and natural resources, it's no surprise that the CCT report identified key visitor markets as affluent, educated and environmentally-savvy. Another notable observation is its high diversity; 37.7% visitors to Orangeville in 2018 were "visible minorities." This distinction, when coupled with a demographic of travellers with young children (CCTVRP found young families made up 34.2% of Orangeville's visitors), represents a significant opportunity for the Town's future development by way of a growing consumer set: **the socially-conscious traveller**, whose decisions are influenced by their consciences as much as by their preferences and pocketbooks.

Socially-conscious traveller

Those travellers who prioritize ethical, sustainable sources of entertainment, though interests may include anything from arts, culture and cuisine to sports and outdoor activities. They will actively seek-out and give priority to Black- and Indigenous- owned businesses, as well as those owned by People of Colour. They understand the power their purchasing decisions can have on influencing brands—and they're not afraid to wield it by avoiding choices that may contradict their values in favour of those which validate them, even at personal cost. Socially-conscious travellers who are parents feel a responsibility to expose their children to socially ethical enterprises and advocacy as much as possible, and will even let the kids take the lead on decision-making, in the interest of encouraging progressive attitudes. Savvy brands and destinations that gain the trust of the socially conscious traveller can expect long-term and devout loyalty, a high rate of referrals and generous user-generated social media content.

Diversity & inclusion considerations will be important in target market outreach, pertaining to equity-seeking groups such as Black, Indigenous, People of Colour (BIPOC), differently-abled folks and the 2SLGBTQ+ community. Inclusive approaches will broaden the market potential, by appealing to a diverse set of prospective visitors that are often overlooked in tourism marketing & promotional materials. Further, studies such as the “[Heat Test](#)” conducted in 2019 by Deloitte-owned agency, Heat, show consumer preference and better financial performance for brands that practice inclusive marketing.

This lens should be applied in considering Orangeville’s target market segments, particularly day-trippers and weekend visitors, who fit within the following profiles:



Connected Explorers

Connected Explorers are young couples under 40, both with and without children. They are a confident, youthful, optimistic group. They have a deep-seated need to travel and expose themselves to many new experiences. Travel for them is about expanding their horizons, and they are looking for a fully packed schedule of activities. Technology is a key part of travel. They use it at all phases of a trip including researching, booking, planning and especially when sharing their travel experiences once back home.

Orangeville’s appeal: Public art, historic downtown, local restaurants, parks & trails, Island Lake, gateway to Dufferin County



Outgoing Mature Couples

Skewing strongly toward seniors and those in retirement, these travellers are driven by a desire to maintain their vitality and connection with the world. They are not particularly adventurous, rather they want to maintain their vitality often by interacting with new people (travellers and locals alike). It is important to them to feel competent and vital.

Orangeville's appeal: Festivals & events, Theatre Orangeville, historic downtown, public art



Knowledge Seekers

Travellers in this segment are looking to appreciate and understand the places they visit. Their trips are typically about expanding their knowledge and stimulating their minds rather than resting and relaxing. They are driven by a desire to explore culture, history, architecture and natural landmarks and often focus on sight-seeing, museums, galleries and historical sites.

Orangeville's appeal: Public art, Theatre Orangeville, Island Lake, historic downtown, Footsteps From Our Past tour, local cuisine



Up and Coming Explorers

This is a youth-oriented group that is on its way up in the world. These travellers are emerging into a new life-stage, often characterized by greater affluence and new opportunities. Visible minorities and immigrants often fall into this segment. Travel is not about connecting with family or friends. While these people often want to be adventurous and energetic, their travel experiences often start with core tourist attractions.

Orangeville's appeal: Public art, Theatre Orangeville, Island Lake, historic downtown, festivals & events



Nature Lovers

This is a consumer segment attracted to outdoor experiences aligned to Ontario's quintessential parks & lakes offering. Camping and associated activities, e.g., hiking, canoeing, fishing are key interests for this group. The majority classify as "nature lovers". Activities align with the recreational aspects of the outdoors and not necessarily the extreme aspects of the outdoors, e.g., avid angling or hunting.

Orangeville's appeal: Local parks and trails, Island Lake, gateway to Dufferin County

These traveller types may exist amongst residents, visiting friends and family (those who come to Orangeville to see loved ones in the area), or leisure travellers who live within a two-hour drive & are seeking new experiences.

Note: Developing brand guidelines will further define target market profiles, though these segments should be considered in directing marketing efforts, including content creation, social media communications and newsletter inclusions.



3.4. Foundational Tourism Drivers

The following assets and characteristics are inherent to Orangeville's ongoing tourism development activities and promotional focus:

Public art

Orangeville and the broader Dufferin County has been described as “one of Canada’s most artistic communities” by stakeholders and municipal representatives. Though there is potential to expand the display of public art in the Town, the Art Walk of Tree Sculptures and painted utility boxes are unique and notable assets. There are 50 tree sculptures, all created by artists from across Ontario and scattered throughout the Town to depict various stories and histories. Colourful work on the Town’s utility boxes, crafted by local artists, adds another layer to displays within the community. Those who stop at the Visitors Centre won’t miss the Mantis Queen sculpture, which sets a tone for the creative displays throughout the town. Orangeville’s public art is further complemented by nearby assets such as the Alton Mill and the Museum of Dufferin.



Looking ahead: Expanding the presence of public art will enhance Orangeville’s position as an arts and culture destination. New displays, whether in the form of murals (on the Visitors Centre, downtown buildings, or recreation centres, for example), sculptures or other unique pieces would build upon the creativity already established. Not only would this add a new dimension to the Town’s visual appeal, but it will also allow for the creation of new walking and cycling tour routes & itineraries. An “Arts in Nature” program could be developed to enhance the Town’s outdoor spaces and create a uniquely Orangeville experience by putting public art on display throughout local trails and parks. Further, arts-based events and workshops can also be conceptualized to draw arts & culture enthusiasts to the area.

Performing art

Theatre Orangeville is the centrepiece to the Town's performing arts. Working with professional actors, choreographers, composers and musicians, this is the only professional theatre company in the Central Counties region. Presenting 12 to 16 productions and upwards of 150 performances year-round, patrons come from regions like Stratford, Collingwood and Toronto to immerse themselves in expertly-executed live shows at the historic Opera House or Island Lake. Works range from classic favourites to new Canadian work. The Theatre has paved the way for inclusive practices through its youth programming and work with neuro-diverse adults and children. Community and out-of-community user groups also rent the venue and provide an additional 25-30 productions (50-60 performances) annually. Further, Theatre Orangeville has an existing partnership with the Toronto Fringe Festival which brings unique engagements to the Town on an annual basis. Enjoying a night out at the Theatre doesn't start and end at

the doors of the Opera House; guests are encouraged to enjoy dinner and explore the historic downtown before the show, and imbibe with a post-performance cocktail. In addition to theatre shows, the Opera House hosts a variety of performances and events, bringing attention to and engagement with the downtown core year-round.

Looking ahead: Building upon the existing performing arts programming, Orangeville can work with local talent and venues to build programs for ongoing performances throughout the Town, whether outdoor or indoor dependent on the season. A "Performances in the Park" summer initiative, for example, could include an ongoing entertainment schedule from June to August. Not only would these types of activities entice visitors, it would also support the evolution of Orangeville's attractiveness to arts & culture enthusiasts.



Trails & outdoor experiences



More than 20 kilometres of trails run throughout Orangeville, making it an attractive destination for fresh air and physical activity. The Town's trails connect 35 parks and Island Lake Conservation Area, which is a year-round destination, with trails and wetlands for visitors to hike, cycle or kayak in the spring, summer and fall; skate and snowshoe in the winter; and enjoy fishing no matter the season. Apart from Island Lake, local trails can be leveraged to enhance a visitors' experience, though not likely to be the primary draw for visitors.

Looking ahead: Creating comprehensive trail maps will be an important first step to maximizing visitor access to (and engagement with) these local assets. Further, integrating public art within the trail network would create a uniquely-Orangeville outdoor experience, and lean into this core piece of its identity. More tourism-beneficial enhancements are recommended within the 2020 Recreation & Parks Master Plan. For example, a winter skate trail through Rotary Park would bolster Orangeville's appeal for winter visitation, and create a unique centrepiece around which to host seasonal festivals and events. Also, given the current lack of an outdoor central gathering space within the downtown core, the recommendation to transform Alexandra Park into a civic space would also evolve the potential for activities and events development.

Historic downtown

Along Orangeville's main street of Broadway, visitors find beautifully-maintained historic brick facades which provide a positive first impression for the downtown's unique retailers and top-notch restaurants. Supported by ongoing efforts from the OBIA, this area of Town is the centrepiece to tourism; where visitors will gather to explore, be entertained, and dine. The charm trickles beyond Broadway, with historic homes and buildings that offer an unexpected sense of being on a movie set, the pristine appearance made all the more lovely by the surrounding greenery. Visitors can learn more about the history of these homes and buildings through the Footsteps From Our Past walking tour. Beyond the visual appeal, Orangeville's downtown plays host to community events, including the weekend Farmers' Market. The downtown will remain a central focal point for tourism development going forward.



Looking ahead: To enhance engagement with the historic downtown, creating a responsive digital version of the Footsteps From Our Past tour will make the experience more accessible. It can be further improved by integrating augmented reality along the way, adding new dimensions and character to the tour. Further, part of the appeal of Orangeville's downtown is the public art, the retailers, and the experiences to be found there (such as Theatre Orangeville). Combining these elements into compelling itineraries will be an important enhancement, particularly using a step-by-step format that leaves no room for uncertainty among visitors about where to go or how to get there. For example, a one-day itinerary can be designed that takes visitors strolling through the downtown, showcasing specific tree sculptures, painted utility boxes and historic facades in a logical and engaging order. Suggestions for stops in between should be provided within the itinerary, along with background information about each featured building and piece of art.

Culinary offerings

Orangeville's collection of quaint, privately-owned cafés, fine dining establishments, farm-to-table offerings and culinary events creates a confluence of experiences that are more often found within large city centres—albeit, without the price point. The restaurants found in the downtown are ideal for an après-theatre dinner or drink, while its cafés and pubs are excellent for a quick lunch or take-away picnic en route to Island Lake. Orangeville's year-round, downtown Farmers' Market acts as a hub for locals and visitors alike, connecting the Town's rural roots to a growing appreciation for farm-fresh produce, meat and other locally-made goods. Taste of Orangeville and the annual Rotary Ribfest are draws for visitors, and can act as a jumping-off point to entice attendees to further explore all that the Town has to offer, once they've arrived.

Looking ahead: Orangeville's culinary offerings should be an integrated piece of every visitor experience. The Town can tempt visitors through their palate by:

- Building itineraries around existing food-focused events that share more of the Town with visitors beyond what they might see otherwise (for example, a Ribfest Ramble: A town-wide scavenger hunt that people can partake in that eventually leads to Ribfest);
- Creating new activities and events based on culinary experiences (for example, a Teddy Bear picnic whereby local restaurants offer boxed lunches for a set price);
- Integrating food-based experiences into itineraries (for example, within a downtown "Taste of Orangeville" walking tour itinerary, suggest stops at different restaurants to try specific dishes).

Festivals & events

Annual events have traditionally been major tourism drivers for the Town of Orangeville. Some notable inclusions are Taste of Orangeville, the Maple Syrup Festival, the Great Canadian Pondspiel, Celebrate Your Awesome and Rotary Ribfest, among others. The largest Town event is The Blues & Jazz Festival, known as a “community celebration” and a key tourism driver for Orangeville. Featuring performances by provincial and Canadian artists, the Festival takes place throughout the downtown on four stages, complemented by additional live performances at local pubs and restaurants. Other activities enhance the experience, such as displays of classic cars and motorcycles, and interactive workshops. The Festival attracts upwards of 40,000 visitors annually, approximately 15% of whom come from 40-80 kilometres outside of Town. Historically, the event was free to access but there is now a \$5 fee per person per day for attendance. The Town provides ample funding to Blues & Jazz, amounting to \$57,000 budgeted for 2020; \$52,000 in 2019; and \$50,000 in 2018. Other financial support comes from the OBIA. As downtown retailers weather the impacts of Covid-19, there is concern that financial support for the festival will be compromised in the future. Still, as communities rebound from Covid-19 and major events are once again permitted, the Blues & Jazz Festival will remain a core tourism asset for the Town.



Looking ahead: Orangeville can continue to capitalize on the community camaraderie that exists thanks to festivals and events, ensuring there are year-round options for visitors to choose from. Introducing a Winter Carnival to take place annually in January, for example, would fill a current gap in new-year activities, and can be designed to attract different audiences, from families to adult groups. Further, developing itineraries to showcase the Town beyond whichever event prompted a visit will broaden their spend and enhance their experience. Itineraries might be specially-curated from a thematic perspective. For example, in preparation for the Maple Syrup Festival, a “Pancake Walk” can be created to guide visitors to try different and delicious pancakes at different venues throughout the Town.

3.5. Strategic Priorities

Based on the SWOT analysis, comparable analysis, background research and stakeholder engagement process, the following strategic priorities have been identified to guide the Action Plan:

1. Administration & Operations

This refers to internal work at the Town of Orangeville, with regard to staffing, priorities and processes. In order for this tourism strategy to meet its potential, there must be full-time resources dedicated to carrying out its recommendations and responding to changing demands of the market. There must also continue to be effective inter-departmental collaboration.

Goal: Allocate resources to tourism development internally to ensure consistent, committed efforts are made to sustainable tourism growth.

3. Tourism Assets & Experience Development

This refers to existing tourism assets, potential for new tourism assets, and the act of combining various products to create experiences that will draw visitors to Orangeville. The stakeholders responsible for said assets are also included in this priority.

Goal: Leverage and enhance existing products, create new products (with a particular focus on arts & culture), and package products effectively to attract high-spending visitors to Orangeville & stimulate economic activity from within the community.

2. Branding & Marketing

This refers to the work that needs to be done to effectively promote the Town of Orangeville to prospective visitors, and provide them with the resources required for seamless, positive experiences in-destination.

Goal: Develop an inclusive tourism brand and identity for the Town of Orangeville that will attract new visitors and engage the local community, supported by enticing tourism collateral, successful marketing initiatives and stakeholder commitment to world-class service delivery.

4. Infrastructure & Investments

This refers to the presence of proper infrastructure, services & investments necessary for a positive, well-rounded visitor experience, such as accessibility ramps, public restrooms, water stations, etc.

Goal: Maintain and develop Town infrastructure, making investments where needed, to elevate the visitor experience throughout the Town.

More than 70 detailed actions across these priority areas have been developed for implementation over the coming five year period, further demonstrating the need for appropriate resource allocation.

Directing the focus

Within these strategic priorities, the primary and initial areas of focus are:

Full-time staffing

In order to adequately fulfill the recommendations of this Strategy and to support future development of Orangeville's visitor economy, a full-time position on the Economic Development & Culture team should be established. It will be invaluable to have a dedicated team member whose entire focus can be product development, marketing strategy, brand implementation, and the facilitation of collaborative efforts with stakeholders, businesses and relevant organizations. Though the current Economic Development & Culture division has made great strides despite stretched resources, this step will allow for Orangeville to take its tourism appeal to the next level.

Tourism brand development

A well-defined brand identity is the most effective path by which destinations can make a personal or emotional connection with consumers, building recognition and awareness, and consequently, attracting target audiences. As outlined in the United Nations World Tourism Organization (UNWTO) [Handbook on Tourism Destination Branding](#):

A destination brand can: help destinations compete more effectively for visitors; assist in the projection of a country's, a city's or a region's overall image; and occasionally help transform the image of a county, a city or a region... The process of destination branding is therefore seen as not just worthwhile, but as a fundamental step in projecting, maintaining, and even changing a [place's] image - first as a place to visit but also indirectly as a place in which to live, work, study, invest and do business.

A [report by Destination Think](#) adds, "Today, creative expressions, words, or images that are unsupported by a place's identity are counterproductive." With this in mind, defining Orangeville's tourism brand, or "place identity"—both visually and with regard to key messages, brand values, etc.—will ensure marketing, communications, product development and promotions are most-effectively developed and received. Building a destination brand is an integral part of Richmond, B.C.'s strategic plan, which is a good example of the impact a well-defined brand can have. [As a result of Richmond's 2019 brand campaign](#), it saw 800,000 website sessions—a "significant increase" in website sessions over the year prior—which resulted in 160,000 clicks through to stakeholder websites. Though Richmond is significantly bigger than Orangeville and has access to more resources for tourism marketing, its success speaks to the potential impacts of an effective brand strategy.





A branding exercise would result in these key elements:

- Brand positioning statement to uniquely identify and communicate Orangeville's tourism offerings; what does the Town offer to tourists and why should they visit
- A tourism-specific logo and tagline that specifically targets visitors while maintaining a strong link to the Town's established logo and "Historic Charm, Dynamic Future" slogan
- Guidelines to define the "look and feel" of all marketing collateral – colours, fonts, imagery, etc.
- Templates for advertisements, social media posts, etc. to ensure consistent communication and messaging
- Key messaging and written content that can be used to consistently describe the Town's tourism drivers
- Target market definitions and key communication methods for each audience

Expansion of public art displays

One of the defining factors of Orangeville's tourism appeal is its local arts scene. Visual arts such as the painted utility boxes and tree sculptures, paired with performing arts—particularly the work of Theatre Orangeville and the Blues & Jazz Festival—are renowned throughout the community. Whether using building exteriors as canvas or placing art throughout Town trails for added dimension, dedicating additional resources to expanding public art would further establish Orangeville's position as a destination for arts & culture enthusiasts. To add another dimension to public art displays, recommendations include the integration of augmented reality (AR) technology. Investments in this area would further enhance Orangeville's positioning as an arts & culture destination.



Infrastructure improvements

In an effort to enhance the overall visitor experience, various infrastructure improvements and investments should be considered. For example, expanded access to public washrooms, public drinking water and bike racks would alleviate some challenges that visitors may otherwise encounter when visiting the Town. In the longer term, the presence of boutique accommodations in the downtown area, similar to that of [The Walper Hotel](#) in Kitchener or [Hotel Metro](#) in London, could extend Orangeville's charm and artistic sense of place into an overnight experience.

Enhancement of tourism materials

Once a new tourism brand is defined and the photo & video library is expanded, the Town will be well-positioned to enhance assets such as its Visitors Guide, itineraries, maps and pamphlets. Specific enhancements should include more inclusive imagery and a storytelling approach to content. An adjusted approach to itinerary presentation would better-serve prospective visitors by clearly identifying complementary experiences in the region. Another key component to enhancing visitor engagement will be a dedicated tourism web presence, independent from the existing function of [orangeville.ca](#). Though the new web interface launched in summer 2020 can be adapted for this purpose, a unique visual and navigational experience should be applied to optimize impact. Communicating with prospective visitors in the manner that will best pique their interest will be necessary to success; such an approach should be highly-visual and content-rich.



3.6.

Recommendations & Action Plan

The recommendations of this Strategy, as well as defined actions and objectives for each, are as identified on the following pages.

Strategic Priority #1 Administration & Operations

Create a full-time Tourism & Culture Officer position within the Town's Economic Development & Culture Division.

1. *To ensure consistent oversight and effective management of tourism development (stakeholder relations, collaboration between public & private entities, ongoing marketing & content creation, grant applications, etc.), and to better equip the Town to see sooner ROI on this Tourism Strategy & Action Plan.*

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Allocate & approve budget for a full-time, mid-level, tourism-focused staff member with the title of Tourism & Culture Officer or similar.	Y1, Q1	Full-time Tourism & Culture officer onboarded by March 2021.	\$75,000 - \$85,000
ii. Task the Tourism & Culture Officer with leading the execution of the Tourism Strategy & Action Plan, focused on stakeholder relations, collaboration between public & private entities, ongoing marketing & content creation, grant applications, etc.	Upon onboarding Ongoing	Benchmarks as presented within this document are adhered to, or adjusted as needed.	
iii. Follow benchmarks for tourism development, with quarterly reviews of progress utilizing this document to track successes.	Y1 - Y5		
iv. Seek-out opportunities for collaboration between various Town divisions in the interest of tourism development, including Economic Development & Culture, Parks & Recreation, and the Library.	Ongoing	Combined efforts between Town divisions leads to tourism sector gains.	
v. Explore opportunities for the Tourism & Culture Officer to collaborate with partner organizations on complementary initiatives.	Ongoing	Orangeville benefits from BIA, Dufferin County and Central Counties initiatives.	

2. Evolve the approach to the existing Arts, Culture & Tourism newsletter.
To ensure tourism promotion is top of mind among all stakeholders, and all entities work toward the same goals with access to the same information & resources.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
1. Mandate that each Arts, Culture & Tourism newsletter includes a tourism focus, whether a blog, itinerary, event promotion or tourism asset highlight, to ensure subscribers are aware of things to see & do throughout Town.	Y1	Tourism is a recurring inclusion in each newsletter.	
ii. Develop a separate tourism-focused newsletter exclusive to stakeholders. Distribute quarterly, utilizing a recommended structure such as: Orangeville tourism updates, upcoming events, and a social corner (whereby the Town provides stakeholders with content - text, videos, images, etc., which they can use on their own social platforms to promote upcoming events, activities or initiatives).	Y1, Q1 Ongoing	Stakeholder newsletter is distributed quarterly.	
iii. Update the Arts, Culture & Tourism newsletter database monthly with the new e-mail addresses collected via the Visitors Centre.	Ongoing	Newsletter database updated regularly.	

