

Town of Shelburne Economic Development Strategy 2015 - 2019

Final Report

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March 7, 2016



THE FOUNDING OF SHELburne

Settlement of Melancthon Township began in the late 1840s and coincided with the construction of the Toronto-Sydenham Road. By the 1860s settlers had moved into the Shelburne area and in 1865 William Jelly, one of the community's earliest inhabitants, established the British Canadian Hotel, commonly known as Jelly's Tavern. Within a year, the settlement included a post-office named Shelburne, reportedly after the Earl of Shelburne. In 1872 Jelly and his brother John entered the survey of a village plot in anticipation of the arrival of the Toronto, Grey and Bruce Railway. Rapid economic growth followed and the population increased from 1869 to 750 in 1877. Two years later Shelburne was incorporated as a Village and, in 1977 it became a Town.

Erected by the Ontario Heritage Foundation,
Ministry of Culture and Recreation

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Contents

1	EXECUTIVE SUMMARY	2
1.1	SHELBURNE COMMUNITY SNAPSHOT	3
1.2	SHELBURNE'S COMPETITIVE POSITION	5
1.3	FROM VISION TO ACTION	6
2	METHODOLOGY	8
3	BACKGROUND REVIEW	9
3.1	CURRENT POLICY FRAMEWORK	9
4	VOICE OF THE COMMUNITY	14
4.1	COMMUNITY AND STAKEHOLDER CONSULTATIONS	14
4.2	COMMUNITY BASED SURVEY	22
4.3	KEY INFORMANT INTERVIEWS	38
5	COMPETITIVENESS ASSESSMENT	45
5.1	SWOT ANALYSIS	45
5.2	COMPETITIVENESS REVIEW	48
6	SHELBURNE'S CRITICAL PATH TO SUCCESS	51
6.1	A TEN YEAR VISION FOR GUIDING SHELBURNE'S ECONOMIC GROWTH	51
6.2	STRATEGIC PRIORITIES	52
6.3	INTERPRETING THE ACTION PLAN	54
6.4	ACTION PLANS	55
6.5	IMPLEMENTATION PLAN	69
7	APPENDICES: TECHNICAL REPORT	72
7.1	POLICIES AND DOCUMENTS REVIEWED	72
7.2	DEMOGRAPHIC PROFILE	82
7.3	HOUSEHOLD PROFILE	84
7.4	EDUCATIONAL PROFILE	88
7.5	OCCUPATIONAL PROFILE	90
7.6	COMMUTER PATTERNS ASSESSMENT	97
7.7	BUSINESS PATTERNS ASSESSMENT	100
7.8	ORGANIZATIONAL ANALYSIS	106
7.9	TOWN OF SHELBURNE INVESTMENT READINESS	109



1 Executive Summary

The Town of Shelburne continues to experience exciting and positive growth that is driving its potential to further transform the community's vibrancy, sustainability and attractiveness. It offers close proximity to major centres, an affordable cost of living as compared to its neighbours, and a climate that fosters a small town feel. The commute to and from work has been recognized as a "cost of living" in this haven where the day ends in a place many call home. This has become second nature as people look for more affordable ways to capture and maintain a quality of life for themselves and their families.

As the Greater Toronto Area (and other major urban centre) markets and boundaries expand, affordability becomes diminished by increased real estate costs. Opportunities for rural community settlement become more desirable with affordability and quality of life as key drivers. For areas such as Dufferin County, and Shelburne in particular, this becomes even more attractive with the advantage of transportation routes that position the municipality half way between cottage country and the metropolis.

This is not lost on developers and consumers, as is evidenced in the rapid rate of population growth over the last two census periods, and residential development boom that is forecast for completion in 2016. The local administration is also aware they are sitting on the cusp of major opportunity, and are pushing out previous growth targets assigned to the Town by the Province of Ontario. They are influencing the County official plans and laying the foundation for meeting servicing requirements and density targets to support increased growth. The desire to grow is strong, but there is also a respect for the community's heritage, and a value placed on small town charm and livability – all of which increase the town's appeal to new comers.

As much as this can be interpreted as a competitive advantage, it will not be enough to ensure that the future unfolds in a manner that effectively harnesses all that Shelburne has to offer. In light of this, the Town has chosen this time to update its Economic Development Strategy. This new strategic plan represents a guiding document that will clearly articulate the necessary steps for Shelburne to take in order to improve its competitive position, and encourage increased collaboration among the various community stakeholders that will benefit from the town's long term success.

Grounded in extensive community consultation and stakeholder feedback, the strategy establishes an economic vision that reflects the desired future state for the town. It acts as a rally point for facilitating collective advancement toward Shelburne's economic development goals. It contains a set of strategic priorities and specific actions that represent the most important steps that the Town must entertain in order to continue to build on the existing momentum.

It is important to understand that this strategy is a living document that demands a continuous examination to ensure its ongoing relevancy in a changing global market. Performance measures and an implementation plan support the municipality in tracking its progress, and will inform on required changes as circumstance dictates.



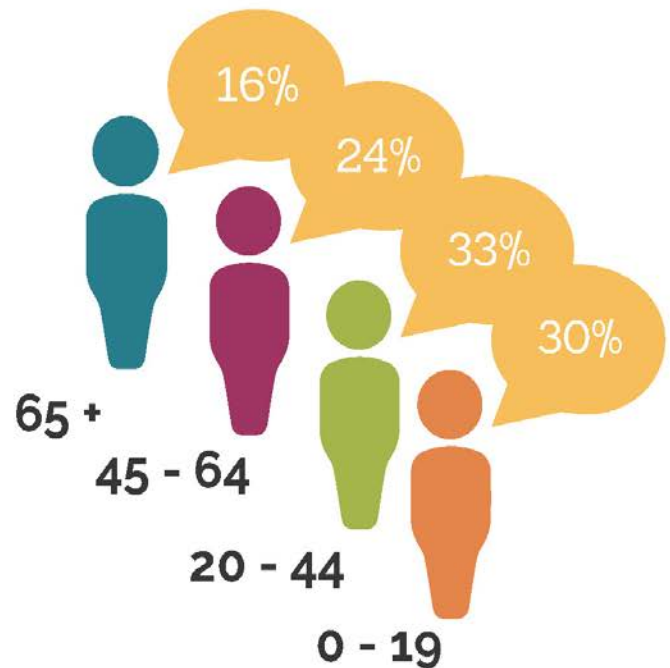
1.1 Shelburne Community Snapshot

The following section has been designed to provide an at-a-glance overview of the Town of Shelburne. This community snapshot contains key high level statistics about the municipality's growth between the last two Census periods (2006 and 2011). It highlights Shelburne's continued population increase and favourable age profile, with a high working age population and significant youth cohort. The median household incomes are higher than the province and county, and the average housing prices remain competitively lower.

Population Growth



2011 Age Profile



2011 Average Dwelling Value



2011 Household Income



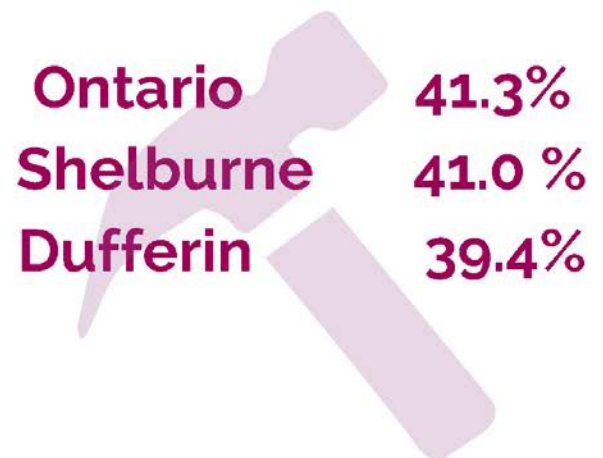


Commuter patterns illustrate most residents are travelling to work in Shelburne, with Orangeville as the second most frequent destination. Although the working age population (aged 25 – 64) had lower levels of post-secondary education comparatively, apprenticeship and trades certification remained at par with the Province. The top four industries for job growth in Shelburne for 2011 were Construction, Transportation and Warehousing, Wholesale Trade, and Professional, Scientific and Technical Services.

2011 Post-Secondary Education



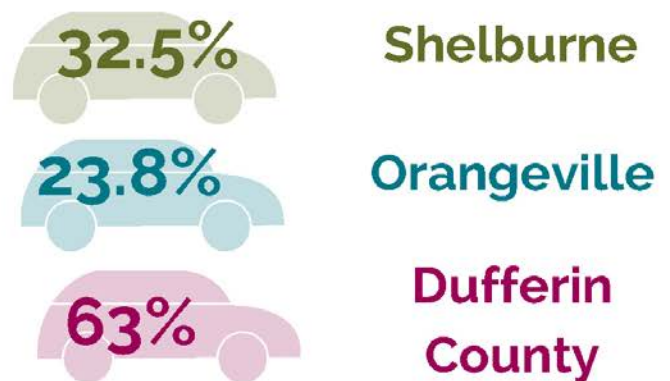
2011 Apprenticeship & Trades Education



Employed Labour Force by Industry



Commuter Patterns



For a complete socio-economic profile please refer to the Appendix Technical Report.



1.2 Shelburne's Competitive Position

SWOT Analysis

Building on the community and stakeholder consultations, detailed demographic and socio-economic research, as well as the background review of relevant programs, initiatives and policies a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis was conducted on the Town of Shelburne.

A SWOT is a valuable tool that supports decision making through the identification of internal and external factors that directly influence or impact the municipality and its economic development activities.

Competitive Advantages and Disadvantages

In contrast to strengths and weaknesses, which may be commonly experienced by competitors and neighbouring areas, competitive advantages and disadvantages, can differentiate an area from its competition.

There is a greater likelihood of continued success if the community can effectively focus its economic development activities in a targeted manner that will support the local industries, and new businesses that can capitalize on the competitive advantages, rather than suffering from its disadvantages.



Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> ■ Significant and steady population growth ■ Availability of industrial and commercial lands ■ Highway infrastructure and frequently travelled routes ■ Affordable housing rates and new development ■ Highly commutable location ■ Proximity to large urban centres ■ Positioned halfway between cottage country and GTA ■ Beautiful natural environment ■ Numerous parks and trail system for active living ■ Strong desire for a shop / buy local initiative ■ Town emphasis on welcoming newcomers ■ Small town persona with strong desire for growth ■ Growing multiculturalism and diversity 	<ul style="list-style-type: none"> ■ Commercial / retail leakage ■ Downtown in disrepair and lacking lifestyle / commercial amenities ■ Increasing cost of fuel / commuting ■ Limited residential land supply ■ Potential wastewater capacity limitations on growth ■ Need for collaboration in economic development ■ Limited high speed internet access ■ Lack of unique selling proposition ■ Lack of public transit connecting settled areas ■ Disconnected business supports ■ Relative distance from major markets ■ Persona as a bedroom community



1.3 From Vision to Action

An important element to ensuring the long term success of the Town of Shelburne is fostering unity towards common goals among the various people, businesses, organizations, and stakeholders that make Shelburne the community that it is. Great care was taken to ensure that the vision established in this document reflects the aspirations of the community, and contains key aspects of what the Town of Shelburne should look like in the future. It is based on extensive community, business, and stakeholder consultation and feedback.

Shelburne's Ten Year Economic Vision

The Town of Shelburne is a progressive and increasingly diverse community that is welcoming of new populations and customs.

Our economic base supports a vibrant and diverse economy, local employment opportunities, and the necessary physical and social infrastructure that encourages and supports future growth.

Our attractive and liveable downtown area features a range of retail and service offerings with interesting and unique attractions and meeting places that satisfy residents and visitors alike.

How Shelburne will know the Vision is working ...

When we think about the strategy, Shelburne will know that the community is moving closer toward achieving its goals that are embedded in the Economic Vision when the following outcomes are happening:

- 1. Attracting the kind of amenities people want and need in their community**
- 2. Balanced industrial/commercial and residential tax assessment**
- 3. A sustained and bustling Downtown core**
- 4. Opportunities for young families and youth retention**



town of Shelburne Official Website (accessed 2015)



Strategic Priorities

To achieve the vision of a progressive and unique community the Town of Shelburne will need to set out the following four priorities that need to be acted on in the next three to five years. They represent the most important steps that need to be taken during the lifecycle of the Economic Development Strategy 2015 – 2019 in order to move Shelburne closer towards achieving its Economic Vision and goals.

- **Development of a common brand**
- **Local industrial and commercial development in the Town of Shelburne**
- **Revitalize the downtown area**
- **Attract new investment and risk takers to the Town of Shelburne**

Recommended Initiatives and High Priority Actions

The table below contains the Recommended Initiatives that were identified for the Town of Shelburne to undertake at a ground level in order to operationalize the plan. The highest level priorities are included to highlight what the Town will execute on first.

Establish a Dedicated Economic Development Function Within the Town	<ul style="list-style-type: none">• Hire a dedicated Economic Development Officer• Establish a Business Retention and Expansion Program• Bring together business stakeholders to engage in actions
Undertake a Comprehensive Downtown Revitalization Program	<ul style="list-style-type: none">• Invest in BIA resources and capacity• Build the capacity of Downtown businesses• Establish a Downtown Community Improvement Plan (CIP)
Implement an Integrated Infrastructure and Growth Planning Initiative	<ul style="list-style-type: none">• Update the 2006 Town of Shelburne Official Plan• Undertake a comprehensive Lands Needs Assessment• Conduct a comprehensive Infrastructure Master Plan• Develop a Long Term Growth Management Strategy
Create an Economic Development Communications Program	<ul style="list-style-type: none">• Expand business / workforce resources available on website• Produce and maintain an updated Community Profile• Establish economic development Communications Strategy• Provide regular updates to the community on strategy progress
Develop a Quality of Place Initiative Focused on Community Building	<ul style="list-style-type: none">• Establish welcoming initiatives, cultural events, and recruitment drives with local service providers targeting newcomers• Utilize OMAFRA Newcomer and Youth Community Indicators tool
Increase Entrepreneurship and Small Business Support Programing	<ul style="list-style-type: none">• Promote regional business services to local business community• Provide business links on municipal website• Expand entrepreneurship services and workshops offered locally



2 Methodology

This section provides an overview of the methodological approach adopted to support development of the Town of Shelburne Economic Development Strategy.

As the last economic development strategy was conducted in 2000, it was important that a comprehensive background research was conducted. Further, an assessment was performed of the various economic development service providers in the area to determine where the potential existed for leveraging existing resources and regional collaboration on service delivery options.