3. Enhance the systems in place to track tourism arrivals and collect visitor data.
To effectively track the implementation of the Tourism Strategy & Action Plan, and monitor correlated visitor arrivals to Orangeville through the Visitors Centre.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Mandate that the Visitors Centre collects the following information upon every interaction, whether walk-in, call or e-mail: <ul style="list-style-type: none"> • Postal code • Age (range): <25, 25-35, 36-45, 46-60, 60+ • Reason for visit: Visit friends & family; Explore the area; To see a specific site, do a specific activity or participate in a specific event (please specify), On business • Approximate length of stay: Half day, Full day, Two days, More than 2 days (please specify) • E-mail address (Request consent to Arts, Culture & Tourism newsletter) • Visitor or prospective visitor • Mode of contact: Walk-in, call, e-mail 	Y1 Ongoing	Greater understanding of local tourism arrivals (#) and visitor profiles.	
ii. Monitor progress of Destination Ontario and Central Counties data collection and visitor segmentation, to further define target markets and best-allocate marketing funds.	Ongoing	Up-to-date understanding of visitor profiles, based on official data.	

- 4. Expand Visitors Centre services.**
To ensure the knowledge, expertise & resources of the Visitors Centre are widely available and on various mediums, in order to effectively connect with visitors and prospective visitors as they demand.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Launch a Live Chat function on the Tourism section of the Town's website; ensure inquiries are monitored 9-5, and those submitted during outside hours are acknowledged first thing the following day.	Y1	Live Chat function available online between visitors and Visitors Centre representation.	\$19 - \$99 / month *
ii. Introduce summer seasonal Visitors Centre services at the Opera House; expand into other seasons if the demand exists.	Y3	Additional Visitors Centre location open.	May require amendments to 2023 Visitor Services Agreement
iii. Consider introducing Visitor Centre services at select Town events, to offer relevant collateral (maps, itineraries) to participants.	Y3	Ever-presence of Orangeville tourism at major events.	
iv. Invest in digital information kiosks to live outside the Visitors Centre and Opera House.	Y4	Digital tourist information kiosks available to enhance visitor experience.	\$6,000 - \$12,000 / each

- 5. Integrate community participation within tourism development initiatives.**
To ensure tourism development is inclusive of the entire Orangeville community and considers the varied needs and ideas of its residents, stakeholders & diverse pool of prospective visitors.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Ensure Orangeville tourism is engaged and included in local events and activities. Provide relevant collateral to interested attendees, build their awareness of Orangeville's tourism drivers and extend their engagement with the Town. <i>For example, if a book club is reading historical fiction, providing a version of the Footsteps From Our Past itinerary may be interesting; or, offer a photography club an itinerary of interesting streetscapes, art, and visuals to capture.</i>	Y2	Tourism integrated throughout community conversations.	
ii. Establish a Tourism Advisory Committee for the purposes defined in Appendix B. Prioritizing diverse representation, invite up to eight individuals to act as the TAC, coordinated by the newly appointed Town Tourism & Culture Officer. Work with the TAC to refine its goals, roles & responsibilities, utilizing the framework provided in Appendix B as a starting point. Redistribute responsibilities of the current Cultural Plan Taskforce to this committee.	Y3	An established TAC.	

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

6. Provide support to tourism-related businesses and entrepreneurs, including local artists.
To offer tourism-ready experiences and enhance exposure of the community's creative talents.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Train and support stakeholders for tourism readiness through workshops, events and resources developed for their specific needs (for example, customer service, marketing or product enhancements). Utilize the Small Business Enterprise Centre resources when possible.	Y2	Local stakeholders feel prepared to serve visitors; provide a good standard of customer service.	\$500 - \$800 per session *
ii. Create an online directory of Orangeville-based artists whose sales depend on e-commerce, further promoting the community's creative talent.	Y2	The work of Orangeville artists and the Town's creative talent is easily accessible to web visitors.	
iii. Establish an exclusive stakeholder Facebook group, whereby local artists, retailers, restaurateurs and other Orangeville entrepreneurs can connect to: seek-out partners for activities or promotions; share ideas for tourism initiatives (experiences, workshops, tours, etc.); and offer their services or talents.	Y2	Stakeholders are making new connections & pursuing joint initiatives to promote visitation.	

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

Strategic Priority #2

Branding & Promotions

- 1. Define & build a tourism brand guide to direct marketing efforts & to support the growth of Orangeville's brand recognition as a "destination."**
To define Orangeville's image as a "destination" and establish foundational elements required for effective tourism marketing & engagement.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Complete a destination branding exercise that establishes a new visual brand identity, a tagline and clear direction as to how Orangeville can effectively distinguish itself from other communities as a destination in marketing and promotions.	Y1, Q2	Dedicated brand guide available for reference and application.	\$20,000 - \$25,000
ii. Introduce the new brand to Town Council, stakeholders, the BIA, Dufferin County, RTO6 and the community using various channels (virtual presentations, social media, newsletters, etc.), to ensure all involved are aware of Orangeville's new tourism brand.	Y1, Q3 - Q4	Adoption of tourism brand amongst partners and stakeholders.	
iii. Integrate new branding across tourism infrastructure, including: social media pages, tourism web pages, marketing & promotional materials, wayfinding, signage, social media, website, etc.	Y1, Q3 - Q4 Ongoing	Internal brand applications are carried out.	

Refresh, update, enhance & expand tourism-related collateral, including itineraries, maps and the Visitors Guide.

2. *To enhance the appeal and accessibility of tourism information and inspiration, to best reach & serve prospective visitors.*

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Invest in updating Orangeville's photo and video assets, to capture four-season appeal and include diverse visitor segments (Black, Indigenous, People of Colour, differently-abled, various age groups based on target markets, 2SLGBTQIA+) in order to effectively expand appeal of the Town throughout target markets.	Y1 - Y3	Tourism collateral is representative of community and target markets.	\$5,000 - \$8,000 *
ii. Update promotional materials based on new brand guidelines and using new photo assets. Graphic designer services will be required.	Y1 - Y3	Updated brochures, pamphlets and Visitors Guide available.	\$10,000 - \$12,000 *
iii. Make maps, itineraries, brochures and guides available in print and web format, including Footsteps From Our Past; ensure web formats are mobile responsive and also available for download in PDF form.	Y1 - Y3	All collateral is available in multiple formats.	
iv. Distribute tourism materials through local businesses, in person (maps, brochures available for pick-up) and online (link to Town's tourism page). Utilize the distribution channels available via public facilities as well (i.e. Recreation Centres, Libraries).	Ongoing	Tourism collateral is available via retailers and restaurants, as well as public facilities, throughout Orangeville.	\$50-\$150 per display rack *
v. Review collateral annually and update it for the following year as needed, to remain relevant and accurate.	Annual	Always relevant & up-to-date tourism collateral.	\$3,000 - \$5,000 / annually *

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

3. Develop an annual tourism marketing plan to solidify an editorial calendar and marketing investments for the year ahead, based on scheduled activities & events.
To effectively showcase and share the story of Orangeville as a destination, in an effort to attract high-yield visitors.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Map-out a marketing framework that can be adapted annually, or as needed, to plan promotional activities based on Town calendar; include elements such as an editorial calendar (blog & newsletter content), social media calendar, budget, advertising channels, co-op marketing partners and media & influencer opportunities.	Y1, Q1	12-month marketing plan in place; specific KPIS to be determined internally based on initiatives planned.	\$18,000 in Y1, with potential increases in subsequent years (Existing operational budget) *
ii. Work on the assumption that years 1 & 2 of the Tourism Plan will largely be about recovering former tourism arrival numbers; incremental growth should be expected in years 3-5.	Ongoing		
iii. Build a promotional plan for selected events and activities, and decide appropriate marketing channels for each (print, web, radio, social media). Consider social media marketing as the primary targeted approach.	Y1, Q1 (annually, typically in Q3 or 4 for the following year)	Marketing dollars strategically allocated.	
iv. Identify stakeholders and partners with whom to work in carrying out various elements of the marketing plan. Simple criteria for potential co-op marketing partners include stakeholders who have funds available, whose values align with the Towns, and who will directly benefit from marketing initiatives.	Ongoing	Co-op marketing dollars secured.	
v. Create a robust bank of content (written, video and photo content), and establish a Blog section on the Tourism webpage, utilizing the editorial calendar within the marketing plan to guide efforts.	Y1, Q2 Ongoing	Blog section established and populated with content.	

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

4. Enhance the online presence of tourism collateral & content via orangevilletourism.ca & orangeville.ca.

To maximize efficacy of online platforms for the purposes of tourism promotion.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
<p>i. Invest in improvements to the Tourism section of Town's website to make it more appealing to prospective visitors (versus current corporate approach). Apply a visual experience that is also content rich, providing intuitive access to resources such as:</p> <ul style="list-style-type: none"> • Blog content • Itineraries (sorted by interest) • Asset descriptions • An activities & events calendar 	Y2	Uniquely-positioned Orangeville tourism website within the newly launched orangeville.ca, available via orangevilletourism.ca.	\$20,000+
ii. Commit to ongoing maintenance and making regular updates to the content and visuals.	Y2 Ongoing	Always relevant and up-to-date tourism website.	\$3,000 / annually *

Strategic Priority #3

Tourism Assets & Experience Development

- 1. Dedicate ongoing resources to maintaining public art collections & the historic downtown, while planning for & investing in new and innovative installations.**
To develop Orangeville's position as a destination for arts & culture enthusiasts, and create new opportunities to engage visitors.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Maintain and expand tree sculpture and utility box art display program collections annually.	Y1 Ongoing	Existing public art maintains its appeal; new public art continuously added to Orangeville streetscape.	\$7,000 - \$8,000 / annually *
ii. Continue to invest in the beautification and maintenance of downtown Orangeville (i.e., Facade Improvement Program, OBIA).	Y1 Ongoing	Downtown maintains appeal; any changes should enhance, not detract, from the current aesthetic.	
iii. Transfer management of all public art pieces and related publications to the Economic Development & Culture office to allow for consistent, consolidated, and enhanced promotion of the entire collection.	Y2	All tourism assets are managed by the appropriate division.	Transferred from other divisional operating budgets
iv. Determine Town spaces for painted murals, such as those in the downtown, the Visitors Centre, and recreation & athletic facilities. Gradually commission work from local & regional artists, dedicating specific spaces to Indigenous art.	Y2	Ongoing creation of new murals throughout the Town; prioritization of Indigenous public art.	
v. Invest in community-engaged installations for display in the downtown and top-visited parks, such as large instruments and Instagramable displays (think the "LOVE" lock sign in Toronto's Distillery District).	Y4	The presence of at least one piece of community-engaged art in downtown Orangeville.	\$10,000 - \$25,000
vi. Create itineraries for Public Art Walks, as the sites expand. Consider arranging competition-style art hunt activities.	Ongoing	Tourism collateral updated with evolution of public art attractions.	
vii. Integrate public art displays into the Activities & Events plan. (Refer to Recommendation 2, following.)	Ongoing		
viii. Evaluate and pursue any opportunities to secure funding to support continued implementation of the Town's public art programming.	TBD	Funding opportunities are pursued and secured.	

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

2. Build upon the Town's annual events & activities and year-round attractions, including public art, by creating new experiences and packaged itineraries to create four-season appeal.

To provide visitors & residents with a broader selection of tourism assets to explore, and to further enhance the Town's positioning as an artistic community.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
<p>i. Develop an annual Activities and Events plan in partnership with the BIA, stakeholders, and local businesses. Events should focus on tourism drivers (public art, outdoor spaces/ activities, historic downtown). Ideas for Orangeville's consideration include (but are not limited to):</p> <p>January:</p> <p><i>Winter Carnival:</i> Kick the year off with some excitement, embracing sub-zero temperatures with a weekend carnival that engages locals and visitors of all ages. Activities might include axe throwing, log sawing, snowman making competitions, a "Beer Tent" (where visitors can imbibe beer or winter cocktails like hot chocolate & Baileys), ice sculptures (perhaps making carved ice versions of tree sculptures), outdoor performances, and more.</p> <p><i>Winterlicious:</i> Preempt Toronto's annual Winterlicious with Orangeville's own restaurant-focused event, offering price fixe menus that tempt the taste buds of locals and visitors alike.</p> <p>May:</p> <p><i>Teddy Bear Picnic at Island Lake:</i> Ideally targeted toward the regional visitors of Island Lake, this nostalgic family event offers the opportunity to showcase Orangeville's outstanding food scene, set in an outdoor space frequented by visitors and locals alike. Set in the Oak Canopy Pavillion area, the Orangeville Teddy Bear Picnic could play on a beloved foregone pastime. Participating local restaurants (approx 3-5) would set up tents in the pavilion and sell special boxed "picnic" lunches for a set price (e.g. \$10 per, or \$30 for a family size) and ice cream or popsicles. Farmers' market vendors can also sell their wares. Pre-outlined spaces where families can lay down BYO picnic blankets (encourage social distancing, as necessary) and live performances by local artists geared toward a younger audience (and their plush companions) ensures an engaging and entertaining day for all.</p> <p>...continued on following page</p>	Y1 - Y5	Full calendar of events available for promotion year-round.	<p>Budget will vary and can range from \$500 and staff time per event to more substantial financial commitments *</p> <p>\$2,000 - \$5,000</p> <p>n/a</p>

<p><i>(Teddy Bear Picnic, continued from previous page)</i></p> <p>This event provides downtown restaurants and local artists the opportunity to connect with locals and tourists alike, in an area known to attract visitors. It can be marketed to citizens in and around Orangeville, and its location presents the opportunity for day-of participation as well. Note: Alternatively, this event could take place in a downtown park, allowing restaurants to sell their boxed lunches onsite to people en route.....</p>			\$1,000 - \$2,000
<p><i>Outdoor Arts Festival:</i> Put local art, music and makers on display for a weekend Arts Festival. Integrate interactive experiences such as simple art classes and sidewalk art, with professional displays from local and visiting talent. Combine with art talks and readings from local authors for a well-rounded event that will appeal to various interests.....</p>			+/- \$2,000
<p>September:</p> <p><i>Cultural Take-Out Food Festival:</i> Based on a successful event held in Belleville, Ontario in summer 2020, this dynamic culinary event appeals to the public's taste for adventure within the idyllic setting of the downtown core. Featuring a multicultural array of Orangeville's top culinary talent, this festival can run through a long weekend, during set times each day (11 a.m. - 7 p.m.). Restaurants register to participate, and create a signature dish available at a set price (\$10). Attendees obtain online passports, designed to help them find participating restaurants. A trivia game where questions are posted at each restaurant, leading to entry into a prize draw encourages attendees to visit as many locations as possible along the downtown. As restrictions around Covid-19 exist, being a "take-out only" event ensures crowd control as restaurants adjust to new indoor seating regulations. As physical distancing restrictions are lifted, the event can evolve further.....</p>			+/- \$1,000
<p>Ongoing:</p> <p><i>Monthly Coffee House:</i> Featuring local talent—from musicians to poets to comedians—an ongoing Coffee House (i.e. monthly) will enhance the Town's position as an arts destination, offering entertainment to locals & visitors alike. Host at a local bar or restaurant, the downtown Library, the Opera House or Westminster United Church, and outdoor spaces when possible.....</p>			n/a
<p>...continued on following page</p>			

<p><i>Workshops:</i> Collaborate with local artisans, chefs and venues to host workshops, whether general (painting, pottery, improv, cooking classes, music lessons, photography) or seasonal (i.e. wreath making). Again, consider local venues such as the downtown Library or Westminster United Church, and outdoor spaces when possible. Workshops may initially be 2-3 hours to garner attention from nearby target markets, and expand to 1-2 full day sessions.</p>			\$500 - \$5,000 per session
<p><i>Scavenger Hunt challenges:</i> Write itineraries that guide visitors through the downtown in the form of clues and hints, leading them to public art pieces, tree sculptures and notable landmarks (i.e. the Opera House). Include hints that guide participants to engage with stakeholders, for example hinting at different dishes to try at local restaurants or goods to buy at local retailers.</p>			n/a
<p><i>Performances in the Park:</i> Work with local musical talent and venues to create a weekend entertainment schedule from June - August, with additional performances at the Opera House throughout the year based on availability.</p>			Vary per performance and may receive sponsorship
<p>ii. Collaborate with surrounding regions/ municipalities (i.e. Dufferin County, Caledon, Alton, etc.) to create & package experiences & itineraries that appeal to identified visitor profiles.</p>	Y2 Ongoing	Robust tourism experiences that feature Orangeville & its stakeholders as part of a broader visit available to prospective travellers.	

3. Enhance and expand the current library of tourism itineraries.
To enhance the appeal and accessibility of tourism information and inspiration, to best reach & serve prospective visitors.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
<p>i. Apply a new format to existing itineraries; abide by this format for all new itineraries going forward. The approach should more actively describe tourism assets, and illustrate the experience for prospective visitors. As a sample structure:</p> <ul style="list-style-type: none"> • Note who the tour is for • Note duration of tour • Note physicality (Low, Medium, High) • Tour overview: What can people expect to see & do, and what are the highlights • Full itinerary: Well-developed narrative offering exciting and immersive illustration of what participants will see & experience on the tour • Photo gallery <p>Refer to small tour operators such as Urban Adventures for examples of illustrative itineraries.</p>	Y1, Q3 - Q4	Engaging, well-rounded and clear itineraries available to visitors.	
<p>ii. Conceptualize and write new itineraries, with accompanying maps & suggested routes, that hone-in on downtown public art and stakeholders. Commit to ongoing itinerary development, particularly as new public art, annual events and activities are added to the Town offering.</p> <p>A series of ideas to consider include (but are not limited to):</p> <p><i>Dazed & Downtown:</i> One-day itinerary featuring downtown Orangeville, including elements from the “Footsteps From Our Past” tour, art discovery, and local vendors.</p> <p><i>Weekend Wandering:</i> One-day itinerary featuring different walking paths and destinations paired with stops at local vendors, the Farmers’ Market, etc.</p> <p><i>10,000 steps:</i> A one-day itinerary that strolls through the Downtown from tree sculpture to tree sculpture, painted utility box to utility box, historic facade to historic facade, with suggestions for stops in between and background offered for each featured piece of art.</p> <p><i>...continued on following page</i></p>	Y2 Ongoing	New itineraries available on an ongoing basis.	\$5,000

<p><i>Bite-size Orangeville:</i> A half-day or full-day foodie tour, ideally with recommended dishes and treats for participants at each stop.</p> <p><i>Orangeville Christmas Walk:</i> A half-day itinerary that guides visitors to where they can find unique gifts throughout the Downtown, featuring local retailers.</p>			
iii. Offer local tours delivered by well-informed community members and/or scripted co-op/summer students. Tours can be subject specific (culinary, historical, arts-related, etc.) based on the needs of the group. Develop scripts to optimize the delivery of guided tours based on select itineraries, available for a small fee (\$15 - \$25).	Y3	Guided tours available through the Town's EDC division.	Approx. \$8,500/yr (Subsidies may be available through federal/provincial funding programs)
iv. Develop more family-focused itineraries and programming if/when new accommodations open up .	TBD	Ongoing itinerary & programming developed as the Town's market appeal evolves.	

- 4. Align with the Parks & Recreation Division, as well as Island Lake/Credit Valley Conservation, to establish connections between parks & trails, creating uniquely Orangeville experiences through outdoor spaces.**
To link the Town's outdoor spaces by creating a cohesive narrative and through a similar standard of upkeep, presentation and overall appeal that is unique to Orangeville.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Create an "Arts in Nature" program, enhancing the Town's outdoor spaces and making them uniquely Orangeville by mapping out areas where public art (including Indigenous art) can be on display throughout Orangeville trails and parks. Work with the TAC and community at large to build a narrative for each space, and source art from local artists that helps to tell each story.	Y3 - Y5	Min. one piece of art for every park, and every 0.5 km of trail (or as determined feasible).	\$20,000+ / annually (EDC/P&R budgets) *
ii. Leverage "Arts in Nature" programs within tourism promotions, tourism collateral, and Activities & Events plan.	Y3 - Y5		
iii. Work to promote the expansion of trails in Orangeville in the interest of connecting to other communities.	Y4 - Y5	Orangeville trails connect to surrounding regions.	
iv. Develop the rail line into a rail trail and historic walk, should the opportunity come available; incorporate Orangeville's rail station within the plan.	TBD		

5. Integrate Augmented Reality experiences to tourism assets & developments.
To add another dimension to Orangeville's public art and expand a visitor's ability to interact with the Town.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Connect with AR specialists, such as Neighbour or Driftscape, to discuss specific areas and approaches to augmented reality within the Town.	Y3	Augmented reality technology available to and used by visitors to experience Orangeville's public art & historic downtown.	Initial investment of \$5,000 with reduced maintenance fees thereafter *
ii. Work with Heritage Orangeville to enhance the "Footsteps From Our Past" tour using augmented reality.	Y3		
iii. Enhance the "Arts in Nature" experience through augmented reality, allowing visitors to access another dimension of the work they come across (i.e. to access an artist profile or information about the piece of history it represents, or to see an interactive version of the piece, audio guides, etc).	Y3		

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

Strategic Priority #4

Infrastructure & Investments

- 1. Continue to fulfill the wayfinding program currently in place, updating and filling gaps where needed with a focus on pedestrian-level signage and trail signage.**
To more effectively guide visitors and connect tourism assets.