A current state assessment of the investment readiness of the Town was undertaken to better understand how well it is positioned to capitalize on potential opportunities and to respond to investment and development inquiries.

In order to ensure that the Town and project team was able to draw from the experience, insights and perspectives of community stakeholders, a significant focus was placed on community engagement and outreach. Not only does this support buy-in from the public, it also ensures that local residents, businesses, developers, and stakeholders are provided the opportunity to take an active role in shaping the town's future. In total, over 350 individuals contributed through this process.

Strategic planning workshops with the Economic Development Committee, members of Council, and Senior Staff rounded off the consultation process, and provided input that built on that collected from the broader community.

In turn, the key findings have been articulated into a set of recommended initiatives, accompanied by detailed action plans, and initiative specific performance measures that can be used by the Town to drive its economic development agenda forward over the next five years.



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3 Background Review

Modern local policy and governance plays an important role that influences and supports socio-economic, community, and cultural entities that are strongly impacted by economic development priorities. These bodies often act as critical stakeholders and valuable partners in community building and bring an additional layer of relevant research and knowledge that deserves to be examined in the context of the broader economic development strategy.

The following sections explore the existing strategic plans and initiatives of the Town, as well as those of groups and organizations that directly influence local public policy considerations.

Combined with the findings that emerged from the Town of Shelburne Economic Development Survey and stakeholder engagement, key findings within the policy review are incorporated into a SWOT Analysis and Competitive Advantages and Disadvantages section of this report. Together, they will inform the Town and the EDC in the shaping of key priorities, economic objectives, and actions presented in the final Economic Strategic Plan.

3.1 Current Policy Framework

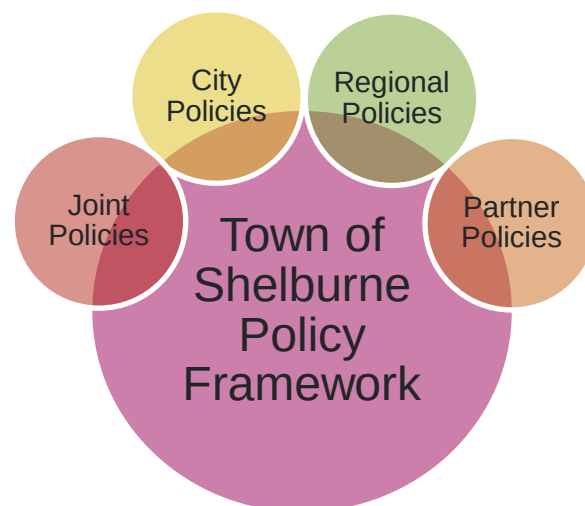
The diagram in Figure 1 shows the relationship between the various sets of policies and initiatives/policy areas that impact the Town of Shelburne's policy framework. The Town of Shelburne's Policy Framework acts as the nucleus while the small circles represent the policies that need to be considered from a strategic and practical perspective when developing long-term policies.

For example, the County of Dufferin's Official Plan must be taken into account when establishing key policy objectives in the Town of Shelburne's Official Plan. The County's Official Plan has a direct and regulatory relationship in a two-tier municipal environment.

Ensuring strategic alignment with Town plans is important to effective community building and making sure future infrastructure and long-term goals are planned in a sustainable manner.

External policies, such as the East Area Transportation Study can have real implications on Town operations. The Town's

FIGURE 1: POLICY FRAMEWORK DIAGRAM





goal to be a sustainable and unique community that retains its rural, small town charm also has implications on the goals developed in the Town's economic development plans.

Finally, Town policies themselves necessarily overlap and require a means to effectively coordinate the various goals, objectives, and actions. There are direct and immediate operational efficiencies, improved planning, and more effective delivery of core services, as well as longer-term planning improvements that are achieved when these policies are consistent and complementary.

The Strategic Plan itself lays the foundation and direction, informed by the overarching community vision, and the corporate mission that drives the organization. It is critical that policies not be developed in isolation, rather with strong collaboration and sustainability in mind.

3.1.1 Review of Relevant Strategies and Plans

The following lists the select relevant strategies, reports, and plans that were reviewed as a part of the background research and common threads analysis.

- The Road Ahead: Economic Development Strategy (2000)
- Consolidated Official Plan of the Town of Shelburne (2006)
- County of Dufferin Official Plan (2014)
- Shelburne East Area Transportation Study (2012)
- The Corporation of the Town of Shelburne Comprehensive Zoning By-Law (2012)
- First Impressions Community Exchange (2011)
- Town of Shelburne Parks Master Plan (2009)
- Shelburne Canadian Old Time Fiddle Contest: Market Development Strategy (2001)
- Town of Shelburne Accessibility Plan (2013)
- Town of Shelburne Transit Feasibility Study (2016)



3.1.2 Common Threads Analysis

The noted documents and policies have been analysed comparatively to uncover common themes prior to be catalogued in common themes that depict the 'common threads' among them.

The following observations are important, as they highlight themes that are strongly represented in the current policy framework internally, and where external policies are aligned with these areas of importance. Further, they also highlight any gaps that exist where key themes and areas of importance do not currently have prominence in Town policy. If these gaps represent key pillars, or priorities, they illuminate policy areas that should be examined further to ensure effective alignment with future priorities.

The common threads identified among the policies and documents examined above include:

- Make Economic Development a priority
- Protect and enhance the natural environment
- Increase transportation infrastructure and capacity
- Increase social infrastructure capacity
- Attract tourists and visitors to the community
- Maintain and enhance quality of life
- Make community health and safety a priority
- Support community diversity
- Maintain community values and cultural identity
- Ensure services are accessible

What is immediately apparent is the high level of emphasis that is placed on making community health and safety a priority, and maintaining and enhancing a high quality of life. These threads are prevalent in all but a few of the policies examined. Other high frequency common threads found in the analysis are ensuring services are available, making economic development a priority, and attracting tourists and visitors to the community, all of which appeared eight out of ten times in the documents reviewed.

What is interesting is the low level of frequency related to community values and cultural identity. Further, the absence of specific themes associated with workforce development may also highlight a potential gap in the policy framework.



FIGURE 2: COMPARATIVE MATRIX OF THE TOWN OF SHELBURNE POLICIES

Common Themes	The Road Ahead 2000	Official Plan 2006	County of Dufferin Official Plan 2014	Shelburne East Area Transportation Study 2012	Zoning By-Laws 2012	Accessibility Plan 2013	First Impressions Community Exchange 2011	Parks Master Plan 2009	Canadian Old Time Fiddle Contest Market Development Strategy 2001	Transit Feasibility Study 2016
Economic Development a Priority	X	X	X		X		X	X	X	X
Protect and Enhance the Natural Environment	X	X	X	X	X			X		
Increase Transportation Infrastructure Capacity		X	X	X	X	X				X
Increase Social Infrastructure Capacity	X	X	X			X	X	X		
Attract Tourists and Visitors to the Community	X	X	X		X		X	X	X	X
Maintaining and Enhancing Quality of Life	X	X	X		X	X	X	X	X	X
Community Health and Safety a Priority	X	X	X	X	X	X	X	X		X
Support Community Diversity	X	X	X			X				
Community Values and Cultural Identity	X	X	X					X	X	
Ensuring Services are Accessible		X	X	X	X	X	X	X		X



Voice of the Community

Consultations

Survey

Interviews



4 Voice of the Community

4.1 Community and Stakeholder Consultations

4.1.1 Community Focus Groups

On Wednesday, September 30, 2015 a public consultation in the Town of Shelburne was held in order to gain important input into the development of the Town's Economic Development Strategy and to offer the general public an opportunity to participate in shaping their economic future.

A series of four questions were posed to the working groups. The findings that emerged from the public engagement are captured by question below:

What do you cherish most about your community?

- People. Where the customers are friends.
- Safety and quaintness or level of comfort in the community. A place where you know your neighbours.
- The small town feel and access to the rural country side.
- Access to recreational activities.
- Green space.
- Clean air.
- Fiddleville.
- Heritage Festival.
- Historical buildings.
- The lifestyle is attractive to people and should be promoted.
- Proximity to beaches, skiing, theatre, and other entertainment.
- A wide range of youth activities.

Thinking ahead 10 years, what do you want your community to be known for?

- The same lifestyle and friendly values.
- A great place to raise a family.
- A thriving downtown with amenities to keep and attract new people. Niche shops and fine dining.
- A fully engaged and committed community.
- A clean environment and streets.
- A safe town with its own police force.
- Shelburne becomes a tourist destination.
- A commuter town similar to Uxbridge and Stouffville
- Host to major events similar to the Copper Kettle Festival.
- The development of a bi-pass to ease traffic congestion.



What are the top three priorities that must be addressed in the economic development strategy?

- An accessible downtown core and improved businesses.
- Drawing traffic to the downtown.
- Increased amenities such as libraries, restaurants, recreation, and diverse businesses.
- Industry and job growth so residents can work where they live.
- Transportation.
- Increased community support.
- Cultural diversity and development.
- Extended store hours and increased job opportunities for youth.
- Increased social media and communication with youth.

What does economic development mean to you?

- Work.
- Maintaining residential, commercial, and business growth; either through new business attraction or expansion.
- Having the facilities necessary to keep business local and to keep residents shopping in the local community.
- A diversified industrial base.
- Attracting businesses with values that are compatible with the growing, and culturally diverse, population.

4.1.2 Economic Development Committee (EDC) Meeting

On Wednesday, September 30, 2015 a meeting was held with the Economic Development Committee (EDC) for the Town of Shelburne. During this meeting a variety of issues were reviewed to gain a better understanding of the strengths, weaknesses, opportunities, and threats facing Shelburne.

Participants identified a number of key factors that are affecting the community including:

- Residential growth in the town has been positive and is a testament to the quality of life available in the town.
- The local school experience is overwhelmingly positive with sports and recreation programs and access to parks.
- The lack of retail in town, and most importantly the lack of businesses in the downtown core is concerning. There is a perception that absentee landlords of downtown properties are having a negative impact on development.
- The local Business Improvement Association has been proactive in launching a new marketing campaign, launching a new website, and shopping app to support local businesses.



- There has been discussion on the development of business licenses to support heritage improvements such as signage and improved facades.
- The Orangeville Small Business Centre has offered to provide support to local Shelburne businesses.
- It was also suggested that some onus has to be placed on the local business owners to take initiative themselves. However, many business owners feel overwhelmed due to a lack of experience, money, and time to work on all aspects of their businesses.

Recommending Goals

Participants were asked to outline goals that they would like to see achieved in Shelburne. This centred on a conversation surrounding a need for the EDC, BIA, and the Municipality to work together in order to encourage businesses. Issues that needed to be addressed included:

- Creating a walkable community.
- Finding funding to help develop the downtown into more of a workable space. Create opportunities for increased restaurants or bistros, which will in turn create shopping downtown.
- The long-term survival of the downtown will depend on the development of upper-end townhouses and multi-purpose residential that includes retail space.

Common themes that participants agreed on included:

- A love for the rural 'small town' lifestyle, however, this requires residents to drive out of town for amenities.
- Shelburne is a safe community with its own police force.
- There is a sense that regional cooperation is working in Shelburne. For example, KTH is part of the regional economic development committee.
- The Fiddle contest is floundering, which has traditionally been the hallmark festival for the town. More recently an antique car show and Canada Day festival have been doing well locally.

Community Assets

Participants were also asked to provide a list of community assets. This provided a number of areas that could be leveraged in the future:

- The establishment of a Wi-Fi network in the downtown area to provide the town with a competitive advantage.
- There is existing fibre optic infrastructure in the municipal building, but it is currently too expensive to expand it to other areas in Shelburne.



- New residential subdivisions that have been built have access to high speed optical fibre internet; however, this has not been expanded to older, existing, parts of the town due to infrastructure costs.
- There is a 52 acre industrial park that is priced at \$90,000/acre.
- There are a lot of vacant storefronts in the downtown available for rent. However, Shelburne does not maintain an inventory and much of the commercial property is old and in a state of disrepair, with some landlords unwilling to help with refurbishment.
- Heritage plans are in place to preserve the appearance of the downtown area. There should be greater collaboration with developers to work on the improvement of the area.
- Shelburne needs to expand on the services available for residents such as restaurants and retail stores.

Identifying Opportunities

The Economic Development Committee was asked to consider what they perceived to be the greatest opportunities for Shelburne to stimulate economic growth and business investment in the coming 3- 5 years:

- Increased restaurants and downtown growth.
- Increased competition from larger stores.
- Hotel or motels to enable hosting tournaments and increased tourism.
- Industrial lands.
- The Fiddle Contest is no longer perceived to be a community event.
- Increase in the services that new residents need.

Members identified that roughly 7 million cars a year travel east of the downtown, with 1/3 to a 1/4 making it to downtown. This raised several questions. Could the town increase advertising to allow for a greater capture of visitors? What else could Shelburne do to embrace the feel of small town, while at the same time create a destination for people who are travelling to other communities?

4.1.3 Economic Development Strategy Session

On October 8, 2015 a workshop was held with members of Council and the Economic Development Committee (EDC) to share the initial survey findings and get input on the major elements of a strategic plan for the next three years.

The group began conducting a current state analysis by identifying internal strengths and weaknesses and external opportunities and threats. Based on these findings five priorities were agreed upon. This led to the development of preliminary actions for the Town to explore. The group then turned to the longer term objectives and a revised vision for the Town of Shelburne.



Current State Assessment of Shelburne

Through a current state assessment Council and the EDC were able to identify a series of strengths, opportunities, and threats that included:

Strengths

- Proximity to larger centres
- Potential for unused assets – i.e. lots of open space, industrial park, downtown core, etc.
- The composition of the labour force with a large percentage of highly skilled trade's people
- Affordable housing prices
- Affordable industrial and employment lands

Opportunities

- Commercial opportunities are endless. Shelburne is largely an untapped market for many sectors
- Shelburne is a young town with a diverse population that is moving into the area
- Continued new home construction and affordable housing prices
- Plenty of affordable, serviced, land for industry and commercial development
- Safe residential and business areas

Threats

- Currently there is a lack of amenities; retail shopping in particular
- There are infrastructure limitations and servicing restraints
- Lack of local investment by landlords to maintain, upkeep, and reinvest in properties
- There is nothing inherently unique about the Town Shelburne to provide a competitive advantage
- Limited local employment available

4.1.4 Stakeholder Focus Group

On October 21st, 2015 a strategic planning session was held with key economic development stakeholders from the local investment and development community. In all, 12 individuals participated, including representation from seven development firms.

The group was taken through a series of questions in a facilitated discussion. The findings are identified below thematically, and are categorized by question topic.