ACTIONS			
i. Remove Credit Valley Explorer Train from wayfinding signage, and replace where possible.	Y1, Q3	A fully-developed, well-refined wayfinding program is in place.	\$2,000 - \$5,000 *
ii. Remove the community event signs.	Y1, Q3		

- 2. Enhance visitor-friendly infrastructure & services throughout the Town.**
To ensure services are available (such as retailer open hours, as well as bike racks, accessibility ramps, public restrooms and public water stations) in order to expand the appeal of Town assets.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Continue to work with BIA to establish a plan for trialing adjusted business hours for retailers, such as later open times on Thursdays & Fridays (7 p.m.) and open on Sundays (close Mondays for those currently closed Sunday).	Y1, Q2 Ongoing	Greater access to downtown retailers during peak visitor times.	
ii. Work with StopGap and the BIA to equip downtown retailers with accessibility ramps, offering a rebate to those who participate; expand the program beyond the downtown. As the Town's sidewalks are resurfaced, consider more permanent infrastructure improvements for improved accessibility.	Y2	Downtown retailers made accessible to differently-abled guests.	\$250-\$550 each *
iii. Work with the Parks & Recreation Division to install bike racks in downtown parking lots.	Y3	Expanded bike parking available downtown.	\$500 each *
iv. Work with the Parks & Recreation Division to install self-cleaning public restrooms and water stations, ideally in a downtown parking lot.	Y4	Public restrooms & water stations available in key locations.	Approx. \$250 per square foot

* Many recommended actions will be implemented through utilization of the existing EDC operational budget and through collaboration with partner organizations

3. Carry-out tourism-related recommendations presented in the 2020 Recreation & Parks Master Plan.

To align the efforts & investments of multiple Town divisions for mutual progress and success.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Undertake a full design process including community consultation to assess the feasibility of a skate trail throughout Rotary Park. (P25)	Y1 - Y2	Enhanced outdoor spaces that can be utilized for tourism programming and promotion.	\$80,000
ii. Develop a plan to transform Alexandra Park into a civic space for hosting gatherings and special events, as part of the Downtown Event Precinct. (E6)	Y1 - Y2		\$1,150,000

4. Explore the possibility for a boutique hotel, using successful examples in like communities as models for best practice; evaluate the opportunity to pursue with a private investor over time.

To determine the viability of a non-chain hotel presence within the Town, in hopes of bolstering the appeal for overnight stays.

ACTIONS	TIMELINE	GOALS / KPIS	BUDGET
i. Assess areas of possible location for downtown, boutique accommodation.	Y4 - Y5	Viability / possibility for boutique hotel determined.	
ii. Connect with representatives from associated tourism or economic development offices to discuss the impact boutique properties have had on visitation and brand recognition.	Y4 - Y5		
iii. Connect with owners or managers of boutique hotels to discuss business model, viability, etc.	Y4 - Y5		
iv. Approach private investors, if opportunity appears viable.	Y4 - Y5	Secure investor for boutique property in Orangeville's downtown.	

5. Conduct feasibility study for an Arts & Culture centre, using source funding to support the initiative wherever possible. Prepare a business plan, if deemed appropriate.

To evaluate the economic, geographic, economic & social viability of a dedicated Arts & Culture hub within the downtown.

ACTIONS			
i. Issue & manage an RFP for outside services to complete a feasibility study for an Arts & Culture Centre.	Y4 - Y5	Consultant acquired to conduct feasibility study.	\$75,000
ii. Carry-out recommendations presented within the feasibility study.	Y4 - Y5	Feasibility study completed, with productive direction provided.	

Appendix **A**

Comparable Analysis

Town of Orangeville Tourism Strategy & Action Plan

A purposeful review of the paths charted by destinations with opportunities and challenges similar to those Orangeville faces provides us with a considered base to support the creation of the Tourism Strategy & Action Plan. This Comparable Analysis will inform recommendations & actions, as we examine approaches and strategies to consider, as well as potential obstacles and issues to avoid, relevant to the Town's own development.

This comparable analysis is designed as a supporting document to the Orangeville Tourism Strategy & Action Plan. To complete the comparable analysis, a member of our team, separate from the project lead, reviewed the strategies and performance of five relevant destinations and their respective destination management organizations:

Stratford (ON) - Stratford Tourism Alliance

Stratford was identified for its defining arts & culture offering, its culinary program and its success at diversifying its economy and building out natural assets to complement its arts scene (ie: bike trails and green spaces).

Squamish (BC) - Tourism Squamish

Squamish was included because, as one of the fastest growing communities in British Columbia, the city is seeing significant investment in further developing its downtown core, as well as the destination marketing organization's (DMO) focus on sport specific and active adventure leisure travellers and families.

Wiarton (ON) - Explore the Bruce

As a community within a larger "destination region" (The Bruce Peninsula), Wiarton provided a comparable framework for Orangeville's relationship with Dufferin County, as it has its own distinct brand/appeal (Wiarton Willie Festival), complemented by natural assets in the surrounding region.

Brockville (ON) - Brockville Tourism

Brockville was identified as a strong comparable as the destination has worked to better weave its diverse offering together cohesively over the past decade.

Richmond (BC) - Tourism Richmond

Richmond was included in the analysis on the strength of its Arts Strategy, Culinary Strategy and the DMO's ability to leverage outdoor and recreational activities.

A detailed table of findings, statistics and documents sourced [can be found here](#).

Leveraging & Developing Arts & Culture

As Tourism Brockville noted in its '2010 Tourism Industry Expansion Plan', the development of cultural industries could serve the destination as an attractor for the 'target tourist,' which would encourage visitors to consider taking up residence and, potentially, start businesses locally.

As such, leveraging and developing Orangeville's arts & culture offering has the potential to do more than just encourage tourism in the destination. It can have also have a positive impact on encouraging future residents and businesses, thereby contributing to the overall health of the community.

Richmond

As British Columbia is best-known as an outdoor & recreation destination, Tourism Richmond needed a well-defined strategy if the DMO was going to successfully promote and develop Richmond as an arts & culture community.

In 2004, Richmond adopted its first Arts Strategy, independent of a tourism strategy, with the aim to make Richmond a city with a thriving cultural life where opportunities for participation in the arts at all levels were accessible, artists felt they have a place and are seen as contributing to the community, cultural industries are welcomed and cultural activity is visible and supported.

Since then, there has been significant civic investment to increase the capacity of artists and arts organizations, offer high-quality arts festivals and programs and showcase Richmond's artistic talent. During the 2010 Winter Olympic Games, especially as part of Richmond's O Zone, local artists were integral to instilling community pride, identity and spirit, and enjoyed unprecedented profile to local and international audiences.

The 2004 Arts Strategy was updated in 2012, with the majority of its goals addressed by 2017. Richmond's Arts Strategy 2019–2024 now positions the arts as a means to achieve community goals in economic development, health and well-being, infrastructure and tourism.

Its Five Major Strategic Directions to lead arts and cultural development over the next five years are:

1. Ensure affordable and accessible arts for all
2. Promote inclusivity and diversity in the arts
3. Invest in the arts
4. Increase awareness and participation in the arts
5. Activate public spaces through (and for) the arts

The 2019-2024 Arts Strategy lists as an objective to "Integrate the arts at a strategic level in community, economic, tourism, environmental and wellness planning" with the following supporting actions:

1. Link the Arts Strategy to other city planning initiatives
2. Raise the awareness among city divisions of the benefits of arts and culture in building a strong community
3. Continue to work with other city divisions to provide arts opportunities including art in the public realm
4. Conduct a deeper analysis of the data collected through the community engagement process and connect, where applicable, to relevant data from other sources

Stratford

Stratford has made it extremely apparent, through its branding efforts, that it is first and foremost an arts & culture community. Its slogan is: "The Arts Are What We Are."

Stratford's arts and culture scene is a leading contributor to the growth of the city's creative economy and that is well understood by residents. The Stratford Festival is the city's top employer, with successful revenue and attendance year after year. As a result, Stratford's brand is now understood to be synonymous with the arts: music, drama, dance, the visual arts, literature and the culinary arts.

When reviewing Stratford-related content and collateral, there is no mistaking that arts & culture are the driving force behind its destination success. Everything else is secondary and supporting to the arts & culture message and experience.

The Stratford Tourism Alliance (STA) identified that "the city is packed with the sights and sounds of actors, musicians, chefs, hoteliers, artists and writers" and notes that its Arts & Culture Competitive Advantages as:

- The Stratford Festival: the epicentre for theatre in southwestern Ontario and in all of Canada
- Stratford Summer Music in July and August: attract international singers, musicians and composers
- Vibrant visual art scene found in the artist collective of Factory 163 at Gallery Stratford and during the Art in the Park exhibits
- The Stratford Perth Museum
- Perth Archives celebrate local history through collections and exhibits
- Perth Arts Connect is dedicated to raising awareness of the diversity of the arts, culture and heritage in the county

Stratford is also using the strength of its arts & culture sector in its tourism recovery efforts from Covid-19. Lights On Stratford, a brand new arts and culture festival being spearheaded by the Stratford Economic Response and Recovery Task Force, will bring colourful, elaborate light sculptures and exhibits to various spots across the city during the cold-weather months between November and February.

The event is inspired by the Toronto Light Festival, and much of the art featured in Stratford's version will be created by lighting designers and technical staff from the Stratford Festival, providing a unique, local experience.

The STA noted that, because the community has access to some of the best light designers, prop builders and the like from the world of theatre, they had an opportunity to harness that creative energy and turn it into this valuable community/tourism event.

The inaugural event will cost about \$385,000 with a portion of the budget shared by the task force, the Stratford City Centre BIA, the Stratford Tourism Alliance, and a regional office of the Ministry of Tourism and Culture. Organizers are also looking for sponsorships to cover about \$205,000. Art will be introduced in stages and will represent the main focus of the task force's tourism recovery efforts this winter.

A board member of the STA noted to councillors that the new festival not only offers an opportunity to bring much-needed tourism to Stratford during the pandemic era, but also offers an off-season attraction that could become an annual tradition.

Considerations:

- Adopt and maintain an overall Arts Strategy that focuses on ensuring opportunities for participation in the arts at all levels are accessible, artists feel they have a place and are seen as contributing to the community, cultural industries are welcomed and cultural activity is visible and supported
- Link the Arts Strategy to other community planning initiatives
- Invest to increase the capacity of artists and arts organizations, offer high-quality arts festivals and programs, and showcase Orangeville's artistic talent
- Firmly define the destination based on the arts & culture offering
- Harness the creative energy of the community and turn it into valuable experiences and events for locals and visitors alike

Leveraging Natural Assets

Understanding a destination's defining natural assets and building out a complementary schema for additional offerings was central to a number of strategies observed.

Stratford

For instance, while Stratford's arts scene is the destination's primary draw and brand, the Stratford Tourism Alliance recognized that Stratford's swans are still one of the destination's most iconic symbols and natural assets.

As such, the DMO worked to develop a swan-centric weekend celebration that includes a Saturday program featuring "Swan Quest" (12 decorated topiary swans displayed in downtown Stratford, people vote for their favourite for a chance to win a \$100 Stratford City Centre BIA shopping spree and ballots were available at Stratford Tourism Alliance and at each swan location); eco-nature themed product for kids such as free walks, storytelling, partnerships with retailers and naturalist groups and swan-themed arts performances.

The Sunday portion of the programming includes the weekend's centrepiece event, the parade, followed by additional family activities.

The DMO messaged the programming through a number of themed campaigns, pay-per-click promotion, social media promotion, TripAdvisor, newsletter, PR & media visits and posts on travelontario.net.

Appreciating the value of one of their best-known natural assets and then building off it has allowed the STA to curate an event that provides a weekend-long economic boost to downtown businesses, encourages more widespread exploration of the destination and enhances the destination brand while also contributing to the community.

The DMO has also leveraged its natural assets to encourage a stronger shoulder season tourism offering, highlighting its nature walks, local foraging & healthy alternatives experiences and seasonal tastings across its "Cleansing Getaways" spring campaign content.

Squamish

Unlike Stratford, Squamish's tourism offering is largely focused on its natural assets as a main driver of tourism in the destination. Squamish has more than 200 kilometres of mountain bike trails, is considered the "bald eagle capital of North America," and has more than 30 recreational clubs and associations. It hosts annual, internationally recognized recreational-based events including the Kite Clash (kite-boarding), Squamish Enduro (mountain biking), Squamish 50 (trail-running) and the Climbing Academy (rock climbing).

Considering the assets available to the destination, Tourism Squamish has made the decision to focus on sport-specific and active adventure leisure travellers and families who visit destinations specifically to partake in their activity of choice during relevant seasons or to get outside and enjoy nature.

Tourism Squamish uses its content and messaging to consistently highlight the destination's world class sport, adventure and natural experiences including: mountain biking, hiking, rock climbing, wind sports, water sports, fishing, rafting, nordic skiing, backcountry skiing and snowmobiling.

Wiarton

Wiarton highlights its proximity to a variety of natural assets prominently on its website, going so far as to brand itself as the "Basecamp to the Bruce Peninsula."

The "Wiarton Community Toolkit" - a Bruce County developed-program that supports communities through strategic policy and capital investment - recommends that, in order to create a destination-wide look and feel that supports this position. Wiarton should work to highlight the natural features of the surrounding escarpment, as well as the plentiful outdoor opportunities in and around the town.

In order to fully achieve the desired look and feel, the Toolkit goes so far as to prescribe that Wiarton developments should have a "classic frontier feel and architecture that integrates the escarpment stone and natural timber into the streetscape and buildings is encouraged. Local white cedar timber, posts, trim and flagstone in irregular sizes are materials that can easily adapt to exterior and interior finishes. Natural stone boulders in different sizes and colours can create naturally defined areas, sculptural elements and photo opportunities. Pine trims and siding are readily available in rough or planned and the flexible colour options make it an ideal product once coated. Buildings should utilize natural materials available locally such as Wiarton limestone and white cedar for structural elements and highlights. Preservation of downtown architecture and existing brick structures is encouraged. Vinyl and metal siding is not appropriate for commercial areas that are visible from the mainstreets. Wiarton stone is also known as Dolostone, Wiarton Black Dolostone, Ledgerock, Eramosa and ranges in colour from beige to black and is a medium-hard limestone. Stone adds a natural aesthetic to building and landscape projects. By integrating surrounding natural elements into downtown Wiarton, Wiarton will highlight itself as an outdoor adventure basecamp."

Richmond

Despite British Columbia's reputation as an outdoor & recreation destination, Tourism Richmond leverages outdoor & recreation activities only as a secondary driver, listing 'Wildlife & Nature' as one of the elements listed under its 'Activities & Attractions' heading on its tourism website (along with drivers like Olympic Oval, Nightlife & Entertainment, Indoor Activities), providing links to a selection of brochures detailing the birds, butterflies, and plants found throughout Richmond Nature Park from its consumer facing tourism website. Whale watching is listed as its own category of Activity, separate from Wildlife & Nature (and included on the Wildlife & Nature Page).

In the 2019-2020 Richmond Visitors Guide, whale watching, golf, biking are given space, with the largest emphasis on whale watching, which it labels as a "Don't Miss" activity.

As Richmond targets Authentic Experiencers in its marketing efforts, more emphasis is placed on history and culture activities, identifying the top assets Richmond chooses to promote as "sites where important historical events took place" and sites that allow them to "adapt to the local culture, exploring and spending time in local areas most tourists don't visit."

Considerations:

- Identify Orangeville's strongest natural assets, determine if they are primary or secondary tourism drivers, and develop strategy framework from there
- Develop an event around strongest and most recognizable natural assets that provides an economic boost, encourages more widespread exploration and enhances the destination brand while also contributing to the community
- Develop and promote natural/cleansing "getaways" to increase shoulder season visitation
- Focus natural assets marketing efforts on sport-specific and active adventure leisure travellers and families who visit destinations specifically to partake in their activity of choice during relevant seasons
- If decided appropriate, focus crux of branding on Orangeville as access-point to natural assets
- Develop a community toolkit that encourages downtown development to underscore the destination's strongest assets

Developing & Promoting Culinary Tourism

Based on the destinations analyzed, the strength of a destination's culinary tourism appeal runs parallel to the destination's ability to effectively communicate what it is about the local culinary experience that makes it interesting or distinct. As is the case observed in 'Leveraging Natural Assets' above, appreciating the destination's strongest culinary assets and building a strategy from strength is key to success.

Richmond

Tourism Richmond, in conjunction with other key stakeholders, finalized a Richmond Food Tourism Strategy in 2019. Tourism Richmond has stated that the plans account for long- and short-term goals to increase visitation—especially in the shoulder season—and how to provide visitors with the best experiences when they come to Richmond.

The Food Tourism Strategy is not yet available for the public to view. Prior to the Covid-19 pandemic, the plan had been to begin rolling out the initiatives and actions outlined in these two tourism plans in 2020.

Aside from this defined strategy, Richmond had already established itself as a culinary destination as its Alexandra Road has been branded as “Food Street” or “Wai Sek Kai.” Food Street is a three-block stretch of the City’s Golden Village and has the highest concentration of restaurants in the city, most serving Asian cuisine.

Tourism Richmond offers a Food Street “Food Crawl” guide available on its website and has also developed a “Dumpling Trail” (listed among CNN Travel’s list of 12 of the world’s most enticing food and drink trails), which is available to download as a PDF from the Tourism Richmond website. The organization has also created a number of additional “Dining Guides” made available on its website:

- Best Chinese
- Best Dim Sum
- Cheap Eats
- What’s in Season
- WestCoastFood Guide

Additionally, Richmond has also established the Richmond Night Market, which has become an annual tradition and one of the flagship

summertime events of the region. Founded in 2000 by entrepreneur Raymond Cheung, the Richmond Night Market has grown from modest beginnings since its first location at the Continental Centre on Cambie Road and is now the largest Night Market in North America and has become an international attraction, attracting over one million visitors each year. It features 250 merchandise booths, more than 100 food vendors serving Asian street food and desserts, diverse family-friendly entertainment and more than 1,000 on-site free parking stalls.

And finally, “Taste of Richmond” is a dedicated page on Tourism Richmond’s website, offering a guide to tastings, hands-on classes, tours and guided experiences.

Stratford

The STA has created the Stratford Culinary Trail, designed to introduce visitors to local artisans while they sample foods on the Chocolate Trail, the Bacon and Ale Trail and, during the holidays, the seasonal Christmas Trail, which offers new finds and gifts in November and December.

In 2018, the STA’s ‘Culinary Trails’ program achieved a record year, resulting in 12,000 visits to local businesses and its 25th Anniversary edition of the Culinary Guide. A related media campaign was launched with an event attended by more than 30 culinary media writers and influencers, 5 Stratford #nextgen chefs, STA and SCS reps, and craft brewers/distillers.

Additionally, the STA produces the Savour Stratford: Culinary Guide, which it uses to celebrate local chefs, in addition to promoting the local food and beverage offering.

Brockville

In the 'Supporting Infrastructure and Complementary' portion of its 5-Year Tourism Strategy and Action Report, Tourism Brockville identified that, while Brockville has a lot of the complementary pieces in place to support a strong tourism offering, they need to be utilized better and tied together more effectively.

Part in parcel to this, there was an identified need and opportunity to develop more unique local food and beverage options that would differentiate Brockville from other locations along the 1000 Islands. It was suggested this could be done by working with the Ontario Culinary Tourism Alliance to connect local growers to existing and prospective restaurateurs, and improving on the Farmer's Market, including options for a winter market.

That said, one of Brockville's most popular annual community events is Brockville RibFest - an annual tradition that Brockvillians do not miss, and visitors are invited too. There are many activities as well as non-food vendors, eating competitions, a kids zone with activities and live music at night. The local Big Brothers Big Sisters charity organization put on the festival annually to raise funds.

Considerations:

- Develop a culinary-focused tourism strategy in addition to the overall strategy
- Identify Orangeville's standout/distinct culinary offering, develop complementing pieces from there
- Create a culinary guide that celebrates local chefs, farmers, culinary artisans in addition to promoting local restaurants (i.e. develop a piece of content people want to read and share)
- Create a food-focused webpage offering a guide to tastings, hands-on classes, tours and guided experiences
- Develop an event that celebrates the local culinary offering and can bring in influencers and media
- Work with a culinary tourism program to help connect local growers to existing and prospective restaurateurs

Downtown Core Development

Brockville

In its 5 -Year Tourism Strategy and Action Report, Brockville Tourism identified that the destination's real opportunity to attract higher yield overnight visitors lies in the downtown core of Brockville, along with the waterfront on the St Lawrence River and the 1000 Islands.

Therefore, it was recognized that Brockville's focus for future tourism development had to be in creating expanded overnight capacity in the downtown core and the waterfront, and adding in strategic new tourism products, experiences and supporting infrastructure targeted at the identified high opportunity markets.

It was also noted that Brockville needed to consider the preparation of a Heritage Master Plan that would inventory and ensure protection/preservation of the city's heritage resources, particularly in the downtown core (i.e., street facades, historic churches, Railway Tunnel, 19th century buildings). Further, it said that consideration should be given to the creation of a heritage conservation district in the city's commercial centre, similar to what was done in downtown Cobourg. This was recommended to help to protect the unique character and sense of place, with particular focus on exterior alterations and new construction.

In a 2010 Tourism Industry Expansion Plan, Downtown Revitalization was identified as providing an immediate 'wow' impact on first-time visitors and combines well with the street café and cultural industries concepts.

Squamish

As one of the fastest growing communities in British Columbia, with 15% growth from 2014-2019, Squamish is seeing significant investment in further developing its downtown core, namely the Newport Beach "Waterfront Village" Development project with the hope of revitalizing waterfront property. Since 1999, \$45 million have been invested into the property to ready it for development.

The project, which is being overseen by an organization called Newport Beach Developments LP, has the stated goal of working to "build community, achieved by creating a place where people will come together to work, to play, to learn and to live. This confluence of uses is anchored by the surrounding water, marking the peninsula as the start of the journey, rather than the end of the road... designed to create a microcosm of idyllic living tailored to the natural landscape."