When we look at Shelburne's Economic Development efforts 5 years into the future, how will we know that we got it right?



Participants were asked for feedback related to what their perspective were on the outcomes Shelburne should be targeting for its economic development program. The following outcomes were identified:

- Increased local employment in semi and higher skilled jobs
- Community where the majority of people work in the town
- Balanced employment between service/retail sector and higher value
- Increase in commercial retail amenities and local shopping
- Downtown is a walkable community
- Central business district is energized
- Increasing cultural diversity
- An Integrated sense of community (right now old guard and new population)
- Easier to attract talent and skilled workforce to Shelburne
- Improved development process and better relationship with the municipality
 - Increased industrial and commercial development
 - reduced development costs (increased 175% over 3 years)
- Greater availability of development land
- Increased levels and quality of recreational facilities and options
- We have design build to support new business growth
- Capitalizing on the Highway 89/124 traffic
 - High levels of commuter and drive through traffic (especially Collingwood)

What are the key priority areas that need attention?

- Attract industry and commercial businesses
 - to achieve this we need to hit the necessary population thresholds and have the right land in place and prepared
- Plan for sewage infrastructure increase to support growth
 - town has ample supply of services
 - town has good strategy, however, increased wastewater infrastructure will be required to reach population increase greater than 10,000
- Integrated long term community planning (looking out 5 and 10 years from now)
 - Planning for schools, residential growth, accommodations, etc.
 - Look at affordability, liveability, increase population density – walkability
 - Improved recreation facilities
- Downtown revitalization
 - Stimulate the Downtown to be the 'hub of the community'



- Need a vision for the Downtown – a visible concept for our downtown and a communications strategy to get people excited and engaged
- Examine best practices of successful rural downtowns (10 features of an ideal downtown)
- Need to explore transportation linkages
 - As the community grows Shelburne will need to have public transportation capability to move residents and visitors from town to major cities and connection points
- Increased community and business engagement

What do you consider to be the greatest opportunities for Shelburne to stimulate economic growth in the next 5 years?

- Available land – current industrial and commercial lands are privately owned
- Support new business generation and foster home-based or related industries
- Celebrate our successes by promoting local business success
- Support services – up or downstream – to tie into what we already have (supply chain connectivity)
- Business inventory so we know what we have available
- Assets within town limits but also assets within the county of Dufferin
- Explore opportunities for a satellite campus for the college of university
- Need to retain our small town charm (keep the flavour)
- Shelburne is a great place to do business – staff are nice and friendly

What barriers stand in the way of advancing these opportunities?

- Increase the speed by which development can be facilitated
- Cost is a barrier
- Heavy commercial traffic is not permitted in the Downtown
 - A bypass would be ideal, however, it would significantly reduce traffic flows that business depend on
 - Exploring a bypass has already been conducted and determined that it is not feasible
- Town needs to stop focusing on a quick win – we need the community to support its local businesses and adopt a collective vision
- Province plays a role as well
- The economic development strategy needs to be a living document with performance measures and annual reporting



Are there any existing projects or ideas the group has that could be validated through the strategic planning process?

- Look at a new Community Improvement Plan (2016 budget)
- Town should be aligning local plans with County of Dufferin plans being developed right now to increase potential and impact where appropriate
- The Province is no longer the planning and development approvals authority. This is now led by County – the relationship with the County Official Plan process has improved immensely
- County now exploring an economic development strategy, forming an economic development committee, and there is a collective will to work together
- Shelburne is the nicest community to deal with when it comes to development charges (get a quote and promote this!)
- Establish a single community vision for Shelburne

What does Municipal Council need to do first to influence this Economic Development Strategy's success?

- Vibrant economic downtown
- Stop relying on volunteers
- Effectively resource the plan to support short and medium goals
- Consider hiring an economic development manager / professional
- Validate and then sell our assets – make people want to come here
- Accessibility to large number of travellers – target marketing to this audience



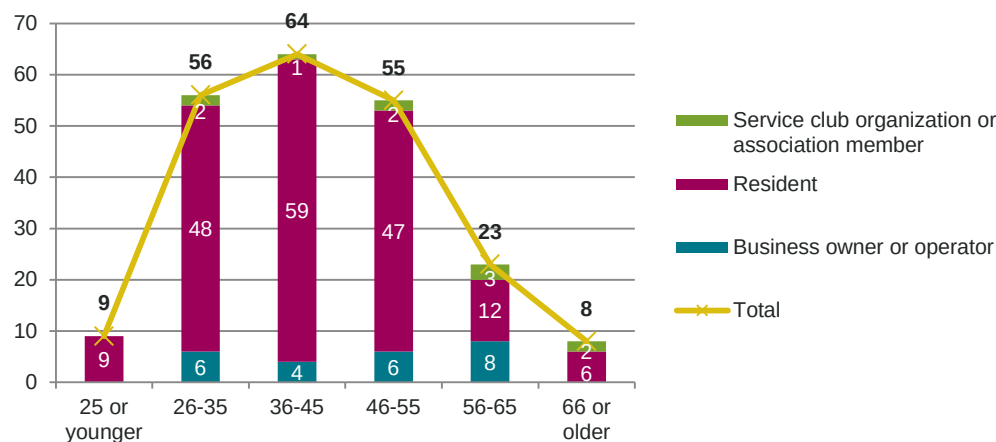
4.2 Community Based Survey

A survey was provided to the business community and community at large about economic development in Shelburne. In total, 271 people participated in the survey, including:

- 33 business owners
- 224 residents
- 14 Service club or association members

The age distribution of participants is summarized in Figure 3, where participation was strongest between the ages of 26 and 55.

FIGURE 3: AGE DISTRIBUTION OF SURVEY PARTICIPANTS



Source: MDB Insight, 2015.

4.2.1 Tapping the Business Community

Though only 33 business owners participated in the survey, their input provides some insight into the nuance of business needs and perspectives. A series of questions was directed specifically at this cohort. While the number of respondents does not permit conclusive generalizations, they do provide crucial data that can help inform understandings of potential needs and preferences.

The industry sectors represented by participating business owners are summarized in Figure 4. As shown,

FIGURE 4: SECTORS REPRESENTED BY SURVEY PARTICIPANTS.

Sector	Distribution	Participants
Professional/scientific services	22.7%	5
Retail	22.7%	5
Healthcare	18.2%	4
Finance and insurance	13.6%	3
Agriculture	4.5%	1
Business services	4.5%	1
Construction	4.5%	1
Food processing	4.5%	1
Wholesale trade	4.5%	1

Source: MDB Insight, 2015. N=22.

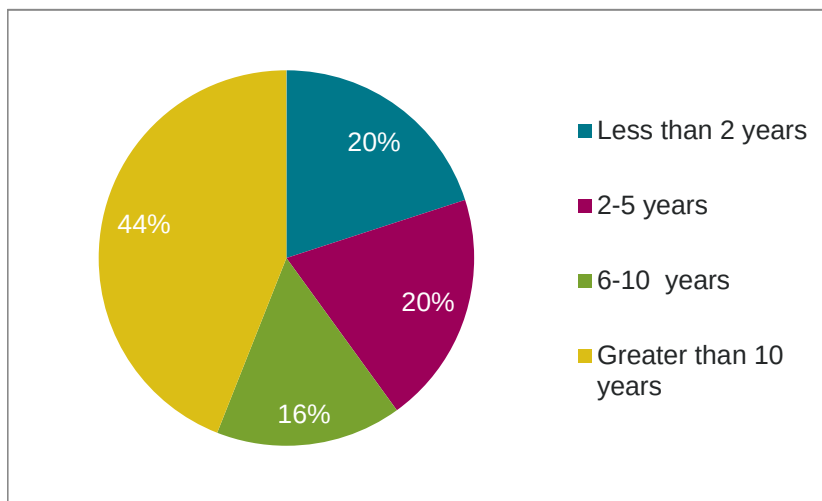


professional and scientific services and retail business owners had the largest number of survey participants. This was followed by healthcare, finance and insurance businesses.

Of the 25 respondents, Figure 5 shows how long they have been in business. The results are:

- Less than 2 years (5 people)
- 2-5 years (5 people)
- 6-10 years (4 people)
- Greater than 10 years (11 people)

FIGURE 5: NUMBER OF YEARS BUSINESS HAS BEEN IN OPERATION.



Source: MDB Insight, 2015. N=25.

More than half of the 25 participants that answered this question (14 people) stated they did not live in the community, while 11 people both lived and owned businesses in the community.

The size of the businesses ranged from self-employed to those that employ up to 19 people. The distribution is as follows:

- Self-employed (no employees) (10 participants)
- 1-4 (9 participants)
- 5-9 (4 participants)
- 10-19 (2 participants)

When owners were asked if they expect to expand in the next two years, nine indicated they did, seven indicated they would not, and another nine were not sure.



As a final question posed directly to business owners, participants were asked to rate the level of importance of various factors likely to have an effect on business growth. Figure 6 provides an overview of the ranked score for the various factors of growth, where the higher the value, the greater the importance attributed to growth.

The results indicate a preference for telecommunications infrastructure followed by an efficient development support environment, which speaks to the proverbial red-tape issue often associated with municipal services.

Access to business development services was also an identified area of importance, which speaks to the municipality's ability to either provide direct assistance to businesses, as well as the availability of services typically associated with business improvement areas (BIAs) or chambers' of commerce. Survey responses did not provide insight as to whether such services are currently unavailable, inadequate or held in high importance.

The results also indicate the demand for skilled labour, over un-skilled labour. This can equate to a direct benefit to the community as it is typical that income levels are greater for skilled labour, resulting in more discretionary spending in the local economy.

Of least importance is the proximity to supply chains and markets. It is important to recognize that respondents did not include manufacturing or warehousing or logistics businesses, which may in fact require such accessibility. Moreover, as subsequent questions in the survey posed to the entire participant base indicate, the large amount of through-traffic of heavy trucks within the town (identified as a challenge by many participants) indicates there is an opportunity to investigate the potential of growing such sectors locally.

The following observations can be made based on business responses:

- Most businesses are small, with 92% employing fewer than 10 employees
- While nine businesses expect to expand within the next two years, an equal number are unsure, indicating an opportunity to probe more directly for business retention and expansion needs of local businesses
- The top indicated needs for business growth are:
 - Availability and Quality Of High-Speed Internet and Telecom
 - Efficient Development Environment (For Expansion Approvals, New Development, Etc.)
 - Access To Business Services
 - Availability Of A Skilled Workforce

FIGURE 6: FACTORS AFFECTING BUSINESS GROWTH IN SHELburn.

Factors of Growth	Importance
Availability And Quality Of High-Speed Internet and Telecom	9.09
Efficient Development Environment (For Expansion Approvals, New Development, Etc.)	7.17
Access To Business Services	6.91
Availability Of A Skilled Workforce	6.9
Access To Financing	6.87
Availability Of Land Or Buildings (e.g. Office, Retail, Industrial)	6.48
Access To Municipal Servicing And Transportation Infrastructure	6.3
Availability Of A Semi-Skilled Workforce	6.3
Access To Quality Post-Secondary Education, Skills Development And Training	5.91
Proximity To Supply Chains and Markets	5.74

Source: MDB Insight, 2015. N=25.

- Workforce needs reflect demand for skilled labour over un-skilled labour
- Some factors associated with business growth may not be well represented in the survey results, indicating a need for a more thorough and direct engagement targeted exclusively at business owners, such as through business visitations or surveys conducted only among business owners or operators

4.2.2 Understanding Perceptions of Shelburne

Participants of the survey were asked to list key words that best reflected their perception of Shelburne. The results were captured and sorted to identify the frequency of occurrence of specific words or phrases, as summarized in Figure 7.

FIGURE 7: KEY WORDS ABOUT PERCEPTIONS OR FEELINGS OF SHELBURNE.



Source: MDB Insight, 2015. Word Cloud generated via www.wordle.net.

The language employed by participants indicates both positive and negative sentiments about the community. The top ten words or phrases used by participants are (frequencies are shown in parentheses):

- Friendly (33)
- Quiet (23)
- Small (20)
- Safe (19)
- Growing (17)
- Small town (17)



- Home (12)
- Small-town feel (11)
- Quaint (10)
- Boring (9)

Of note is the high number of words pertaining to quality of life attributes, such as friendly, quiet, safe, quaint and small-town feel. These reflect the atmosphere or aesthetics of the community. The word 'home' may also imply some level of comfort or attachment to the community associated with quality of life.

Words such as 'boring' imply that there is a lack of things to do in Shelburne. To some extent the term may stand in contrast to the other valued quality of life aspects identified above because with the addition of more entertainment, activities or such things that provide an antidote to boredom, some people may understand them as detracting from other quality of life aspects currently valued.

In addition to boredom being an area of concern, other words or phrases also reflect negative feelings toward Shelburne, including (with frequencies in parentheses):

- Traffic (7)
- Tired (6)
- Commuter town (4)
- Under-served (4)
- Empty (3)
- Getting too big (3)
- Small-town mentality (3)
- Stale (3)
- Bad (2)
- Dull (2)
- Growing too fast (2)
- Old fashioned (2)
- Stagnant (2)

Some areas of contrast emerge from the above list. The resistance to change (i.e. growing too fast or getting too big) stands opposite to adjectives such as dull, stagnant, empty, as it also stands in contrast to a desire to move forward, such as in phrases like small-town mentality and old fashioned. These again illustrate the tension between the desires of some participants to see progress within the community compared to those that wish to maintain the "small-town feel" of Shelburne.

The contrast serves as a word of caution in planning for development that begs careful consideration of a balanced approach to growth rather than a "growth for growth's sake" approach.



4.2.3 Defining Economic Development

The term economic development may represent different things to different people. For this reason, the survey sought to understand participant understandings of the components of economic development. The results of the open-ended question are broken down by emergent themes as presented in Figure 8.

FIGURE 8: MAJOR THEMES ASSOCIATED WITH DEFINITIONS OF ECONOMIC DEVELOPMENT.

Economic Development	Freq.	Economic Development (cont'd)	Freq.2
Creating local employment	45	Population growth	5
Local commercial / retail development	31	Keep small town feel	5
Growing the town / community	27	Better business hours	4
Local industry growth	25	Improved services	4
Attracting / expanding business	17	Advancement	4
Reduced leakage to outside communities / increasing local spending	14	Meet needs of community	4
Planned growth / strategic planning	10	Larger incomes / prosperity	4
Self-sustaining town	8	Stable / balanced growth	4
Less commuting	7	Business support and BR&E services	3
Residential development	7	Expanding / growing (unspecified)	3
Tourism, Entertainment and recreation	6	Increasing prosperity	3
Opportunity / Opportunities	6	Healthy owner / operator environment	2
Downtown core success / development	5	Increased vitality	2
Change	5	Spending tax dollars in and for the community	2

Source: MDB Insight, 2015.