For its part, Tourism Squamish has made advocating for destination development initiatives one of its six main goals by maintaining participation on the Economic Development Steering Committee; assisting in the identification, growth and enhancement of product experiences; and becoming the organization for data, policy and direction for future tourism development.

Wiarton

Wiarton's tourism marketing and overall strategy fits into the larger Bruce County framework under the Explore the Bruce program. As such, Wiarton's downtown hasn't factored into the organization's strategies.

However, aside from the tourism marketing operation, over five years, the Town of Wiarton collected background information regarding the health of its downtown in an effort to develop a structured and focused downtown revitalization program.

It also developed the Wiarton Revitalization committee, an action-oriented group made up of volunteers, residents, business owners and staff that share an objective interest and vision for the long-term success of Wiarton, with a primary focus on the downtown area, redeveloping downtown Wiarton as an economic generator for the community and the Peninsula, thereby increasing economic opportunities (job creation, expanded tax based, tourism, youth opportunities, better quality of life) for the whole community.

Relatedly, Spruce the Bruce is a community development program that supports local community efforts to facilitate long-term downtown revitalization plans, bringing together stakeholders to build community capacity and assist with strategic policy and capital investment. The program provides communities with the resources to develop strategies and implementation methods necessary to maintain and grow healthy commercial areas in association with the county and various partners.

Collaboratively, Spruce the Bruce, the Wiarton Revitalization committee, the local Chamber of Commerce and the Town of South Bruce Peninsula have continued to spearhead and progress the development of downtown revitalization initiatives including streetscape, activity programming and infrastructure upgrades.

The economic development focus includes strengthening and diversifying businesses within the downtown, as well as addressing seasonality concerns related to retail business. Spruce the Bruce identified that Bruce County's downtowns represent two-thirds of its commercial assessment value and are the main point of contact with tourism dollars; the region's second largest industry, noting "our mainstreets tell us who we are, who we were and how the past has shaped us. We do not go to our commercial strips to learn about our past, explore our culture or discover our identity. Our mainstreets are the places of collective memory and where people still come together."

The Spruce the Bruce Program had its genesis from the "Main Street Program" developed by the National Trust for Historic Preservation in the United States, but focuses on a destination-oriented downtowns improvement agenda that embrace brand development to create unique and successful downtowns.

The "Main Street Four-Point Approach" is described as a preservation-based economic development tool designed to enable communities to revitalize downtowns and neighbourhood business districts by leveraging local assets-from historic, cultural and architectural resources to local enterprises and community pride.

The Four-Point Approach is the genesis of the Spruce the Bruce program and is designed to be a comprehensive strategy that addresses the issues and problems that challenge traditional downtowns.

Main Street Four Point Approach:

- Economic Development
- Marketing & Promotion
- Organization & Collaboration
- Physical Design

Organization & Collaboration was identified as the most important pillar in this approach, as it is the leaders in the community who can accomplish the goals and objectives set out by the program. It brings partners together and gets everyone working towards the same goal. It was noted that this pillar is so important to the process that, until the Organization & Collaboration pillar is established within the community, the community simply should not move forward onto the other points of the approach.

Spruce the Bruce has developed, with the community of Wiarton, a toolkit that creates the basis for a successful revitalization program for downtown based on:

"1. Creating successful downtowns is about more than planning and many great plans get bogged down because they are too big, too expensive and simply take too long to happen. Short-term actions, like planting flowers, can be a way of not only testing ideas, but also giving people the confidence that change is occurring and that their ideas matter. Short-term actions need to occur at the outset and then be evaluated while longer term planning is in progress.

2. Money is not the issue. All too often money is used as an excuse for doing nothing, which is why you hear people say "It can't be done." In fact, too much money or money spent on consultants actually discourages the

inventiveness and creativity required to create a great street or downtown. When money becomes an issue, it is generally an indication that the wrong concept is at work. So don't worry about the money, just get started.

3. You are never finished. Creating a great place is not about developing a plan or a design. It is based on community passion and vision and on an ever evolving Action Plan. Part of any plan has to be the management of the downtown. No matter how good the buildings look or how many hanging baskets are hung, the downtown will never be successful unless it is well managed."

Stratford

investStratford is a brand mark of the Stratford Economic Enterprise Development Corporation (SEED Co.). Principally funded by the City of Stratford, SEED Co. has been established as a stand-alone entity with a mission to focus singularly on Stratford's economic future.

investStratford has spearheaded the distribution of a \$20,000 grant awarded to the City of Stratford as part of the Main Street Revitalization funding received from the Association of Municipalities Ontario (AMO) and Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

The Downtown Revitalization Initiative is a matching grant program available to businesses located within the Stratford City Centre boundary. The Downtown Initiative has been designed to support exterior capital improvements with a focus on energy efficiency, accessibility, aesthetics and marketability of small businesses within the downtown. The project has awarded nine businesses towards facade improvements, with five more grants expected to be awarded in the next six months.

Considerations:

- Prioritize identifying and bringing together the leaders in the community who can accomplish the goals and objectives of a downtown development initiative
- Form an action-oriented group made up of volunteers, residents, business owners and staff that share an objective interest and vision for the long term success of Orangeville, with a primary focus on the downtown core
- Ensure short-term actions occur at the outset while longer term planning occurs
- Consider the preparation of a Heritage Master Plan that would inventory and ensure protection/preservation of the city's heritage resources
- Advocate for destination development initiatives as one of the strategy's main goals by maintaining participation in Orangeville Economic Development/ SBEC

Conclusion

Determining whether Orangeville is an arts & culture destination or a nature & outdoor destination first and foremost will be crucial in determining how to construct Orangeville's Tourism Strategy & Action Plan. As clearly identified by the destinations examined in our analysis, focusing on a strength component to lead the plan is key to communicating a destination's tourism offering and then effectively marketing it.

That same approach is applicable to the complementary elements that will make up the strategy, such as the culinary element. Identifying what makes Orangeville's food and beverage offering stand-out will help inform the lead messaging of the overall promotion strategy. As the DMOs and destinations analyzed here have demonstrated, a scattered or fragmented approach has the potential to confuse or muddle the messaging and attractiveness of a destination to visitors.

And finally, identifying and then achieving buy-in from those community members and organizations that will be necessary to advocate for, action on and actualize an effective strategy and, initially, create short-term actions that demonstrate early success will be key to realizing a productive tourism plan.

Appendix **B**

Tourism Advisory Committee Framework

Town of Orangeville Tourism Strategy & Action Plan

The development of a Tourism Advisory Committee (TAC) is a recommendation of The Town of Orangeville Tourism Strategy & Action Plan (Strategic Priority #1, Administration & Operations - 5.ii). The following framework is meant to offer a starting point in defining the goals, roles & responsibilities of the TAC, though should be refined once the committee is established.

The general goal of this committee will be to advise the Tourism & Culture Officer on their deliverables pertaining to the Strategy, inquire into tourism-related matters using a practical, task-oriented approach, and report any findings and recommendations for action to Orangeville Town Council. Membership should be comprised of up to two individuals from Town Council, an appointee from each the Orangeville BIA and Dufferin County, and representatives from various community groups and stakeholders. Members should be appointed on the basis of the impact tourism has on their role, organization or sector. Dedicate one membership role to local youth participation. All TAC members shall be voting members.

Goals & Objectives

The Tourism Advisory Committee will serve to represent various facets of the Orangeville community, and work cooperatively with the Tourism & Culture Officer to oversee Orangeville's development as a destination with unique artistic and cultural experiences, culinary imbibement, and fulfilling outdoor activities that are appreciated by locals and visitors alike.

Other goals include:

- To provide guidance and recommendations to the Tourism & Culture Officer and Town of Orangeville regarding the ongoing development of the Town's visitor economy, and its brand as an Ontario destination
- Assist in the development of measurable outcomes for Orangeville's tourism initiatives
- To encourage community & partner alignment and engagement within the tourism sector
- Create a fulsome understanding of local, regional and visitor needs and expectations
- Align aforementioned needs and expectations with emerging trends and evolving circumstances.

Role

Meeting quarterly, the TAC will facilitate the development of Orangeville's visitor economy by identifying strategic priorities, fostering partnerships, and ensuring tourism-related objectives align with the interests and initiatives of local and regional stakeholders, community groups and residents. The TAC will also ensure that the local priorities are aligned and integrated with regional strategies. Further, the role of TAC will be to advise and work with partners to identify and develop new initiatives to achieve Tourism Strategy goals and objectives.

The TAC will be required to work with the Tourism & Culture Officer to submit an annual report on the activities and results of its quarterly meetings and general tourism performance in the Town of Orangeville. TAC members are considered volunteers and will not receive remuneration. Meeting expenses shall be undertaken by the Town of Orangeville, as deemed acceptable.

Responsibilities

Responsibilities of the TAC will be expected to evolve as the implementation of the Tourism Strategy and Action Plan continues, but will be primarily as follows:

- Support the Tourism & Culture Officer accountable in carrying-out the Tourism Strategy and Action Plan
- Advise Tourism & Culture Officer on matters pertaining to the tourism budget, policies, infrastructure and visitor services, marketing plans and initiatives and destination seasonality
- Develop recommendations for events, activities and public art, and align them with Dufferin County initiatives
- Recommend adaptations to Tourism Strategy and Action Plan benchmarks as needed, ongoing
- Identify emerging tourism trends, niche markets and opportunities according to the needs and expectations of their own networks, with an eye toward stimulating market demand
- Support collaboration between various Orangeville sectors, community groups and greater Dufferin County for product development, partnership efforts and destination positioning.
- Support the development and production of Tourism & Culture Officer's annual report
- Identify gaps in tourism products and barriers to positive tourist experiences; advise on how barriers can be addressed

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Subject: Regulatory By-law Review Work Plan

Department: Corporate Services

Division: Clerks

Report #: CPS-2020-016

Meeting Date: 2021-01-11

Recommendations

That report CPS-2020-016 regarding the Regulatory By-law Review Work Plan be received;

And that Council direct staff to report back on the various Regulatory By-laws in accordance with the following schedule for the remainder of the term of Council subject to approval of the staffing resources identified in Clerk's Division 2021 Budget:

2021

**Property Standards
Vehicle for Hire
Tow Truck Licensing
Election Signs
Animals
Proceedings of Council and Committees
Parks By-law – Closing Times
Lawn Watering
Traffic including Encumbering Highway,
Road Occupancy, Sale of Goods,
Montgomery Village
Topsoil Removal**

2022

**Restaurant Licensing
Records Retention**

Background and Analysis

The Town has a number of regulatory/procedural by-laws which from time to time tops

- any legislative updates or housekeeping amendments are required

- the standards and needs of the community are being met
- the by-law should be repealed as a result of being replaced by new legislation

Council at its meeting held on November 18, 2019 and subsequently during Budget deliberations directed staff to review specific regulatory/ procedural by-laws. The table below outlines the timing for review of the respective by-laws and the status for this term of Council. As identified in the table new by-laws were introduced in response to COVID-19.

By-law	Department	Original Designated Year of Review	Revised Year of Review	Status	Comments
Property Standards	Corporate	2019	2021	Initiated	Report to Council Q1
Sign Installers Licensing	Corporate	2019		Complete	
Water and Waste Water Rates	Infrastructure	2019	2020	Complete	
Supply and Install Water Meters	Infrastructure	2019	2020	Complete	
Traffic Encumbering Highway	Infrastructure	2019	2021	Pending	Combined with review of all other Traffic By-law matters
Display of Merchandise on Sidewalks	Community	2020	2020	Complete	
Proceedings of Council – Emergency – Provision of	Corporate	2020	2020	Complete	New – Not anticipated

Electronic Meetings					
Proceedings of Council – Electronic Meetings and Proxy Voting	Corporate	2020	2020	Complete	New – Not anticipated
Proceedings of Council and Committees – Overall Review	Corporate	2020	2021	Initiated	Report to Council Q1
Parks By-law – Closing Times	Community	2020	2021	Initiated	Report to Council Q2
Traffic including Road Occupancy, Sale of Goods/Services, Level of Service and Parking at Montgomery Village, Encumbering Highway	Infrastructure	2020	2021	Pending	
COVID-19 – Social Distancing	Corporate	2020	2020	Complete	New – Not anticipated
COVID-19 – Face Coverings	Corporate	2020	2020	Complete	New – Not anticipated
Pet Shop Licensing	Corporate	2020	2020	Complete	
Animal By-law (Hens)	Corporate	2020	2020	Complete	

Taxi Licensing	Corporate	2020	2020	Complete	Preliminary Changes as requested by Taxi Industry
Animal By-law (Cats, Pigeons and overall review)	Corporate	2020	2021	Pending	Report to Council Q3
Vehicle for Hire	Corporate	2020/2021	2021	Initiated	Report to Council Q2
Election Sign	Corporate	2020/2021	2021	Initiated	Report to Council Q1
Noise	Corporate	2020/2021	2024		Moved to 2024 due to re-prioritization of Tow Truck Licensing
Lawn Watering	Infrastructure	2020/2021	2021	Pending	
Topsoil Removal	Infrastructure	2021	2021		
Smoke-Free Municipal Public Places	Corporate	2021	2023		Moved to 2023 due to re-prioritization of Tow Truck Licensing
Tow Truck Licensing	Corporate	2025	2021	Pending	Moved to 2021 due to request of Council. Report to Council Q2/Q3

Records Retention	Corporate	Previously not identified	2022		
Restaurant Licensing	Corporate	2022	2022		
Firearms	Corporate	2022	2025		Moved to 2025 due to re-prioritization of Tow Truck Licensing

Below is the revised By-law review schedule from 2023 to 2030:

Year		By-law
2023	Corporate	Smoke-Free Municipal Public Places
	Infrastructure	Discharge of Water into Sanitary and Storm Sewer
	Corporate	Mobile Food Vendors
	Corporate	Hens Pilot Program
	Infrastructure	Zoning
2024	Corporate	Signs
	Corporate	Retail Business Holidays Exemption
	Corporate	Noise
2025	Community	Fireworks
	Corporate	Firearms
	Corporate	Driving School Instruction
2026	Corporate	Idling
	Corporate	Snowmobile
2027	Corporate	Display of Adult Magazines and Videotapes
	Corporate	Adult Entertainment
	Corporate	Fortification
2028	Corporate	Division Fence – Apportionment of Costs
	Corporate	Skateboards

2029	Community	Open Air Burning
	Community	Fire Route
	Infrastructure	Boulevard Café
	Infrastructure	Building Permit
	Infrastructure	Swimming Pool Enclosure
2030	Infrastructure	Boulevard Maintenance
	Corporate	Littering

Annual Work Plan

Staff recommend that no more than 3 By-laws per year be reviewed. Staff when developing the work plan have taken into consideration the following:

- the complexity of the by-law;
- public engagement to facilitate community and industry input and where applicable any statutory notice requirements;
- staff time to conduct research, prepare a report and draft new by-law provisions

In 2020, the following regulatory/procedural by-law reviews were completed:

- Pet Shop Licensing
- Animals – Hens
- Taxi Licensing
- COVID-19 – Social Distancing
- COVID-19 – Face Coverings
- Council Procedural By-law – Emergency – Electronic Meetings
- Council Procedural By-law – Electronic Meetings/Electronic Participation/Proxy
- Display of Merchandise on Sidewalk
- Water and Waste Water Rates
- Supply and Install Water Meters

Although, the Clerk's Division does not play a lead role in the review of all regulatory by-laws it does provide input from a statutory and enforcement perspective. Due to the number and nature of the by-laws to be reviewed in 2021 it is anticipated a few of these by-laws may carry over to the first quarter of 2022 as a result it is recommended that no more than two by-laws be scheduled for review in 2022, as resources within the division are dedicated to the conduct of the municipal election.

In 2023, staff will review the work plan taking into consideration any new identified priorities and adjustments to balance the workload for the 2022 to 2026 term of Council.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Municipal Services & Strong Governance

Objective: Delivered with a focus on customer service and review and update Governance policies

Sustainable Neighbourhood Action Plan

Theme: Corporate and Fiscal & Natural Resources and Environment & Transportation

Strategy: Not applicable

Notice Provisions

Not applicable.

Financial Impact

In 2021, there are 10 by-laws listed for review. The Clerk's division is the lead on six of the 10 by-laws and the proposed review schedule has been developed based on approval of the resources allocated in the proposed 2021 budget.

Respectfully submitted

Prepared by

Andrea McKinney
General Manager, Corporate Services

Karen Landry
Town Clerk, Corporate Services

Attachment(s): None

Subject: 2021 Interim Borrowing

Department: Corporate Services

Division: Finance

Report #: CPS-2021-001

Meeting Date: 2021-01-11

Recommendations

That report CPS-2021-001, 2021 Interim Borrowing, dated January 11, 2021, be received;

And that Council consider enacting a by-law to authorize external temporary borrowing in 2021.

Background and Analysis

Subsection 407(1) of the Municipal Act, 2001 (the “Act”) permits a municipality to authorize the temporary borrowing of funds to meet the current expenditures of the Corporation, until the main revenue source of property taxes have been collected and other revenues received.

Pursuant to subsection 407(2), unless otherwise approved by the Ontario Municipal Board, the total amount borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed,

- (a) from January 1 to September 30 in the year, 50 per cent of the total estimated revenues as set out in the budget adopted for the year; and
- (b) from October 1 to December 31 in the year, 25 per cent of the total estimated revenues as set out in the budget adopted for the year.

Subsection 407(3) permits that pending the current year budget approval; the limits upon borrowing shall be calculated using the budget adopted for the previous year. Therefore, the amount that may be temporarily borrowed shall not exceed the sum of \$25,000,000 between January 1 and September 30, 2021; and shall not exceed the sum of \$12,500,000 between October 1 and December 31, 2021.

The use of temporary borrowing is a common and efficient cash management tool. While we do not anticipate using this option in 2021, it is common practice and

recommended that Council enact a by-law to authorize the temporary borrowing of monies, as required, up to the maximum allowed to meet the current expenditures of the municipality pending cash receipt of property taxes and other revenues. A by-law requesting interim borrowing is presented for Council's consideration.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Strong Governance

Objective: Financial responsibility

Sustainable Neighbourhood Action Plan

Theme: Corporate and Fiscal

Strategy: Demonstrate municipal leadership by considering the environment, social and economic impacts of all Town decisions.

Notice Provisions

None

Financial Impact

All amounts borrowed in the year to meet current expenditures of the Corporation, with interest thereon, can be accommodated within the 2021 operating budget.

Respectfully submitted

Nandini Syed, CMM III, CPA, CMA
Treasurer, Corporate Services

Reviewed by

Faye West, CPA, CGA
Deputy Treasurer, Corporate Services

Prepared by

Rebecca Medeiros, CPA, CA
Financial Analyst – Operations, Corporate Services

Attachment(s): 2021 BYLAW – 2021 Borrowing BY-LAW

Subject: Sign Variance – Greystones Restaurant & Lounge

Department: Corporate Services

Division: By-law/Property Standards

Report #: CPS-2021-002

Meeting Date: 2021-01-11

Recommendations

That Report CPS-2021-002, regarding Sign Variance Application – Greystones Restaurant & Lounge – 63 Broadway be received; and

That Council grants a variance to Sign By-law 28-2013 to permit a projecting sign measuring 2.508 metres x 0.629 metres without a sway chain for the 63 Broadway conditional upon the applicant obtaining a sign permit.

Background and Analysis

In 2013, Council passed Sign By-law 28-2013 to regulate the quantity and quality of signs throughout the Town.

In early November 2020, By-law Division staff received a request from Janice Shao – Forward Signs Inc. on behalf of Greystones Restaurant and Lounge requesting the placement of a projecting sign on the premises.

The proposal submitted by Forward Signs Inc. showed a double-sided projecting sign measuring 1.58 m² (16.9 sq. ft) in total sign area (2.508 metres x 0.629 metres). The construction and design of the sign incorporates a black aluminum frame housing and engraved solid oak as the centre insert. The applicant noted that the sign will be replacing the existing sign, which shows an identical measurement. A drawing of the proposed sign is attached as Attachment 1 for reference.

By-law Division staff conducted a review of the proposal in conjunction with the regulations of Sign By-law 28-2013, as amended. It was determined under Section 6.4.3(f)(ii) which outlines the parameters for signage within the Heritage Sign Special Policy District, which allows for the placement of a projecting sign, provided the sign area does not exceed 0.75m² and incorporates a sway chain. As shown in Attachment 1

the proposed sign does not include a sway chain and exceeds the permitted allowance by 0.81m² in sign area.

Attachment 2 titled “signage elevation” shows the exterior façade facing 3rd Street. The building shows 16 metres wide x 8 metres in height, which totals 128m² (1378 sq. ft.), For reference, the proposed sign will occupy less than 1.5% of the total exterior wall. Further, the applicant will not be placing any further signage on the building.

The property owner is currently completing extensive exterior and interior renovations to the property. The proposed sign complements the overall scope of the project which ties into the architectural features and the existing sign frame will be used for the replacement sign. By-law Division staff support the proposed variance request.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Strong Governance

Objective: Transparent and fair decision-making processes

Sustainable Neighbourhood Action Plan

Theme: Not applicable

Strategy: Not applicable

Notice Provisions

Not applicable.

Financial Impact

Revenues have been collected for the sign variance fee of \$200.00. Additional revenue for the sign permit fee of \$200.00 will be submitted by the applicant upon approval of the variance.