The top themes associated with definitions for economic development are summarized as:

- Creating local employment
- Local commercial / retail development
- Growing the town / community
- Local industry growth
- Attracting / expanding business
- Reduced economic leakage to outside communities / increasing local spending
- Planned growth / strategic planning

Local employment emerged most often because participants tended to associate it with stability and prosperity. Some responses specifically identified high quality jobs as essential because they would reduce the commuter patterns that are currently outflowing from Shelburne.

The ideas associated with commercial and retail development speak to a larger theme associated with a lack of diversity in local amenities, including retail, restaurants, services and entertainment relative to the growing size of the population. Moreover, in other parts of the survey respondents have indicated a challenge exists as the community has grown too quickly compared to the growth of retail, commercial and other local businesses.



Another area of interest relates to industry growth and attracting businesses. These tie closely to notions of local employment and local spending because if there are more local good-paying jobs, locals will benefit from better wages and the economy will benefit from more localized spending. In fact, local spending, or the reduction of economic leakage to outside communities, would also be a direct benefit of increased local employment associated with industry development and business attraction or expansion.

Instead of a specific definition, it is more plausible to apply the identified attributes to a series of mandates or areas of focus that an economic development office or committee can begin to track progress within. In consideration of these areas of development, there must also be consideration to the fact that 'too much growth' is a concern to some people within the community.

In other words, these areas demonstrate the scope of economic development. Other areas in the list reflect possible guiding principles such as keeping a small town feel or meeting the needs of the community. These notions also echo sentiments that imply a balanced form of growth.

4.2.4 Strengths and Challenges for Economic Development

The survey asked respondents to identify strengths and challenges associated with building a strong economy in Shelburne. In total, 138 people offered lists of strengths, while 137 people provided lists of challenges. Both questions had notably lower participation rates than survey questions that allowed participants to select answers from a predetermined list or to evaluate categories or rank preferences.



4.2.4.1 Strengths for Building a Stronger Economy

Shelburne has numerous assets that serve as sources of pride or opportunity relative to building a strong economy. These strengths are summarized in Figure 9. ;

FIGURE 9: STRENGTHS FOR BUILDING A STRONG ECONOMY IN SHELBURNE.

Strengths	Freq.	Strengths (cont'd)	Freq.
Land availability / building availability	38	Good town Council	5
Location / Central location vis-à-vis other locations	33	Room to accommodate growth, opportunities for growth	5
Population boom / fast growing	32	Proximity to GTA	4
Large workforce	17	Good main-street, opportunities to grow main-street, solid core	4
Resilience of the community / community spirit / involvement	15	Young new people / residents	4
People	10	Serviced industrial land	3
Access to highways	9	Natural assets and beauty	3
History of innovators / forward thinkers / willing to change	9	Hard-working people	3
Friendliness, caring people etc.	9	Growing demand / new growth	3
Large through traffic (GTA to cottages)	8	High income households	3
Family oriented, young family growth	8	Good infrastructure / can accommodate growth	3
Small-town feeling	6	Community minded businesses / loyal businesses	2
Growing multiculturalism / diversity	6	Agriculture	2
Increased buy-local mentality / local business support	6	Beauty / scenery	2
Low rent / real-estate costs	5	Lots of space	2
Proximity to manufacturing jobs	5	Sub-division growth / increased local housing	2
Historic town / heritage / architecture	5	Loyal town folks	2

Source: MDB Insight, 2015. N=138.

Several broad themes emerged warrant discussion. These are taken in turn:

- **Measurable assets** – Numerous themes fit under the broader heading of measurable assets. These are items that can be tracked and indexed in order to evaluate competitiveness vis-à-vis other communities. Such assets include:

- Land availability / building availability
- Large workforce
- Access to nearby highways
- Low rent / real-estate costs
- Serviced industrial land
- Good infrastructure / can accommodate growth

If shown to be competitively better, the above assets can be leveraged in marketing and investment attraction initiatives.

- **Quality of life attributes** – A key ingredient for business attraction, next to an available labour-force, is the availability of a good quality of life. Strengths related to quality of life are associated with notions raised in the following:

- Friendliness, caring people etc.



- Family oriented, young family growth
- Small-town feeling
- Growing multiculturalism / diversity
- Historic town / heritage / architecture
- Beauty / scenery

The outcome of positive attributes implies that the community is safe to reside in or raise a family, while affording the charm of a distinct local heritage, natural and human-made aesthetic and increasingly diverse community.

- **Active community** – Examples emerged related to an engaged and active citizenry or business community, which may prove to be a solid foundation for development opportunities. Participants noted the following related strengths:

- Resilience of the community / community spirit / involvement
- History of innovators / forward thinkers / willing to change
- Increased 'buy local' mentality / local business support
- Community minded businesses / loyal businesses
- Loyal town folks

4.2.4.2 Challenges to Building the Local Economy

In total, 137 people provided responses to the question about challenges to building the local economy. The results are summarized in Figure 10.

FIGURE 10: IDENTIFIED CHALLENGES TO BUILDING A STRONG ECONOMY IN SHELBURNE

Challenges	Freq.	Challenges (cont'd)	Freq.2
Not enough business attraction	21	Winter roads	5
Modernized infrastructure is needed	21	Affordability, cost of living	4
Lack of local retail	17	Proximity to other competitors / obscurity	4
Congested downtown	16	Population too small	4
Lack of quality employment	16	Not enough to make passers-by stop	3
Aversion to change / growth	15	Expensive retail / commercial space	3
Shabby downtown	12	Bureaucracy / red tape	3
Lack of commercial variety	12	Location, middle of nowhere feel	3
Not enough business support	10	Lack of essential services	3
Truck / highway bypass needed	10	Big-box store threats	2
Commuters / bedroom community	10	Lack of available buildings	2
High taxes	9	Get rid of fiddle weekend	2
Finances / financial assistance	9	Highway access	2
Lack of public engagement / communication / community involvement	9	Lack of collaboration between levels of government	4
Lack of programs, activities, amenities for youth, children and seniors	8	Balancing small town feel with big town resources/growth	2
Lack of restaurants	8	Poor BIA	2
Racism / cultural changes / integration	8	Over-crowded schools	2
Council policy and decision making	8	Switch to OPP	2
Lack of vacant land	6	Lack of strong EDO	2
Economic leakage / lack of local spending	6		

Source: MDB Insight, 2015. N=137.



The top challenge identified by participants was insufficient business attraction. This theme carries implications for employment and potentially quality of life if attraction includes specific amenities.

As with the discussion of strengths above, some larger themes also emerge associated with various identified challenges.

- **Measurable assets** – Although listed as a strength theme, some measurable assets have also been identified as potential challenges. These identified notions hold the potential to negatively affect Shelburne's competitiveness. Themes include:

- Lack of local retail
- Lack of retail variety or choice
- High taxes
- Lack of restaurants
- Lack of vacant land

These can be viewed as challenges or weaknesses because they reflect inadequacies or threats to competition. Viewed in a different light, because they are measurable, it is also possible to determine if opportunities exist to address some of these identified weaknesses.