Respectfully submitted

Andrea McKinney

Reviewed by

Karen Landry

General Manager, Corporate Services

Town Clerk, Corporate Services

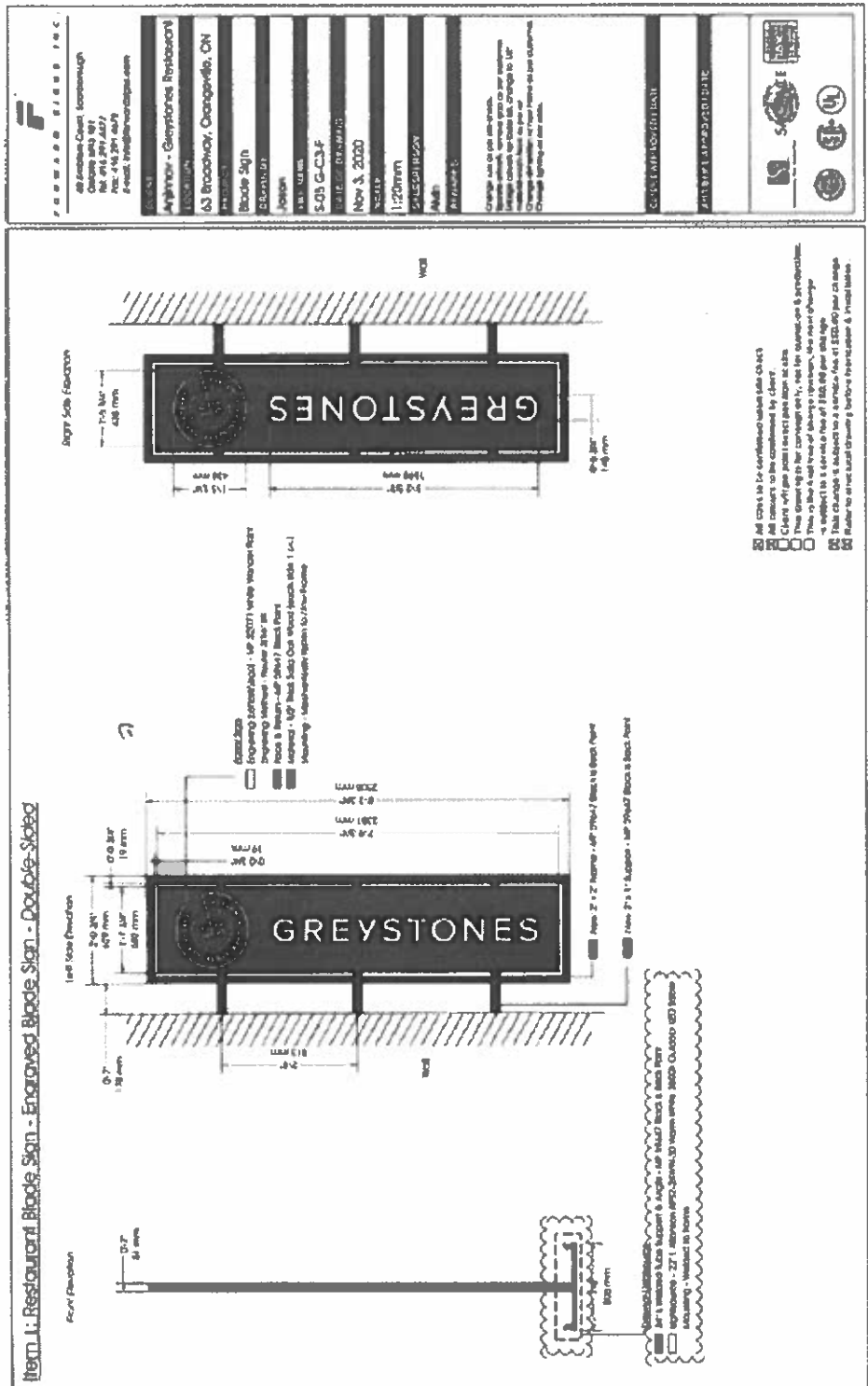
Prepared by

Chris Johnston
By-law and Property Standards Officer,
Corporate Services

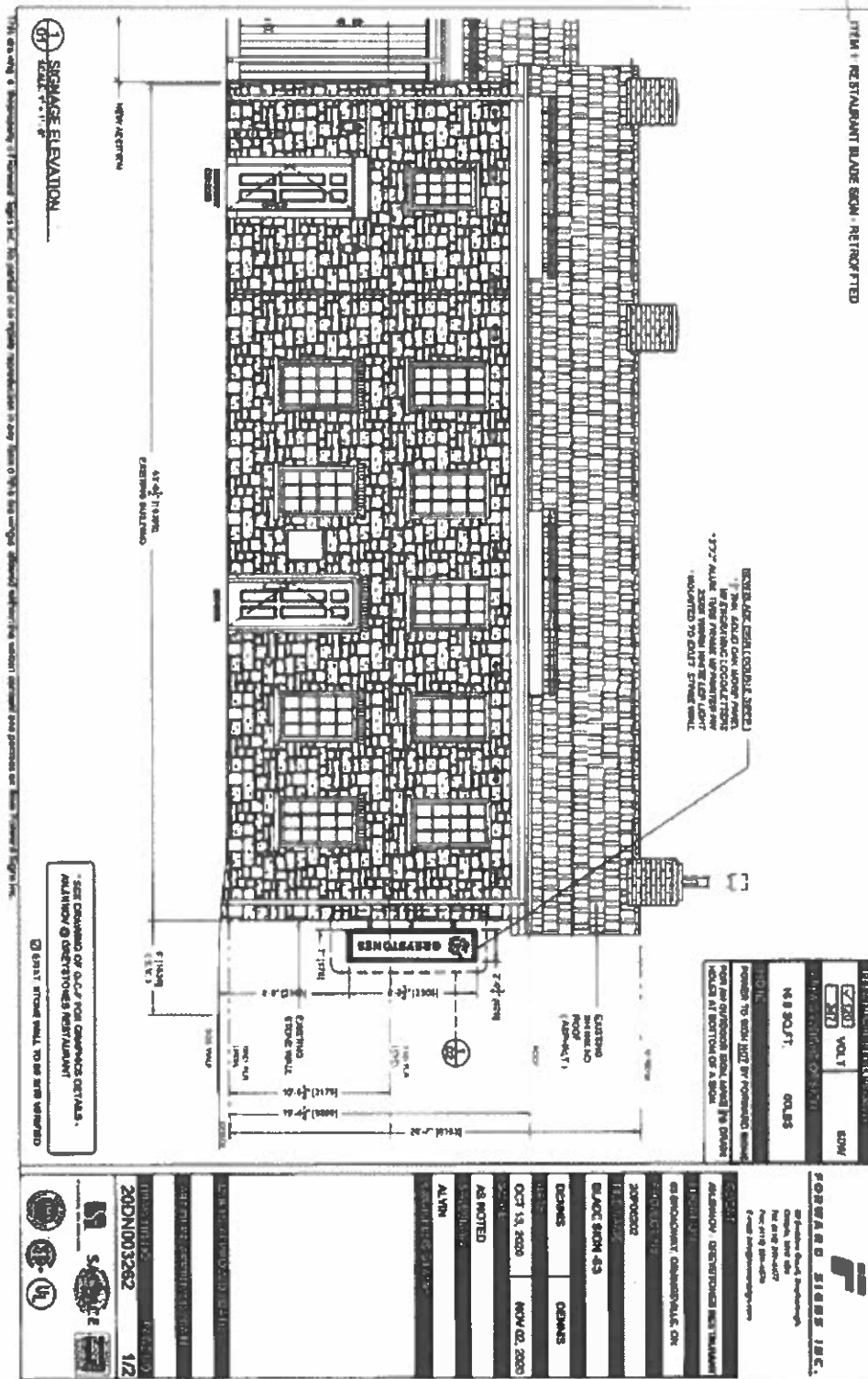
Attachment(s):

1. Sign Drawings
2. Side Elevation

ATTACHMENT #1 – PROPOSED SIGN



ATTACHMENT #2 – SIDE ELEVATION



**Subject: Proposed Tow Truck Licensing By-law Dufferin County -
- Local Municipalities**

Department: Corporate Services

Division: Clerks

Report #: CPS-2021-004

Meeting Date: 2021-01-11

Recommendations

That Report CPS-2021-004 regarding proposed Tow Truck Licensing By-law Dufferin County Local Municipalities be received; and

That the multi-level working group regarding the Towing Industry in Dufferin and the Dufferin County local municipalities be advised that the Town will develop a uniform Tow Truck Licensing By-law in accordance with the steps outlined in Report CPS-2021-004; and

That any municipality wishing to participate in Stage 1 of the development of a uniform Tow Truck Licensing By-law contribute \$1000; and

That during the development of a uniform Tow Truck Licensing By-law staff:

- **determine the costs of administering and enforcing the By-law;**
- **the licensing fees; and**
- **any other costs associated with the delivery of the program; and**

That upon the passing of a by-law Town staff provide the Dufferin County local municipalities with the opportunity to opt into having Orangeville administer the licensing and enforcement of the by-law on a cost recovery basis.

Background and Analysis

Dufferin OPP invited Town staff to attend a multi-level working group regarding the Towing Industry in Dufferin on August 25, 2020 to discuss the feasibility of implementing a uniform Tow Truck Licensing By-law throughout Dufferin County.

At the meeting interest was expressed by the other Dufferin County municipalities in having the Town of Orangeville develop, administer and enforce a uniform Tow Truck Licensing By-law.

Subsequently, the respective Councils of the local municipalities throughout Dufferin County, between August and November, passed the following:

“WHEREAS, Council for the (name of municipality) supports the development of a uniform Tow Truck Licensing By-law throughout the County of Dufferin that takes into consideration any recommendations of the provincial task force established to look at improving safety, consumer protections and industry standards of the Towing Industry;

AND WHEREAS, the Town of Orangeville has an established business licensing and enforcement program;

NOW THEREFORE the (name of the municipality) hereby requests the Town of Orangeville to work with Dufferin County municipalities in the development of a uniform Tow Truck Licensing By-law and to oversee the administration and enforcement of the By-law across the County upon its adoption.”

Staff recommend that the above request be dealt with in two stages, as estimating costs for administering and enforcing such by-law is difficult to quantify in the absence of a regulatory framework being defined, understanding the potential number of licensees, and the licensing fees.

Stage 1 – By-law Development

The following outlines the steps, estimated timelines, staff hours and costs* required to develop a by-law to licence and regulate Tow Trucks and Tow Truck Drivers:

Activity	Timeline	Hours	Costs
Research – review legislative authority, gather and review other municipal by-laws including by-laws in adjacent municipalities, monitoring the progress and recommendations of the provincial towing task force	February - March	35	\$2,300

Draft By-law and conduct internal review with applicable staff and stakeholders	March – May	60	\$4,000
Coordinate, prepare and engage stakeholders, presentation at Public Meeting (Joint meeting for all Stage 1 participants) and responding to public inquiries	June - July	35	\$2,300
Evaluate and consider stakeholder and public input and report to Council with proposed By-law. Upon passing By-law, obtain short form wording and set final approval.	August - September	35	\$2,300
		TOTAL	\$10,900

*developed on hourly wage and benefits of a By-law Enforcement Officer

Stage 2 – Licensing and Enforcement Program

During the development of the by-law, staff will determine the costs for implementing the licensing and enforcement program and the associated licensing fees.

The Dufferin County local municipalities can then determine if they want to opt into the program developed by the Town of Orangeville on a cost recovery basis.

Once the number of Stage 1 participants who would like to opt into Stage 2 has been determined, staff will assess and recommend (as part of Stage 2) the best approach for the delivery and coordination of a uniform program. e.g. local service agreements with delegated authority.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Strong Governance

Objective: Positive relationships with other governments, agencies and private sector and Financial Responsibility

Sustainable Neighbourhood Action Plan

Theme: Corporate and Fiscal

Strategy: Encourage and support collaboration to implement sustainability initiatives between municipal and community organizations, local Indigenous groups, conservation authority, colleges, and adjacent municipalities and the County

Notice Provisions

Not applicable.

Financial Impact

The estimated costs for developing a Tow Truck Licensing By-law is \$10,900. It is recommended that if any Dufferin County local municipality opts to have the Town of Orangeville develop a uniform by-law on their behalf that they contribute \$1000.00 towards the cost.

Respectfully submitted

Andrea McKinney
General Manager, Corporate Services

Prepared by

Karen Landry
Town Clerk, Corporate Services

Attachment(s): Not Applicable

Subject: Restaurant and Pet Shop Licences Extension

Department: Corporate Services

Division: Clerks

Report #: CPS-2021-005

Meeting Date: 2021-01-11

Recommendations

That report CPS-2021-005, Restaurant and Pet Shop Licences Extension, be received;

And that the expiry date for Restaurant and Pet Shop Licences issued in 2020 be extended to April 30th of 2021;

And that Council amend By-law 2004-117 and By-law 2005-095 to change the expiry date for Restaurant and Pet Shop Licences going forward.

Background and Analysis

In an effort to reduce the transmission of COVID-19, the Province of Ontario implemented a Provincewide Shutdown effective December 26, 2020. This changed the Town of Orangeville's restrictions from a Red-Control zone, which imposed restrictions without widescale business closures, to a more restrictive set of guidelines.

The new restrictions include but are not limited to:

- Prohibiting in-person shopping in most retail settings - curbside pickup and delivery to continue.
- Restricting indoor access to shopping malls - patrons may only go to a designated indoor pickup area (by appointment only), essential retail stores that are permitted to be open (e.g. pharmacy, grocery store), or, subject to physical distancing and face covering requirements, to the food court for takeout purchases.
- Prohibiting indoor and outdoor dining. Restaurants, bars and other food or drink establishments will be permitted to operate by take out, drive-through, and delivery only.

To provide relief to those businesses facing financial challenges as a result of the pandemic and the enhanced restrictions, the Clerk's division conducted a review of the business licences it issues that are mandatory to operate within the Town and recommend the following approach:

Restaurants Licences

1. That the validity of Restaurant Licences due to expire on January 30th of 2021 be extended to April 30th, 2021.
2. That Section 5.1 of By-law 2004-117, a by-law to license, regulate and govern eating establishments in the Town of Orangeville, be amended to read as follows:

5.1 Any licence issued under the provisions of this by-law shall be for the current year and shall expire on the 30th day of April following the year of issue or until said licence is revoked.

This amendment will change the validity period of restaurant licences from January 30th to April 30th going forward.

Pet Shops Licences

1. That the validity of Pet Shop Licences due to expire on January 31st of 2021 be extended to April 30th, 2021.
2. That Section 10.1 of By-law 2005-095, a by-law to License and Regulate Pet Shops in the Town of Orangeville, be amended to read as follows:

10.1 Licenses issued under the provisions of this by-law shall expire on the 30th day of April following the year of issue, unless otherwise expressed to be granted for a shorter period of time, or until said licence is revoked or suspended.

This amendment will change the validity period of restaurant licences from January 31st to April 30th going forward.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Strong Governance

Objective: Financial Responsibility

Notice Provisions

Not applicable

Financial Impact

The estimated financial impact is limited as the proposed approach does not waive licensing fees but rather defers them to a later date in 2021.

Respectfully submitted

Andrea McKinney
General Manager, Corporate Services

Reviewed by

Karen Landry
Town Clerk, Corporate Services

Prepared by

Carolina Khan
Deputy Clerk, Corporate Services

Subject: Grey County Transit Agreement

Department: Infrastructure Services

Division: Transportation

Report #: INS-2021-001

Meeting Date: 2021-01-11

Recommendations

That report INS-2021-001, Grey County Transit Agreement be received,

And that the By-law included as attachment No. 1 to this report be enacted to authorize the Mayor and Clerk to sign an agreement with The Corporation of the County of Grey for the establishment of public transit bus stops including all appending schedules.

By-laws:

And that a By-law authorizing the Mayor and Clerk to sign an agreement with the Corporation of the County of Grey, be read a first, second and third time and finally passed.

Background

The County of Grey has recently launched a community transportation system known as Grey Transportation Service (GTR). Operation of the GTR began on September 14, 2020. GTR offers four regional routes, one being along Highway 10 from Owen Sound to Orangeville. Transit service is available five days a week, Monday to Friday. GTR is planned to run until the end of March 2023 at which point Grey County will re-evaluate the transportation service.

Analysis

GTR is currently operating a transit service along Highway No. 10 from Owen Sound to Orangeville, five days a week Monday to Friday. Buses are scheduled to depart from Owen Sound at appropriate times to ensure riders arrive on time for employment in Grey Highlands, Dundalk, Shelburne and Orangeville and to also interconnect with Orangeville Transit and GO-Metrolinx. The schedule provides for two trips in the morning and two trips in the afternoon.

To facilitate operations and to make appropriate interconnections it is planned that the GTR make stops which coincide with two of Orangeville Transit system's bus stops. Accordingly, GTR plans to stop at the Fourth Street transfer terminal (Stop #1) and at the Orangeville Mall- Metro bus stop (Stop #89). As such the County wishes to establish a public transit bus stop and erect signage at each of these two locations.

Staff have reviewed the locations and schedules proposed by GTR. Staff are unaware of any encumbrances that would prevent the use of these two locations by the GTR for bus stops and/or which would cause impacts to Orangeville Transit's current operations.

By signing the Grey County Transit Agreement, the Town agrees to permit the establishment of two public transit bus stops with signage, one at Fourth Street and the other at the Orangeville Mall – Metro, Hansen Boulevard stop. The Town also agrees to maintain the stops in accordance with established and current service level standards. Throughout the term of the agreement GTR shall reimburse the Town of Orangeville for expenses related to maintenance, including the removal of snow .

Either party given appropriate notice can terminate the Agreement upon which all erected signage and access to the transit stop premises shall cease. The County is to obtain and keep in force and effect during the term of the Agreement municipal general liability insurance to indemnify the Town, a copy of which is to be provided to the Town.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Sustainable Infrastructure

Objective: Provide systems that keep people moving

Sustainable Neighbourhood Action Plan

Theme: Transportation System

Strategy: Promote more sustainable and efficient transportation options

Financial Impact

There are no adverse financial impacts associated with this report.

Respectfully submitted

Reviewed by

Douglas G. Jones, P. Eng.,
General Manager,
Infrastructure Services

R. John Lackey, P. Eng.,
Manager,
Transportation & Development

:

Attachment(s): 1. By-law
 2. Bus Stop Agreement

BUS STOP AGREEMENT

THIS AGREEMENT made this 14th day of September, 2020 (the “Effective Date”)

BETWEEN:

The Corporation of the Town of Orangeville
(Hereinafter called the “Owner”)

-and-

The Corporation of the County of Grey
(Hereinafter called the “County”)

(Collectively hereinafter referred to as the “Parties” and each being a “Party”)

WHEREAS the Owner is the registered owner of the land legally described as BLK 270, PL 314; HANSEN BLVD, PL 314 LYING E OF A LINE EXTENDING FROM ELY ANGLE LT 97 TO WLY ANGLE LT 8 ; PT LT 3, CON 2 WHS PTS 1, 2, 4 & 7, 7R2432; S/T MF38910 & MF144743; in the Town of Orangeville in the County of Dufferin, being PIN 34033-0241 (hereinafter called the “Properties”);

AND WHEREAS the Owner is the registered owner of the land legally described as FOURTH ST, ESTABLISHED BY MF725, LYING BTN SECOND AV AND BROADWAY; PT FOURTH ST, AS CLOSED BY OR8809, PT FIRST AV, AS CLOSED BY MF142542, PL 159, PT LTS 12 & 24, BLK 3, PL 159 AND PT LANE BTN LTS 12 & 24, AS CLOSED BY OR16113, BLK 3, PL 159, PT LTS 9 & 18, BLK 6, PL 159 & PT LANE BTN LTS 9 & 18, BLK 6, PL 159, PTS 1, 3 TO 8, 7R913 & PTS 1 & 2, 7R2448; in the Town of Orangeville in the County of Dufferin being PIN 34021-0062 (hereinafter called the “Properties”);

AND WHEREAS the County received funding through the Community Transportation Grant Program established by Her Majesty the Queen in right of Ontario as represented by the Minister of Transportation for the Province of Ontario for the purpose of operating a Community Transportation Program that provides public transportation across the County of Grey;

AND WHEREAS the County desires to establish a public transit bus stop and erect signage on the Properties;

AND WHEREAS the Owner acknowledges the potential for an increase of pedestrian and vehicle traffic on the Properties as a result of the public transit bus stop;

NOW THEREFORE in consideration of the mutual covenants and agreements herein and subject to the terms and conditions set out in this Agreement and other good and valuable consideration (the receipt and sufficiency of which is hereby acknowledged) the Parties agree as follows:

DEFINITIONS

1. Access Route

The path that the GTR vehicle will follow when entering and exiting the Owner’s Premises

2. Agreement

The agreement between the Owner and the County for provision of a Bus Stop, including all appending schedules.

3. County

The Corporation of the County of Grey

4. Owner

The Corporation of the Town of Orangeville

5. Premises

The land in which the bus stop will be established.

6. Term

The length of time this Contract is in force, from its initial start date upon execution, to its sate of termination or expiration.

ADMINISTRATIVE MATTERS

1. The terms defined in the recitals above have the same meaning as if repeated here.
2. This Agreement shall be for a term commencing on the Effective Date and ending on March 31, 2023 (the "Term").
3. The Owner shall permit and grant the County the right to establish a public transit bus stop and erect signage on a portion of the Properties as described in the attached Schedule 'A', and hereinafter referred to as the "Premises".
4. The County, its officers, employees, agents, contractors, and lawful assigns shall have a right of access to the Properties to access the Premises at reasonable hours (except in the event of emergency, in which event no notice shall be required). Such access shall include access by vehicles and equipment suitable for providing transportation of passengers, providing for the pick-up and drop-off of passengers, and for the erection, maintenance, and removal of the sign structure, [such access to be only via such area indicated as the "Access Route" on Schedule "A" unless with prior authorization of the Owner].
5. The Owner acknowledges that as a result of the establishment of a public transit bus stop and signage at the Premises members of public may be present on the Properties waiting for the bus, and the bus will make regular stops at the Premise on the Properties for the pick-up and drop-off passengers.
6. The Owner agrees to maintain the premises in accordance with established and current Town of Orangeville service level standards. The Owner agrees to reasonably remove snow, debris, vegetation, and other obstructions necessary for ongoing access to the Premises throughout the Term of the Agreement by the County as described within section 4 of this Agreement. The County agrees to pay expenses related to the removal of snow and vegetation at the Fourth & Broadway stop; Grey County shall pay no more than \$50 per week for winter maintenance between December 1 and March 31, for a total annual price of approximately \$900.
7. The Owner agrees to maintain the Premises throughout the Term of the Agreement, in accordance with the current Town of Orangeville maintenance standards, ensuring safe conditions for access by the public as acknowledged in section 5 of this Agreement.
8. The Owner acknowledges that the County will advertise the location of the bus stop on the Properties, as per Schedule B.

9. Either Party may terminate this Agreement at any time upon giving not less than sixty (60) days' written notice of termination to the other Party.
10. The County shall, upon termination of this Agreement, remove any erected signage and cease access to the Premises.
11. The Owner acknowledges that it can access current information regarding transit schedules and other relevant information on the Grey County website: grey.ca/gtr. The County acknowledges that it is responsible for keeping this information current. Due to operational issues, the County is unable to provide information on scheduled times when GTR vehicles will be present at the Premises to embark and disembark passengers. Current information on stop times, if required, can be accessed from grey.ca/gtr.
12. The Owner agrees to indemnify and hold harmless the County from all actions, suits, causes of action, liabilities, expenses, claims and demands, as at or subsequent to the date of this Agreement, arising from its intentional, negligent, or otherwise improper care of the Premises or Properties and its appurtenances by the Owner, its employees, agents, or contractors.
13. The County agrees to indemnify and hold harmless the Owner from all actions, causes of action, liabilities, expenses, claims and demands, as at or subsequent to the date of this Agreement, arising from its intentional, negligent, or otherwise improper care of the Premises, its appurtenances, and such routes used to access them, by the County, its employees, agents, or contractors.
14. The County agrees, at its own expense to obtain and keep in force and effect, during the Term of this Agreement, Municipal General Liability insurance with a limit of not less than \$5,000,000 (five million dollars) per occurrence. The County agrees to provide the Owner with proof of coverage as requested.
15. Where there is more than one person constituting the Owner in this Agreement, all rights, benefits, responsibilities and liabilities of the Owner hereunder shall be joint and several among them.
16. Any notices required must be in writing and delivered to the following addresses.

For the County:
County Clerk
County of Grey Administration Building
595 9th Ave E
Owen Sound, ON N4K 3E3
Fax Number: 519-376-8998
Email: countyclerk@grey.ca

For the Owner:
Ms. Karen Landry, Clerk
Town of Orangeville
87 Broadway
Orangeville, ON L9W 1K1
Fax: 519-941-9569
Email: klandry@orangeville.ca

If delivered in person, it will need to be between 9:00 AM and 4:30 PM, Monday to Friday excluding statutory holidays or other business closure periods. Hand delivered notices will be considered received on the business day of delivery.

Notices sent by mail will be deemed to be received on the fifth day after mailed unless mail service is disrupted. Notices delivered by fax or e-mail will be deemed to be received on the next business day after the fax or e-mail is electronically confirmed as received.

17. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original and all of which, taken together shall constitute one and the same instrument.
18. No amendment, modification, or waiver of this Agreement shall be binding unless executed in writing by the Parties.
19. Each of the clauses in this Agreement is distinct and severable. A declaration of invalidity or unenforceability of any clause will not affect the validity or enforceability of the other clauses in this Agreement.
20. Neither Party may assign all or any part of this Agreement without the written approval of the other Party. This Agreement benefits and binds the Parties and their respective successors and permitted assigns.

The County and the Owner, intending to be legally bound, have executed this Agreement on the date first written above.

The Corporation of the County of Grey

Paul McQueen, Warden

Date

Heather Morrison, Clerk

Date

We, together, have Authority to Bind the County

The Corporation of the Town of Orangeville

Sandy Brown, Mayor

Date

Karen Landry, Clerk

Date

We Have the Authority To Bind the Owner

Schedule "A"

Bus Stop Sign Location Orangeville Mall:



Detail of Sign Location:



Bus Stop Sign Location 4th Street Orangeville:

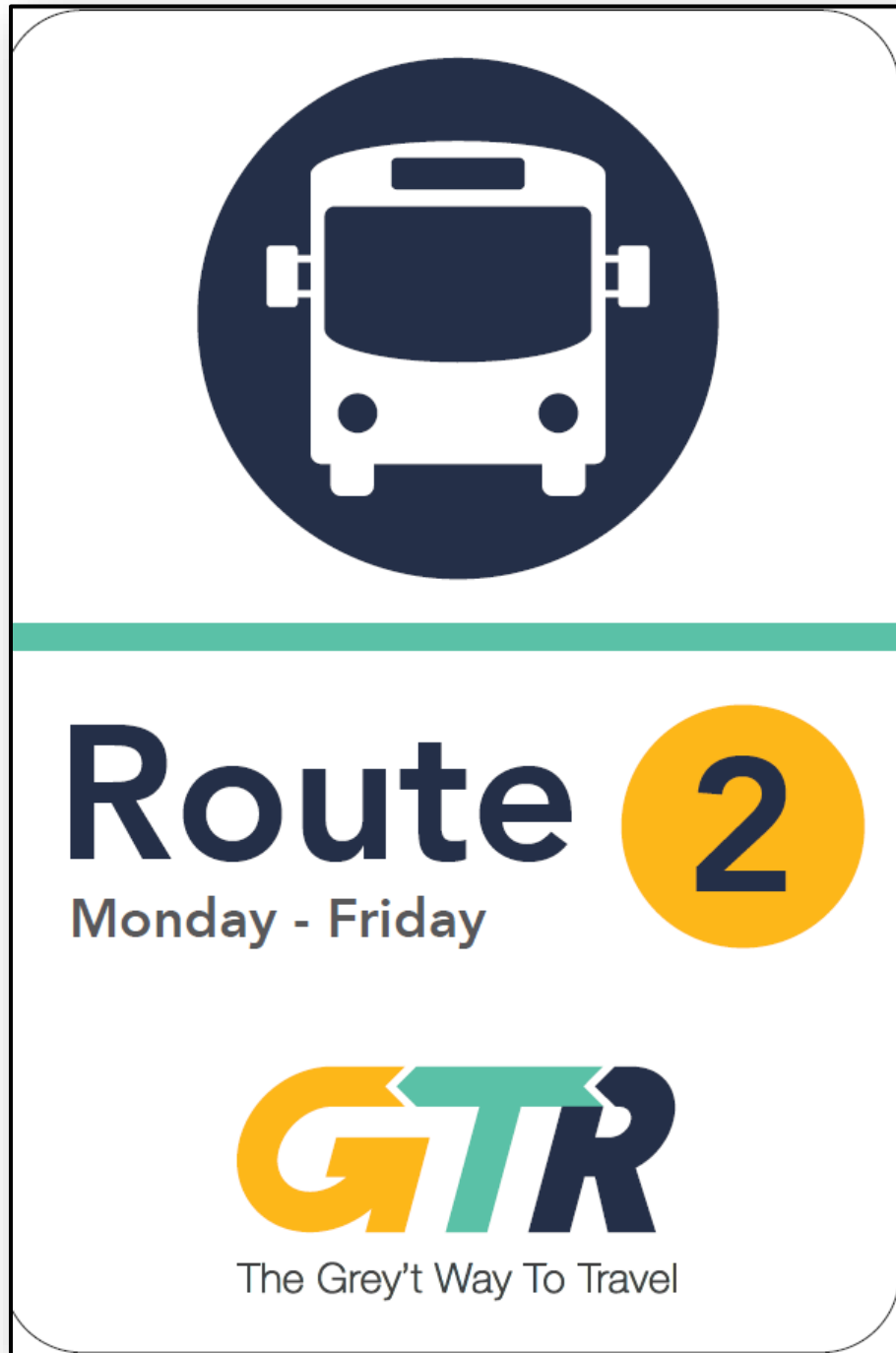


Bus Stop Sign Location 4th Street Orangeville:



Schedule "B"

Signs are 12" by 18" Aluminum Signs



Subject: Cachet Developments (Orangeville) Inc., Non-decision
Appeal of Applications, OPZ 3-19

Department: Infrastructure Services

Division: Planning

Report #: INS-2021-004

Meeting Date: 2021-01-11

Recommendations

That report INS-2021-004, Cachet Developments (Orangeville) Inc., Non-decision Appeal of Applications, OPZ 3-19, be received;

And that staff and the Town's legal counsel be directed to attend any Local Planning Appeal Tribunal (LPAT) Pre-Hearing and/or Case Management Conference(s) convened for the appeals filed by Transmetro Limited c/o Cachet Developments (Orangeville) Inc. for their applications to amend the Town's Official Plan and Zoning By-law, based on a decision not being made within the timeframes prescribed by the Planning Act;

And that staff and legal counsel report back to Council as necessary, with respect to any update(s) concerning the status of these appeals.

Background and Analysis

1. Site Location and Context

On March 29, 2019, Cachet Developments (Orangeville) Inc. submitted applications on behalf of Transmetro Limited, to amend the Town's Official Plan ("OP") and Zoning By-law. The lands that are subject to these applications consist of two irregularly-shaped parcels situated on opposite sides of Gibson Court, located on the northwest side of Hansen Boulevard, east of Veteran's Way and north of Parkinson Crescent. The subject properties are described as Blocks 94 and 98 of Registered Plan 7M-70, being a broader subdivision plan approved and registered in 2016. The subject lands are presently vacant and have a combined lot area of approximately 3.1 hectares (7.67 acres), with approximately 414 metres of frontage along Hansen Boulevard. A location map of the subject lands is included in Attachment 1.

2. Proposed Development

The Official Plan and Zoning By-law amendment applications were submitted to permit a development proposal featuring four six-storey buildings containing a combined total of 383 apartment dwelling units. Ground-level commercial units with a combined floor area of approximately 2,215 square-metres (23,842 square-feet) would be located within two of the buildings closest to the Gibson Court/Parkinson Crescent and Hansen Boulevard intersection. A total of 594 parking spaces would be provided through a combination of surface parking areas to the rear of the buildings and within one level of underground parking.

The subject lands are designated as “Employment Area”, within the “Veterans’ Way South Community Policy Area” (the “Veteran’s Way Policy Area” or “Policy Area”) in the Town’s OP. Consistent with the OP land use designation, the lands are zoned “General Industrial (M1)” in the Town’s Zoning By-law.

A range of traditional employment uses, industrial uses and limited commercial uses such as restaurants and accessory office and retail uses, are permitted “as-of-right” by the Official Plan and Zoning By-law land use framework for the subject lands. The Veteran’s Way Policy Area contemplates additional limited “commercially-oriented” uses in the Employment Area designations within this policy area, but such uses are subject to certain policy restrictions and may only proceed if enabled through a Zoning By-law amendment approval process. The Policy Area framework also encourages residential uses above any such commercial uses, which would also only be permitted to proceed through the approval of a Zoning By-law amendment application.

The proposed development does not conform to the Official Plan and Zoning By-law framework applicable to the site. Therefore, the Official Plan amendment proposes to add a site-specific policy to permit this specific development proposal. The Zoning By-law amendment application similarly proposes to re-zone the subject lands to include a site-specific Special Provision to permit a range of uses and zone standards reflective of the development proposal.

3. Consultation

Upon the applications being deemed as a complete submission in July 2019, the submission materials were circulated to pertinent internal Town Divisions and external public agencies for review and comment. A public meeting was held on January 27, 2020 and a staff report (Report No. IS-PL-2020-003) was prepared for this meeting to provide more detailed information about the proposed development and applicable planning policy framework, as well as comments received from agencies and Town Divisions. Several residents participated in the public meeting and raised a number of questions and concerns about potential impacts of the proposed development related to: traffic; land use compatibility with respect to increased density and building design; environmental protection; and financial aspects concerning property values and property tax contributions.

The agency and Town division circulation review generated technical comments requiring additional information and/or clarification from the applicant regarding their submission studies. In addition, the Planning Division identified concerns with the applications constituting a re-designation or “conversion” of lands within an employment area to specifically permit non-employment uses. Further information and analysis were requested to address provincial (i.e. Provincial Policy Statement (PPS) and Growth Plan), County and Town Official Plan policies concerning conversions of employment lands to non-employment uses. These policies collectively stipulate requirements for conversions of employment lands (i.e. lands within an employment area) to be considered only through the completion of a municipal comprehensive review (MCR). Provincial policies require that the MCR process be administered by a single/upper-tier municipality. Recent amendments to the Growth Plan and PPS now allow for an employment conversion to be considered in advance of an MCR provided that specific criteria are met with respect to the proposed conversion.

The County of Dufferin is currently undertaking an MCR of its Official Plan to bring it into conformity with recent amendments to the province’s Growth Plan and PPS. The amendments to the Growth Plan particularly include population and employment growth projections for upper and single-tier municipalities to 2051 and requirements for employment areas to be designated in upper/single-tier municipal Official Plans. Currently, the County Official Plan (County OP) does not identify employment areas, as is this requirement was not in place when the County OP was prepared in 2015. Instead, municipal OP’s identify and designate employment areas at the municipal level. Because the County MCR work is ongoing, which will provide updated employment and population growth direction for municipalities to 2051 and will designate all employment areas throughout the County, the County is discouraging municipalities from making any immediate decisions with respect to employment land conversions until the MCR is complete.

In response to the consultation comments described above, addendum submission documentation was received July 14, 2020 for further review and comment. The response submission materials provided further planning rationale in support of the proposed development and the development proposal has remained unchanged. The review of the submission materials and discussions with the applicant remain ongoing, in an effort to determine a satisfactory resolution to the outstanding planning concerns with the applications.

4. Appeal

On August 28, 2020, the applicant filed a notice to the Town for their submission of an appeal to the Local Planning Appeal Tribunal (LPAT) with respect to their applications. This appeal was submitted based on a failure of the Town to make a decision on the Official Plan and Zoning By-law amendment applications within the statutory timelines prescribed by subsections 22(7) and 34(11) of the Planning Act (being 120-days for official plan amendments and 90-days for zoning by-law amendments).

A Case Management Conference (CMC) has been scheduled for Wednesday February 3, 2021 with respect to this appeal. The purpose of the CMC is to address preliminary procedural matters, which generally include:

1. **Identification of Parties in the appeal:** “Parties” are those who are involved through the entire duration of the appeal adjudication process and have the ability to present evidence, question evidence and testimony of other parties and participate in the determination of any issues to be addressed through the appeal;
2. **Identification of Participants:** “Participants” are those who do not wish to have the same level of involvement as a Party in the appeal, but may wish to attend a hearing and make a verbal or written submission to the Tribunal concerning their interest in the matter;
3. **Identification of Issues** to be addressed through the appeal adjudication process;
4. **Determine the possibility of settlement and/or mediation** of any or all of the issues of the appeal;
5. **Other procedural matters:** including a potential start date and duration of a hearing, further scheduling of subsequent CMC’s and/or pre-hearing events, directions for determining the extent of expert witnesses and coordinating their submissions of evidence, etc.

Staff is proposing to attend the CMC with the Town’s legal counsel to represent the municipality in this appeal. As part of the LPAT process to reach a final determination and decision on the appeal, there may be opportunities for mediation and/or a future settlement. Going forward, Council will be kept apprised of any significant progression of this appeal process and will have further opportunity to provide direction to staff and counsel as necessary.

Strategic Alignment

Orangeville Forward – Strategic Plan

Priority Area: Sustainable Infrastructure

Objective: Plan for Growth

Sustainable Neighbourhood Action Plan

Theme: Land Use and Planning

Strategy: Co-ordinate land use and infrastructure planning to promote healthy, liveable and safe communities.

Notice Provisions

The Notification requirements of the Planning Act have been satisfied for these applications as follows:

1. A Notice of Applications was issued on July 18, 2019 via:
 - i. circulation to all property owners within 120 metres of the subject property;
 - ii. advertisement in the Orangeville Citizen newspaper
 - iii. publishing on the Town website; and
 - iv. posting of notice signs along the Hansen Boulevard road frontages of the subject properties.
2. A Notice of the January 27, 2020 public meeting was issued on January 2, 2020 in the same manner as described above.

Notification for the February 3, 2021 CMC must be issued by the appellant pursuant to the direction and requirements given by the Tribunal. On December 16, 2020 this Notice was issued by the appellant in accordance with this direction to:

- i. all required public agencies;
- ii. all landowners within 120 metres of the subject lands; and
- iii. any individual who has submitted a request to the Town to be notified or kept apprised of any future Council decision or consideration of the applications.

Financial Impact

There are financial impacts anticipated, with respect to the Town's legal counsel representation and attendance at the upcoming Case Management Conference and their role in providing legal support for the Town in this appeal matter.

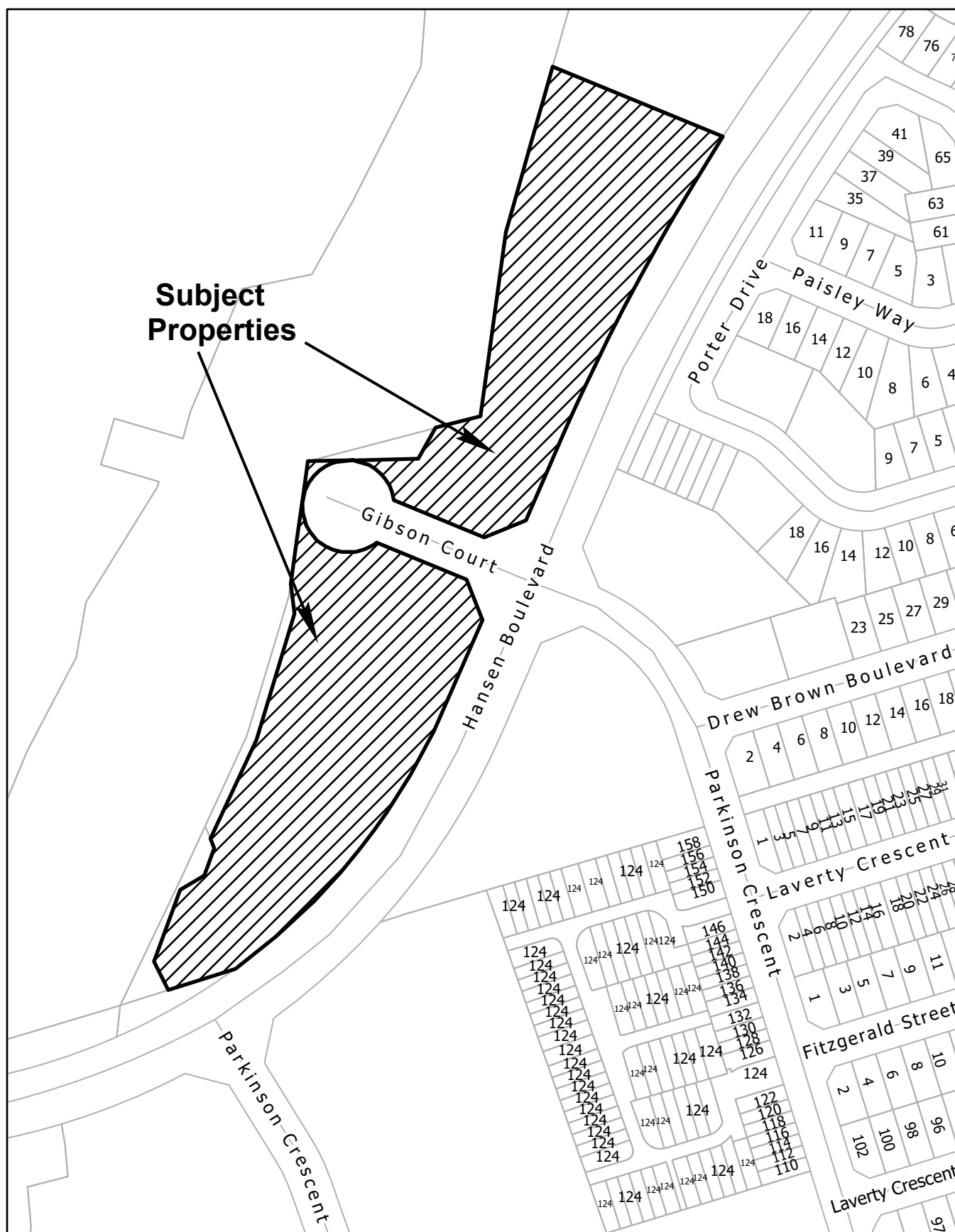
Respectfully submitted

Douglas G. Jones, M.E.Sc., P.Eng.
General Manager, Infrastructure Services

Prepared by

Brandon Ward, MCIP, RPP
Manager of Planning, Infrastructure Services

Attachment: 1. Location Map



December 16, 2020

Premier Ford
Office of the Premier
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Hon. John Yakabuski
Ministry of Natural Resources & Forestry
Whitney Block
Suite 6630, 6th Floor
99 Wellesley St. W
Toronto ON M7A 1W3

Dear Premier Ford & Honourable Yakabuski:

At its meeting held on December 10, 2020, Dufferin County Council discussed the proposed changes to the Conservation Authorities Act through Bill 229.

We as a Council and community are extremely concerned that *Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 – Conservation Authorities Act* introduces a number of changes and new sections that could remove and/or significantly hinder the conservation authorities' role in regulating development, permit appeal process and engaging in review and appeal of planning applications. **In our opinion, the purpose and intent of this Bill is simply wrong, and does not move things in a correct direction.** To be clear, Dufferin County relies on the expertise of the local conservation authorities to protect residents, property and local natural resources on a watershed basis by regulating development and engaging in reviews of applications submitted under the Planning Act.

Equally of significant concern to us, these proposed changes will impact Ontario's ability to adapt to and mitigate the effects of climate change by undermining the work of conservation authorities to keep development out of high risk areas and protect natural infrastructure.

The County of Dufferin is imploring the Province to:

- Work with conservation authorities to address their concerns, and remove Schedule 6 from Bill 229 entirely. Period.
- Delay any enactment of clauses that affect municipal interests, which Bill 229 certainly does.
- Provide a longer transition period up to December 2022 for non-mandatory programs to enable coordination of conservation authority-municipal budget processes.
- Respect the current conservation authority/municipal relationships, embrace their long-standing partnership with the conservation authorities and provide them with the tools and financial resources they need to effectively implement their watershed management role.

I trust that the County of Dufferin's opinion of and response to proposed changes through Bill 229 are clear. I am available to discuss this further at your convenience.

Sincerely,



Darren White
Warden

Cc Hon. Jeff Yurek, Minister of the Environment, Conservation and Parks
Hon. Steve Clark, Minister of Municipal Affairs and Housing
Sylvia Jones, MPP
Dufferin Clerks



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

December 1, 2020

Mayor Sandy Brown
87 Broadway,
Orangeville ON L9W 1K1

**RE: Acknowledgement and congratulations to community and partners engaged
in the Toward Parity Demonstration Project Initiative**

Dear Mayor Sandy Brown,

It is my pleasure to send, on behalf of FCM, our congratulations to the Town of Orangeville and your implementing partner the Canadian Federation of University Women- Orangeville for the excellent effort on the Toward Parity Demonstration Project.

Your community was one of only 20 successful projects from across Canada to receive the grant funding from FCM's Toward Parity in Municipal Politics Project. Your proposal was reviewed and approved by a panel of FCM board members and independent staff.

Despite the ambitious goal of the project, the small size of the grant, the arrival of the COVID pandemic, physical distancing requirements and the increase demand on communities and women's groups during this crisis, you rose to the challenge. You implemented a suite of activities including Better on the Ballot, pop-up virtual Campaign School and Persons day events , among others with tremendous success. Everyone involved should be proud of the work accomplished in extremely difficult times. A short highlight of your leadership in the area of increasing women's participation in municipal politics has been added to the Toward Parity Knowledge Hub, so that other communities can learn and benefit from your efforts.

Your creativity, perseverance and commitment to the project and its goals have been exemplary. Your project demonstrated local solutions to complex issues, delivered on the promises and showcased the leadership of the Town of Orangeville and CFUW-O.

The entire FCM team thanks you. Congratulations to all involved in Orangeville Toward Parity initiative.

Sincerely,

Garth Frizzell
FCM President

cc. Town of Orangeville Corporate Services
CFUW- O

Funded by the
Government
of Canada

Financé par le
gouvernement
du Canada

Canada



Electronic Participation

The Corporation of the Town of Orangeville
Chair and Committee Secretary participated remotely

Minutes of an Electronic Meeting Of the Business and Economic Development Advisory Committee Held on Tuesday, September 22, 2020 at 8:30 a.m.

Please note that all attendees participated electronically.

Members Present

Councillor Joe Andrews, Chair
Pete Renshaw, Vice Chair
Diana Morris, Dufferin Board of Trade
Shokheen Singh, Orangeville BIA
Wendy Edwards, Public Member
Paul Cervený, Public Member

Regrets

Linda Horne, Orangeville Real Estate Board
Buddy Pitt, Greater Dufferin Home Builders' Association

Staff

Ruth Phillips, Staff Liaison, Economic Development & Culture
Katrina Lemire, Economic Development & Culture

Guests

Rob Koekkoek, Orangeville Hydro
Terrilyn Kunopaski, Bannikin Travel and Tourism

1 Call to Order

Councillor Andrews called the meeting to order at 8:36 a.m.

Councillor Andrews advised that due to efforts to contain the spread of COVID-19, the Business and Economic Development Advisory Committee (BEDAC) will continue to meet electronically until further notice.

Councillor Andrews asked if any public comments had been received prior to the meeting by the recording secretary. None were received.

Councillor Andrews asked all committee members in attendance to identify themselves for the virtual meeting. Councillor Andrews welcomed guests Rob Koekkoek and Terrilyn Kunopaski and introduced new BEDAC member Paul Cervený.

2 Disclosures of (Direct or Indirect) Pecuniary Interest

None.

3 Agenda

Recommendation 2020-005

Moved by Shokheen Signh.

That the agenda for the September 22, 2020 BEDAC meeting be approved.

Carried.

4 Adoption of Minutes of Previous Meeting

Recommendation 2020-006

Moved by Diana Morris.

That the minutes for the June 23, 2020 BEDAC meeting be approved.

Carried.

5 Delegation and Presentation

Councillor Andrews welcomed Terrilyn Kunopaski, Director and Trade Development, Bannikin Travel and Tourism, who presented a progress report on the Town of Orangeville Tourism Strategy and Action Plan (TSAP) currently under development.

Terrilyn Kunopaski described the three phase process that began in May 2020 with extensive background research. She said that the TSAP was being developed concurrently with a tourism plan for Dufferin County to eliminate duplication of efforts and enhance success through collaboration.

She said the second phase of the process had focused on engagement with community members and stakeholders through interviews, surveys and a public information session.

Terrilyn Kunopaski identified the major themes that had surfaced under four strategic areas - Organizational/structural development; Product, infrastructure and investments; Regional/environmental; and Destination development. She presented the strengths, weaknesses, opportunities, and threats (SWOT) for each theme area, identified a proposed vision for the future, and defined potential target markets for tourism in Orangeville.

She said the final draft of the strategy and action plan would include priorities, timelines and specific actions for implementation and indicated that the Strategy was expected to be completed for presentation to Council in January.

Terrilyn Kunopaski said additional human resources and the development of a tourism brand would be key initial recommendations of the plan. She described branding as the process of building awareness of the community before visitors come, and advised that branding would enhance Orangeville as a destination, establish expectations of visitors and provide consistent messaging to target markets.

Shokheen Singh said Orangeville has many undiscovered tourism gems which she was not aware of when she was new to town. She asked if the TSAP would engage other municipalities in the GTA to lead visitors to this area.

Ruth Phillips said the Economic Development office had adopted an aggressive marketing campaign to support visitation to the community through the pandemic and outlined efforts to date, including promotion of the community to local and GTA area day trippers.

Paul Cervený asked about strategies for reaching out to travellers passing by Orangeville on their way somewhere else versus travellers to Orangeville as their targeted destination. He inquired whether stats were available to differentiate those two markets. Terrilyn Kunopaski said that there were some statistics available and that she would include them within the final report.

Diana Morris inquired about future hotel development and whether accommodation taxes would be examined. Ruth Phillips replied that there is interest from a hotel chain to develop in Orangeville and that they own the land required to develop, but that they did not have immediate development intentions. She advised that an accommodation tax had been considered several years ago through Headwaters Tourism but that the required buy-in at a regional level had not been obtained. She advised that the introduction of additional tourism taxes was not a goal of the office at the current time given the existing and anticipated recovery climate and due to the negative publicity that tourism related taxes have generated in other communities.

6 Covid Recovery Update

Ruth Phillips advised that a recent movie shoot in the downtown, Ice Wine Christmas, had provided economic benefits to local merchants and the BIA. In addition to leasing storefronts and a downtown parking lot, approximately 40 cast and crew stayed locally for approximately one week, shopping and dining at Orangeville venues.

She said that the office was successful in an application for funding to deliver a second Digital Main Street program to support local entrepreneurs in the digitalization of their businesses. One staff person was hired on contract until February 28, 2021.

Ruth Phillips indicated that the Town launched a new website in September. She said that the division's business and tourism websites were now integrated into the Town's main site but that the pre-existing addresses orangevillebusiness.ca and orangevilletourism.ca would continue to be used. She advised that these significant components of the Orangeville site will continue to be managed by the Economic Development and Culture division and that as new tourism branding is developed, it will be integrated to the tourism section.

She said the office had adapted to online delivery of workshops and for the first time, the Economic Outlook Breakfast would be presented virtually on October 27. Ruth Phillips invited BEDAC members to attend, and stated that registrations would include a voucher to use at one of four local coffee shops in lieu of the traditional breakfast provided at this event.

Ruth Phillips said that Council had approved the Terms of Reference for BEDAC at its July meeting.

She thanked members who were able to assist the office with the completion of forty-one business recovery surveys between mid-August and mid-September. She provided a summary of the preliminary results and said that a full report would be made to Council in October.

Wendy Edwards commented that efforts to promote local needed to be extended to the service industry.

Ruth Phillips highlighted that implementation of the recovery plan had led to Council granting an extension and expansion of outdoor patios and display of merchandise until November 30 and that these adaptations to the by-laws had been well received by businesses.

Ruth Phillips advised of a virtual public meeting on September 22 with respect to design and development options for 82, 86-90 Broadway.

She said that a request to renew the Community Improvement Plan has been added to the capital budget for 2021 for consideration by Council.

7 Open Discussion

Diana Morris, Dufferin Board of Trade, said sixty “Open for Business” kits were distributed during their campaign and that photos of the faces behind the businesses were posted on social media. She said the Business Excellence Awards had been revised to a drive-in movie style celebration on October 21 at Rotary Park in Orangeville. Diana Morris said there were 50-60 nominees for the awards.

Wendy Edwards spoke on behalf of the real estate sector in Linda Horne’s absence. She said that the housing market was a seller’s market, with realtors handling multiple offers on deals going sometimes 17–18% over the asking price.

Shokheen Singh had no updates from the BIA.

Paul Cervený provided a manufacturer’s perspective. He commented that global supply is experiencing many challenges, but that there could be opportunities for local markets due to increased spending on home improvements instead of travel. He further commented that opportunities to funnel unspent income into the Broadway commerce area should not be overlooked.

Councillor Andrews said that there continued to be daily discussions regarding protocols in the education field. He indicated that communication improvements such as the Wightman investment in the Town were important for virtual learning and to keep students connected to their schools, teachers and peers.

8 Other Business

Rob Koekkoek, Orangeville Hydro, reminded members that the Province offers a small business emergency program to assist with utility bills. He said that he would forward the program details to Ruth Phillips. (This information was subsequently posted to the Town’s Business recovery page).

Rob Koekkoek said that off-peak rates for electricity would end on October 31 and that new options would be made available for customers to choose either time of use rates or tiered rates.

9 Date of next meeting

December 1, 2020

10 Adjournment

Recommendation 2020-007

Moved by Diana Morris

That the meeting adjourn at 10:15 a.m.

Carried.



Electronic Participation

The Corporation of the Town of Orangeville
Chair and Secretary-Treasurer participated remotely

Minutes of a meeting of the Committee of Adjustment Held on November 4, 2020 at 6:00 p.m.

Members Present

Hiedi Murray, Chair
Rita Baldassarra
Grant Bennington
Jason Bertrand
Alan Howe

Staff Present

Larysa Russell, Senior Planner
Carolina Khan, Secretary-Treasurer

Notice

The Chair, Hiedi Murray, advised of the continued closure of Town Hall and that Council Chambers is not available for the public to physically attend the Committee of Adjustment meeting. However, steps have been taken to facilitate public viewing and access.

1 Call to Order

The Chair called the meeting to order at 6:00 p.m.

2 Disclosures of (Direct or Indirect) Pecuniary Interest

None

3 Adoption of Minutes of Previous Meeting

Moved by Grant Bennington

Recommendation 2020-026

That the minutes of the following meeting are hereby approved:

- **October 7, 2020**

Carried.

4 Statutory Public Meeting

- 4.1** In the matter of an application by Ashley Drew for a minor variance to Zoning By-law 22-90, as amended, on property described as Part of Lot 16, Plan 99, municipally known as 39 Erindale Avenue, in the Town of Orangeville, in the County of Dufferin, under the provisions of Section 45 of the Planning Act, R.S.O. 1990, c. P.13, as amended. The subject property is zoned "Residential Third Density (R3) Zone". File No. A-13/20.

Explanatory Note:

The applicant is requesting a minor variance to reduce the minimum required number of parking spaces from three (3) to two (2) to accommodate a second dwelling unit.

4.1.1 A report from L. Russell, Senior Planner, Infrastructure Services, dated November 4, 2020

4.1.2 A report from J. Lackey, Manager, Transportation & Development dated October 16, 2020

4.1.3 Letter of Objection from Craig A. Campbell, Cardwell Street, Orangeville

The Chair asked if anyone wished to speak regarding the application – Ashley Drew noted that the subject property does not allow for a third parking spot, required for a legal basement, but the intent is to add one in the future.

Jason Bertrand inquired about availability of parking on the property and how a tenant would be able to park a car and was advised that the owner of the property would provide the tenant the parking spot on the driveway and that a parking pad would be added on the property if needed.

Rita Baldassarra inquired if the garage was readily available to have a car parked and noted that having too many cars parked on the road can be a safety risk and was advised that the garage will be prepared for parking a car.

Jason Bertrand further inquired about vehicle access in and out of the garage and was advised that the neighbouring driveway could be used and that a future parking pad would also assist in this regard.

The Committee requested that the Secretary-Treasurer contact Craig A. Campbell with respect to parking issues raised in the submitted correspondence

(Item 4.1.3) in order to inform him of the Committee's decision and advise that general parking concerns may also be raised with Council.

The Chair asked if anyone from the public wished to speak regarding the application – no comments made.

Recommendation 2020-027

Moved by Alan Howe

That the following reports and correspondence be received:

- A report from L. Russell, Senior Planner, Infrastructure Services, dated November 4, 2020**
- A report from J. Lackey, Manager, Transportation & Development, dated October 16, 2020**
- Letter of Objection from Craig A. Campbell, Cardwell Street, Orangeville**

And that the application by Ashley Drew for a minor variance to Zoning By-law 22-90, as amended, on property described as Part of Lot 16, Plan 99, municipally known as 39 Erindale Avenue, in the Town of Orangeville, in the County of Dufferin, under the provisions of Section 45 of the Planning Act, R.S.O. 1990, c. P.13, as amended, be received;

And that the request for a minor variance to reduce the minimum required number of parking spaces from three (3) to two (2) to accommodate a second dwelling unit, be approved.

**Carried.
Jason Bertrand (Dissenting)**

5 Items for Discussion

None

6 Correspondence

None

7 New Business

None

8 Date of Next Meeting

The next meeting is scheduled for December 2, 2020.

9 Adjournment

The meeting was adjourned at 6:20 p.m.



Electronic Participation

The Corporation of the Town of Orangeville
Chair and Committee Secretary participated remotely

Minutes of an Electronic Meeting of the Cultural Plan Task Force Held on Thursday, June 18, 2020 at 11:00 a.m.

Please note that all attendees participated electronically.

Members Present

Councillor Lisa Post
RaDeana Montgomery, Cultural Entrepreneur Representative
Donna Henderson, Dufferin Arts Council Representative
Alison Scheel, BIA Representative
Peter Ross, Blues and Jazz Representative
David Nairn, Theatre Orangeville Representative

Staff

Ruth Phillips, Staff Liaison, Economic Development & Culture
Betty Ann Lusk, Economic Development & Culture
Katrina Lemire, Economic Development & Culture

Councillor Post advised that due to efforts to contain the spread of COVID-19, the Cultural Plan Task Force (CPTF) will continue to meet electronically until further notice.

1 Call to Order

Councillor Post called the meeting to order at 11:08 a.m.

2 Disclosures of (Direct or Indirect) Pecuniary Interest

None

3 Agenda

Ruth Phillips requested that Other Business (item 8) be brought forward in the agenda during the open committee meeting.

Recommendation 2020-001

Moved by Ms. Donna Henderson

That the agenda for June 18, 2020 CPTF meeting be amended to move Item 8 - Other Business forward ahead of going into closed session, and that the agenda be approved as amended.

Carried.

4 Adoption of Minutes of Previous Meeting

Recommendation 2020-002

Moved by David Nairn

That the minutes for the September 18, 2019 CPTF meeting be approved.

Carried.

5 Other Business

Alison Scheel said the Farmers' Market opened with online ordering and curbside pickup earlier in the month. Alison Scheel said that 14 - 15 vendors participated, and that product was kept in their vehicles and could not be displayed. She said the market looked much different but that vendors were pleased with the business.

Raymond Osmond said that the Town is working on a protocol to address the lack of public washrooms at the market.

David Nairn told the committee that Theatre Orangeville is delivering classes and workshops online, and that it is still unknown when this industry will be allowed to resume business as usual. He said that Theatre Orangeville still has a core staff of 6 - 7 people who are looking at various scenarios of what live theatre will look like after COVID.

Ruth Phillips advised the committee that completion of a new Tourism Strategy and Action Plan had been launched in May. She said the consulting firm, Bannikin Travel & Tourism, will incorporate COVID-19 recovery measures as part of the framework for the Town's short-and long-term tourism development objectives. She said that community input would be gathered through in-depth interviews with stakeholders and that all are welcome to attend a virtual public meeting scheduled for July 7 at 7:00 p.m.

6 Arts and Culture Awards

Katrina Lemire provided an overview of the general criteria and timelines proposed to deliver the 2020 Arts and Culture Awards in consideration of the pandemic restrictions.

Katrina Lemire said that the award categories would remain the same as last year and that nominations would open for digital submissions on July 20th. She said

nominations would close on August 28th and then nominees would have until September 18 to provide any further information.

Katrina Lemire said Culture Days are being recognized from September 25 – October 25 this year. She said the Arts and Culture Award submissions would be judged by an external judging panel and announced via a virtual celebration on Thursday, October 22, 2020.

7 Closed Session

Recommendation 2020-003

Moved by David Nairn

That a closed meeting of the Committee be held pursuant to s. 239 (2) of the Municipal Act for the purposes of considering the following subject matters:

Confidential verbal report from Katrina Lemire regarding personal matters about an identifiable individual, including municipal or local board employees and information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them – Selection of Award Recipients.

Carried.

The CPTF convened into Closed session at 11:24 a.m.

Recommendation 2020-004

Moved by David Nairn

That CPTF convene into open session at 12:43 p.m.

Carried.

Recommendation 2020-005

Moved by David Nairn

That the confidential verbal report by Katrina Lemire regarding personal matters about an identifiable individual, including municipal or local board employees and information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them – Selection of Award Recipients be received; and

That staff proceed as directed.

Carried.

8 Date of next meeting

The next CPTF will be held at the call of the Chair.

9 Adjournment

Recommendation 2020-6

Moved by David Nairn

That the meeting adjourns at 12:45 p.m.

Carried.

Councillor Lisa Post,
Task Force Chair



Electronic Participation
The Corporation of the Town of Orangeville
Chair and Secretary participated remotely

**Minutes of a meeting of Heritage Orangeville
Held on November 18, 2020 at 7:00 p.m.**

Members Present

Councillor Debbie Sherwood (Chair)
Lynda Addy (at 7:40pm)
Linda Banks
Gary Sarazin
Martin Woodhouse

Regrets

Mark Hauck
Shokheen Singh

Staff Present

C. Khan, Deputy Clerk
B. Ward, Manager, Planning

Notice

The Chair, Councillor Debbie Sherwood, advised of the continued closure of Town Hall and that Council Chambers is not available for the public to physically attend the Heritage Orangeville meeting. However, steps have been taken to facilitate public viewing and access.

1 Call to Order

The Chair called the meeting to order at 7:00 p.m.

2 Disclosures of (Direct or Indirect) Pecuniary Interest

None

3 Adoption of Minutes of Previous Meeting

The Chair noted that the Heritage Orangeville Minutes for the October 21, 2020, under Item 5.3 needed to be amended to note that the mover of the related motion was Martin Woodhouse.

Recommendation 2020-024

Moved by Linda Banks

That the minutes of the following meetings are hereby approved, as amended:

- **Heritage Orangeville Committee – October 21, 2020**
- **Heritage Orangeville Committee – Special Meeting – November 5, 2020**

Carried

4 Presentations

None

5 Reports and Items for Discussion

5.1 Heritage Calendar

The Deputy Clerk advised that at its special meeting dated November 5, 2020, the committee approved the printing of 1,500 copies and that a final draft was to be sent to printers in the coming days.

5.2 Quarterly Newsletter

Lynda Addy presented a draft of the quarterly newsletter and the Committee was asked to review and forward any editorial comments to Lynda Addy directly.

Recommendation 2020-025

Moved by Lynda Addy

That the Committee approve \$129 printing costs for 500 copies and the additional related mailing costs for the December Heritage newsletter.

Carried

5.3 2021 Work Plan and Budget

The Committee reviewed the draft 2021 Work Plan and budget and made the following amendments:

- Heritage week: The Committee discussed alternate options for marking Heritage week, including a virtual event, posting banners in the downtown and/or town facilities. The Committee decided that Gary Sarazin will lead this initiative with the assistance of Martin Woodhouse and Lynda Addy. The committee allocated \$2,000 to this initiative.
- Photographic database of architecture in Orangeville: The Committee decided to carry this initiative into 2021 without a specific budget allocation.
- Quarterly Newsletter: The Committee decided to allocate \$2,000 to this initiative in 2021.
- Doors Open: The Committee decided to carry this initiative into 2021, to be discussed in the Fall of 2021, without a specific budget allocation.
- Heritage Education: The Committee discussed the potential lack of education opportunities in 2021, as a result of COVID-19. The Committee decided to merge all training and education initiatives for the 2021 Work Plan and carry the initiative into 2021 without a specific budget allocation. As opportunities arise, the Committee will consider the expense at that time.
- Heritage Calendar: The Committee allocated \$5,000 to this initiative in 2021.

Recommendation 2020-026

Moved by Martin Woodhouse

That the Heritage Orangeville Committee request a budget of \$10,000 for the initiatives listed on the 2021 Work Plan, as amended.

Carried

5.4 Memo from B. Ward, Manager of Planning – Site Plan Application: 59, 61 and 63 Broadway and 2 Third Street – SP 7/20

The Manager of Planning explained that the memo was for the information of the Committee, as the subject site plan application was reviewed in 2019. Further, that the memo was sent to the Committee as a result of proposed changes to the landscaping and to formally include 2 Third Street, which is adjacent to the property.

The Committee reviewed the site plan and elevation plans provided.

Recommendation 2020-027

Moved by Lynda Addy

That the Memo from B. Ward, Manager of Planning – Site Plan Application: 59, 61 and 63 Broadway and 2 Third Street – SP 7/20, be received.

Carried

5.5 Heritage District Expansion – Merchants and Prince of Wales

The Manager of Planning explained that at the time that Council considered the heritage district expansion, Council received the study, but no approval was provided. The Committee was further advised that should it be desirable to re-consider the heritage district expansion, there is the option to have an open house to reacquaint the Committee with the proposed heritage district. Furthermore, that Council is the decision-making body to approve a heritage district expansion.

The Committee discussed the feasibility of the heritage district expansion moving forward in this term of Council and further acknowledged the importance of heritage preservation and the pursuit of heritage district designation.

The Committee agreed to defer the matter to Council as to whether the consideration of the district is to be brought forward in this term of Council.

6 Façade Improvement Applications

None

7 Correspondence

Recommendation 2020-028

Moved by Martin Woodhouse

That the following correspondence be received:

Notice of Hearing – A-14/20 – 8 & 10 York Street

Notice of Hearing – B-02/20 – 8 & 10 York Street

**Notice of Adoption of Official Plan Amendment and Zoning By-law – OPZ
1/20 – 71 Fifth Avenue**

Carried.

8 New Business

The Committee inquired as to the ownership and/or use of the County of Dufferin Court House building. Councillor Sherwood noted the questions and advised she would report back to Committee.

9 Date of Next Meeting

The next meeting to be held on December 16, 2020 at 7:00 p.m.

10 Adjournment

The meeting adjourned at 8:50 p.m.



Minutes of the Joint Accessibility Advisory Committee

November 3, 2020, 3:30 p.m.

Chair and Secretary Participating Remotely

Members Present: Councillor Post

D. Anderson
L. Barnett
S. Bhamu
P. Charbonneau
M. Gravelle
J. Jackson
K. Anderson
T. Lewis, arrived at 3:52 p.m.
A. O'Hara-Stephenson

Members Absent: P. Bond
L. Rankin

Staff Present: S. Doherty, Manager, Rec/Events
B. Ewald, Chief Building Official
B. Ward, Manager, Planning
T. Macdonald, Committee Secretary

1. Call to Order

The meeting was called to order at 3:30 p.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest

None.

3. Adoption of Minutes of Previous Meeting

Resolution: 2020-015

Moved by L. Barnett

That the minutes of the following meeting is approved:

2020-10-06 Joint Accessibility Advisory Committee

Carried

4. Presentations

4.1 Luke Anderson, StopGap Ramps

Luke Anderson, StopGap Ramps provided the committee with a history of the company and an overview of how the StopGap ramp functions.

Alison Scheel, BIA questioned if there is a ramp that is suitable for locations with more than one step.

Mr. Anderson advised that the StopGap ramps go against most of the encroachment by-laws of municipalities as the ramps sit on the public right of way so the municipality assumes a portion of the liability. They are custom made wood ramps, painted with an exterior non slip paint and tend to last three years. There is a ramps on request program with a cost of \$200.00-\$450.00, per ramp, dependent on size of the ramp. Mr. Anderson indicated that if the ramp gets wet from rain or snow it gets very slippery and must be kept clear and dry but it is acceptable to salt and sand the ramps.

5. Items for Discussion and Reports

5.1 Councillor Post, Electronic Meetings and 2021 Meeting Dates

The committee discussed 2021 meeting dates and times and confirmed that meetings for 2021 will be held on the first Tuesday of each month at 3:30 p.m.

Resolution: 2020-016

Moved by J. Jackson

That the three consecutive missed meeting attendance stipulation contained within Committee Policy G-006 be waived for committee members for whom the Town is not able to facilitate electronic attendance;

And that the waiver of this stipulation shall be in effect until such time as the committee terminates same.

Carried

5.2 Tip of the Month

Larry Rankin provided the committee with two tips to consider:

Osteoporosis is a disabling disease known as the "silent thief" because bone loss can occur without you even knowing it or feeling any symptoms. For more information please contact <https://osteoporosis.ca/>.

Please help our Emergency Services better serve people with disabilities. Register by downloading the form from the Joint Accessibility Advisory Committee page on the Town's website. Go to www.orangeville.ca and follow the links.

Resolution: 2020-017

Moved by L. Barnett

That the tip of the month for November 2020 will be Osteoporosis is a disabling disease known as the "silent thief" because bone loss can occur without you even knowing it or feeling any symptoms. For more information please contact <https://osteoporosis.ca/>; and

That the tip of the month for December 2020 will be Please help our Emergency Services better serve people with disabilities. Register by downloading the form from <https://www.orangeville.ca/en/living-here/emergency-response-registry.aspx>.

5.3 Councillor Post, Accessibility Business Listings

No update.

5.4 Brandon Ward, Manager, Planning, Circulation to the Committee

Brandon Ward, Manager, Planning outlined the role of the committee relating to review of planning applications such as new development of commercial property or a condominium complex where there are common elements exclusive to that development as they relate to potential accessibility concerns. The role of the committee would be to review and offer comments and that committee could determine the best way in which to facilitate this review and comment. Mr. Ward indicated that the typical review timeframe in which to have comments back to planning is generally 2 - 5 weeks.

5.5 Councillor Post, Single Passenger Electric Mobility Cars

Councillor Post indicated that this matter is on the By-law review list for review in 2021 and that she will update the committee on this matter at a future meeting.

5.6 Sharon Doherty, Manager Recreation and Events, Committee Annual Report, Work Plan and Budget

Sharon Doherty, Manager Recreation and Events provided an overview of the committee budget and work plan for 2020 as well as projects the committee would like to continue or commence in 2021 which include implementing a more user friendly ramp program, abilities fair, tip of the month, Town of Orangeville accessibility plan as well as printing of rack cards. The committee questioned if the budget would grow as the County has joined and Steve Murphy from the County of Dufferin indicated that the County budget is approximately \$4000-5000 and that lower tier municipalities fund their own projects with advice from the County. The committee discussed a budget carry over request for the ramp program.

Resolution: 2020-018

Moved by P. Charbonneau

That the Annual Report and Work Plan be approved; and

That the committee carry over \$10,000 from the 2020 committee budget for the accessibility ramp program.

Carried

6. Correspondence

None.

7. New Business

Simran Bhamu advised the committee about a data collection system we could utilize for collecting data from downtown businesses to update a business accessibility listing.

James Jackson complimented Dufferin County on the implementation of door side garbage pick up.

8. Date of Next Meeting

The date of the next meeting is December 1, 2020 at 3:30 p.m.

9. Adjournment

The meeting adjourned at 4:49 p.m.

Orangeville Police Services Board Regular Meeting (Public Session)

Location – Electronic Participation Conducted Online Via Microsoft Teams

Date/Time – Tuesday November 17, 2020 @ 5:00 p.m.

Members Present

T. Taylor, Chair
I. McSweeney, Vice-Chair
S. Brown
M. Rose
K. Krakar

Staff /Invited Guests Present

Acting Detachment
Commander Nicole Randall

Chief Dwight Peer

1. Call to Order

Chair Taylor called the meeting to order at 5:03 p.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest

None

3. Preliminary Matters

None

4. Approval of Agenda

Recommendation:

Motion that the Board discuss and approve the Agenda for the November 17, 2020 Orangeville Police Services Board Regular (Public Session) Meeting.

PSB Regular (Public Session) Meeting Minutes for November 17, 2020

Moved by Member Rose
Seconded by Member Brown

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Rose	-Yes
Member Brown	-Yes
Member Krakar	-Yes

Carried

5. In-Camera Meeting

Recommendation: Convene into In-Camera Session

Motion at 4:03 p.m. that the Board convene into the in-camera session of this meeting under Part III, Section 35(4) of the Police Services Act.

Moved by Member Brown
Seconded by Member Rose

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6. Public Session

Recommendation:

Motion that at 5:03 p.m. the Board reconvene into the Public Session of this meeting.

Moved by Member Brown
Seconded by Member Rose

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.1 Grant Funding – October 18/20 email and Update by Acting Detachment Commander Nicole Randall

Board review and discussion - Acting Detachment Commander Randall provided an update on the amended 2020/21 Grant application documents prepared with the assistance of Mary Lou Archer.

Recommendation:

Motion that the Board receive and discuss the email and update.

Moved by Member Rose

Seconded by Member Krakar

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.2A Communication – 911 Call - Update by Acting Detachment Commander Nicole Randall

Board review and discussion - Acting Detachment Commander Randall provided an update on a 911mcall incident at Walmart following an OPP investigation which proved inconclusive to explain a 3 minute pick up delay.

Recommendation:

Motion that the Board receive and discuss the update.

Moved by Member Krakar

Seconded by Member Rose

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.2B Diversity Discussion - Update by Acting Detachment Commander Nicole Randall

Board review and discussion:

- Chief Dwight Peer and Acting Detachment Commander Randall spoke to this issue and answered questions from Board members. The OPP view workforce diversity as a priority to in their goal to have the demographics of the police force adequately reflect those of the community. The OPP are addressing diversity through various recruiting initiatives, including:
 - targeted job fairs
 - theme symposiums
 - social media campaigns
 - virtual ride-alongs
 - female/indigenous officer recruiting workshops

Diversity statistics are improving, but remain a work in progress.

- Member Krakar raised a question about recently announced provincial funding for mental health issues in policing and Vice-Chair McSweeney raised a question about community service police presence in our schools. Both of these topics were tabled for further discussion at the Board's December 15, 2020 Regular Meeting. In particular, Acting Detachment Commander Randall noted that future planning around police presence in schools was on hold pending the outcome of a review being conducted by a committee of the Upper Grand District School Board expected to report at year-end.

Recommendation:

Motion that the Board receive and discuss the update.

Moved by Member Brown

Seconded by Member Rose

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.3 Antisemitism Correspondence (October 30/20 Memorandum from Halton Police Board) – Update by Chair Taylor

Recommendation:

Motion that the Board receive and discuss the memorandum and update.

Moved by Member Brown

Seconded by Vice-Chair McSweeney

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.4 OPSB Secretary Advertisement – Update by Chair Taylor

Recommendation:

Motion that the Board receive and discuss the advertisement and update.

Moved by Member Rose

Seconded by Member Brown

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.5 Alex Lennox Art Commission (October 30/20 email) – Update by Chair Taylor

Recommendation:

Motion that the Board receive and discuss the email and update.

Moved by Member Rose

Seconded by Member Krakar

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.6 Invoices for Approval Consideration – Update by Chair Taylor

**6.6.1 – Waste Management November 1/20 Invoice
#0699270-0677-O - \$1,072.48**

6.6.2 – Bell Canada October 22/20 Invoice - \$3,269.93

6.6.3 – Bell Canada October 19/20 Invoice - \$1286.67

**6.6.4 – Blaney McMurtry October 31/20 Invoice #697966
- \$861.06**

Board review and discussion: Chair Taylor explained that he was still doing his due diligence on these invoices which landed in his inbox after September 30, 2020.

Recommendation:

Motion that the Board receive and discuss the invoices and update and authorize Chair Taylor to approve the invoices following completion of his due diligence.

Moved by Member Brown
Seconded by Member Rose

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

6.7 Execution Status of Records Retention Archival Agreement with the Town of Orangeville – Update by Chair Taylor and Vice-Chair McSweeney

Recommendation:

Motion that the Board receive and approve a revised (date) resolution and Agreement.

Moved by Member Rose
 Seconded by Member Brown

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

7. Pass Any Motions Developed in Closed Session

None

8. Adoption of Outstanding Minutes of Previous Board Meetings (as summarized (for efficiency) by Vice-Chair McSweeney in section 8 of the Board's October 27, 2020 Special In-Camera Meeting Minutes)

8.1 Minutes from the Orangeville Police Services Board Regular (Public Session) Meetings held on April 21, 2020, May 19, 2020 and June 16, 2020

8.2 Minutes from the Orangeville Police Services Board Regular (Public Session) Meeting held on Tuesday September 15, 2020

8.3 Minutes from the Orangeville Police Services Board Regular (Public Session) Meeting held on Tuesday August 18, 2020

Recommendation:

Motion that, with respect to items 8.1, 8.2 and 8.3:

- the approval by the Board at its August 6, 2020 Special In-Camera meeting, of the Minutes of the Orangeville Police Services Board Regular (Public Session) Meetings held on April 27, 2020, May 19, 2020 and June 16, 2020, be ratified in public session;

- the approval by the Board at its October 27, 2020 Special In-Camera meeting of the Minutes of the Orangeville Police Services Board Regular (Public Session) Meeting held on Tuesday September 15, 2020, be ratified in public session; and
- the Minutes of the Orangeville Police Services Board Regular (Public Session) Meeting held on Tuesday August 18, 2020, as approved at the September 15, 2020 Board Regular (Public Session) Meeting subject to certain revisions suggested by Vice-Chair McSweeney, be approved as so revised.

Moved by Member Rose

Seconded by Member Brown

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	- Yes on items 8.1 and 8.2 - Abstained on item 8.3 (was absent from August 18, 2020 meeting

Carried

8.4 Minutes from the Orangeville Police Services Board Regular Meeting (Public Session) held on Tuesday October 20, 2020

Recommendation:

Motion that the Board defer consideration of minutes of the Orangeville Police Services Board Regular (Public Session) Meeting held on Tuesday October 20, 2020 to the Board's December 2020 Regular Meeting.

Moved by Member Rose

Seconded by Member Krakar

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

9. Claims for Special Remuneration (Claims attached)

Recommendation:

Motion that the Board discuss and consider for approval member remuneration claims for the October 27, 2020 Special Meeting.

Moved by Member Rose

Seconded by Member Brown

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

10. Question Period

None

11. Presentations

None

12. Delegations

None

13. Correspondence

None

14. Reports

None

15. New Business

Board review and discussion: Chief Peer updated the Board on the following:

- the search for a permanent Detachment Commander has started led by Jim Smith as Chair of the Search Committee. The Committee with be reaching out to Chair Taylor for Board input; and
- all 28 of the former OPS uniform officers hired by the OPP have graduated from their OPP training and are now on the job – 27 in Orangeville and one (Inspector Gilfoy) is assigned to Centre Region HQ.

Update received without a motion.

16. Adjournment

Recommendation:

Motion that the meeting be adjourned at 5:55 p.m.

Moved by Member Rose

Seconded by Member Brown

Chair Taylor	-Yes
Vice-Chair McSweeney	-Yes
Member Brown	-Yes
Member Rose	-Yes
Member Krakar	-Yes

Carried

Confirm Date and Time of Next Meeting – Tuesday December 15, 2020 @ 5:00 p.m.



The Corporation of the Town of Orangeville

By-law Number 2021-

A by-law to amend Restaurant By-law 2004-117 and Pet Shop By-law 2005-95 to change the expiry dates of the licences of those businesses operating within the Town of Orangeville

Whereas pursuant to Section 150(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a local municipality may license, regulate and govern any business wholly or partly carried on within the municipality even if the business is being carried on from a location outside the municipality; and

Whereas the Council of The Corporation of the Town of Orangeville deems it expedient to amend the expiry date of specified business licences;

Now therefore be it resolved that the Council for The Corporation of the Town of Orangeville hereby enacts as follows:

1. That section 5.1 of By-law 2004-117, a by-law to license, regulate and govern eating establishments in the Town of Orangeville, be deleted and replaced with the following:
 - 5.1 Any licence issued under the provisions of this by-law shall be for the current year and shall expire on the 30th day of April following the year of issue or until said licence is revoked.
2. That Section 10.1 of By-law 2005-095, a by-law to License and Regulate Pet Shops in the Town of Orangeville, be deleted and replaced with the following:
 - 10.1 Licenses issued under the provisions of this by-law shall expire on the 30th day of April following the year of issue, unless otherwise expressed to be granted for a shorter period of time, or until said licence is revoked or suspended.

Read three times and finally passed this 11th day of January, 2021.

Sandy Brown, Mayor

Karen Landry, Clerk



The Corporation of the Town of Orangeville

By-law Number 2021

A by-law to authorize the entering into and execution of a Bus Stop Agreement with the Corporation of the County of Grey.

Whereas the Municipal Act, 2001, S.O. 2001, c.25, S.9 provides a municipality with the powers of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas Council deems it expedient to enter into a Bus Stop Agreement with the Corporation of the County of Grey.

Now therefore be it resolved that Council for The Corporation of the Town of Orangeville hereby enacts as follows:

1. That Council authorizes entering into of a Bus Stop Agreement with the Corporation of the County of Grey dated January 11, 2021.
2. That the Mayor and Clerk are hereby authorized to execute the said agreement and any other documents ancillary to the agreement.

Read three times and finally passed this 11th day of January, 2021

Sandy Brown, Mayor

Karen Landry, Clerk



The Corporation of the Town of Orangeville

By-law Number 2021

A by-law to authorize the Temporary Borrowing of monies as specified in this by-law, to meet, until the taxes are collected, the current expenditures of the Corporation of the Town of Orangeville for the year 2021

Whereas in accordance with subsection 407(1) of The Municipal Act, R.S.O. 2001, as amended, (the "Act"), the Council of the Corporation of the Town of Orangeville (the "Corporation") deems it necessary to borrow the amount of \$25,000,000 for the period of January 1 to September 30 and \$12,500,000 for the period of October 1 to December 31 to meet, until the taxes are collected, the current expenditures of the Corporation for the year 2021 (the "year");

And whereas pursuant to subsection 407(3) of the Act, until the current year budget is adopted, limits on borrowing shall be calculated using the estimated revenues of the municipality set out in the budget adopted in the previous year;

And whereas pursuant to subsection 407(2) of the Act, the total amount borrowed pursuant to this by-law, together with the total of any similar borrowings, is not to exceed the limits set forth in that subsection;

And whereas the total amount of the estimated revenues of the Corporation as set forth in the estimate adopted for the previous year, not including revenues derivable or derived from: any borrowings or issues of debentures; a surplus, including arrears of taxes, fees or charges; or a transfer from the capital fund, reserve fund or reserves is approximately \$53,000,000;

And whereas pursuant to the authority of this by-law the amount that may be temporarily borrowed at any one time, together with the total of any similar borrowings that have not been repaid, shall not exceed the sum of \$25,000,000, between January 1 and September 30, 2021; and shall not exceed the sum of \$12,500,000 between October 1 and December 31, 2021.

Be it therefore enacted by the municipal council of the Corporation of the Town of Orangeville as follows:

1. That the Head of Council and the Treasurer are hereby authorized on behalf of the Corporation to borrow monies from time to time, from the current approved lending institution, to meet the current expenditures of the Corporation for the year, provided that the amount that may be temporarily borrowed at any one time, together with the total of any similar borrowings that have not been repaid, shall not exceed the sum of twenty-five million dollars (\$25,000,000) between January and September, and not exceed the sum of twelve million five hundred thousand (\$12,500,000) between October and December, and to give, on behalf of the Corporation, to the said Bank a promissory note or notes, sealed with the corporate seal and signed by the Head of Council and Treasurer for the monies so borrowed.
2. All sums borrowed pursuant to the authority of this by-law as well as all other sums borrowed pursuant to the Act in this year and all preceding years from the said Bank for any purpose will, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the year and for all preceding years as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the monies hereafter collected or received either on account or realized in respect of the taxes levied for the year and preceding years, or from any other source, which may lawfully be applied for this purpose.

Passed in open Council this 11th day of January, 2021

Sandy Brown, Mayor

Karen Landry, Clerk



The Corporation of the Town of Orangeville

By-law Number 2021-

A by-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its regular and closed Council Meeting held on January 11, 2021

Whereas Section 5 (1) of the Municipal Act, 2001, as amended, provides that the powers of a municipal corporation shall be exercised by its council;

And whereas Section 5 (3) of the Municipal Act, 2001, as amended, provides that municipal powers shall be exercised by by-law;

Be it therefore enacted by the municipal Council of The Corporation of the Town of Orangeville as follows:

1. That all actions of the Council of The Corporation of the Town of Orangeville at its regular and closed Council Meeting held on January 11, 2021, with respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this or a separate by-law.
2. That the Mayor and Clerk are authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Town of Orangeville referred to in the preceding section.
3. That the Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the Town of Orangeville.

Passed in open Council this 11th day of January, 2021

Sandy Brown, Mayor

Karen Landry, Clerk