For example, a gap analysis can identify which amenities are missing in the community that should be present, providing opportunities for promoting business development or attraction in identified sectors, such as retail, restaurants or services. A benchmarking exercise can be undertaken to evaluate the municipality's competitiveness in different assessment categories.

Note that some respondents listed lack of vacant land as a weakness, while others identified availability of vacant land as a positive attribute. The result suggests there is some confusion over the true competitiveness in this space.

- **Governance** – This theme emerged when examining challenges identified with Shelburne's Council and Senior Management from a policy, leadership or relationship perspective. Examples include:

- Lack of public engagement / communication / community involvement
- Council policy and decision making as self-interested or lacking in vision
- Lack of collaboration between levels of government
- Bureaucracy / red tape

Nevertheless, the findings illustrate that on a holistic level, there is a need for better relationship management with ratepayers if the municipality is to increase public confidence or address problems associated with apathy.



- **Uncompetitive space** – Several comments by participants relate to Shelburne's ability to leverage itself competitively. These include:

- Commuters / bedroom community
- Economic leakage / lack of local spending
- Proximity to other competitors / obscurity among other competitors
- Location, middle of nowhere feel

The themes indicate that Shelburne in some ways is a place for people to sleep instead of live and spend their money or that it is indistinguishable or unremarkable. This speaks to the notion that the community has grown largely in terms of residents, while other needed amenities and reasons to remain in the community (such as jobs or access to goods and services) have not grown in proportion to the boom in population.

In addition, the theme illustrates a need for Shelburne to seek and take ownership of some core competencies that distinguish it from others and makes it a destination for something other than residential.

- **Quality of life attributes** – Some areas identified by participants impact the desirability of the community, most profoundly for potential residents, but by extension their discretionary spending. These areas include:

- Shabby downtown
- Lack of programs, activities, amenities for youth, children and seniors
- Racism / cultural changes / integration
- Lack of commercial variety
- Affordability, cost of living
- Lack of essential services

Though some quality of life attributes were identified as distinct strengths, these above listed items reflect limiting factors to enhancing the appeal and overall character of the municipality to stakeholders. A “shabby” downtown reflects a need for beautification efforts and better upkeep. Programs, activities and amenities for stakeholders reflect the need for residents to enjoy themselves in the community, engage with others in public spaces or enhance their personal health.

The notion of racism is also associated with comments about cultural challenges or integration. A few participants were explicitly anti-multiculturalism. While ethnic diversity was identified by some as an asset, a challenge arises based on levels of sensitivity and available programs and services to facilitate integration. The challenge is therefore multifaceted in that some degree of education and sensitization to diversity is needed, while also immigrants and newcomers may not have the resources to more easily transition into the community.

A lack of variety of commercial choice can also impact quality of life because desired amenities are absent from the community, forcing people to satisfy their needs elsewhere.



- **Business needs** – This final theme addresses various components of the analysis related to identified challenges for businesses, including:
 - Not enough business support
 - Finances / financial assistance
 - Poor BIA

These are challenges because existing businesses or people wishing to start new ones desire help in their undertakings. It brings peace of mind to stakeholders to know that mechanisms are in place that are designed to address their needs.

4.2.4.3 Levels of Satisfaction in Economic Development

Survey participants were invited to share their level of satisfaction with existing economic development efforts. In total, 203 participants provided their feedback, summarized in Figure 11.

The figure below provides a breakdown of responses by business owner/operators, residents and service club organization/association member as well as total cumulative percentages.

FIGURE 11: LEVELS OF SATISFACTION IN LOCAL ECONOMIC DEVELOPMENT EFFORTS.

Level of Satisfaction	Business owner or operator	Resident	Service club organization or association member	Total Percentage
Very satisfied	0%	2%	0%	2%
Somewhat satisfied	10%	16%	0%	15%
Satisfied	29%	10%	13%	12%
Not satisfied	38%	39%	50%	39%
Very unsatisfied	19%	10%	13%	11%
I have no knowledge of Shelburne's economic development efforts	5%	24%	25%	22%

Source: MDB Insight, 2015. N=203.

The figure illustrates that overall, participants are not satisfied with current economic development efforts, with half of all participants indicating they are either not satisfied or are very unsatisfied. Considering the 22% of participants that are unsure about Shelburne's efforts, there is a remaining 28% that indicate satisfaction.

Combining “unsatisfied” with “very unsatisfied” The overall level of satisfaction was lowest among service club or association members (63%), followed by business owners (57%) and residents (48%). Of note however is that both resident and service club or association members had high proportions of people that were unsure.



4.2.4.4 Satisfaction with Municipal Programs and Services

Survey participants were also asked to evaluate a series of programs and services based on their level of satisfaction. The categories evaluated related to multiple dimensions of municipal operations, including but not restricted to economic development.

The results are summarized in Figure 12, where they are ranked from most satisfied to least satisfied.

Most striking in the list is that all aspects relating to the economy were rated low compared to other categories:

- Availability of retail shopping
- Quality of available employment opportunities
- Number of available employment opportunities
- Small business supports

The fact that all four economic categories are lumped at the bottom of the ranking suggests that collectively economic development is understood to be weak or insufficient compared to other municipal operations or programs.

As Figure 13 illustrates further, agreement was strongest among participants over the statement, “Shelburne needs to actively pursue more commercial (retail) / industrial growth through business retention and attraction.” This also illustrates the identified gap in economic development programs or services.

There is good news from these findings as well as reflected in the statement “Shelburne is a good location for a business to locate” as it indicates there is opportunity in Shelburne to mitigate the shortcomings identified in the previously.

FIGURE 12: LEVEL OF SATISFACTION WITH PROGRAMS AND SERVICES IN SHELBURNE.

Category	Level of Satisfaction
Public library	3.8
Housing availability	3.5
Education	3.34
Parks and the environment	3.2
Property values	3.19
Services for Seniors	2.87
Sports & recreational activities	2.72
Collaboration between Municipal Government and others	2.61
Fiddlefest and Championship event	2.56
Access to healthcare	2.5
Transportation & roads	2.48
Planning & development	2.42
Small business supports	2.33
Number of employment opportunities available	1.86
Quality of employment opportunities available	1.81
Availability of retail shopping	1.76

Source: MDB Insight, 2015. N=168.

FIGURE 13: LEVEL OF AGREEMENT ON STATEMENTS ABOUT SHELBURNE.

Category	Level of Agreement
Shelburne needs to actively pursue more commercial (retail) / industrial growth through business retention and attraction.	4.32
Shelburne is a good location for a business to locate.	3.53
Shelburne is a welcoming community for newcomers.	3.45
Shelburne should retain its rural 'small town' atmosphere.	3.35
Shelburne needs to actively pursue residential growth.	2.87

Source: MDB Insight, 2015. N=167.



4.2.5 Identifying Priorities for Shelburne

Survey participants were asked to rank a series of strategic priorities by order of preference. The results of their responses are summarized in Figure 14.

FIGURE 14: RANKING OF IDENTIFIED PRIORITIES.

Category	Business owner or operator	Resident	Service club or association members	Total
Increased employment opportunities	5.53	4.53	3.67	4.61
Downtown revitalization	3.25	4.94	6.00	4.83
Supporting small business	5.31	5.63	4.50	5.54
Commercial land development	6.00	6.65	6.86	6.59
Conservation of the environment	9.08	6.64	6.83	6.92
Property values	9.14	7.22	7.33	7.44
Tourist events, & amenities	7.85	7.47	9.00	7.58
Promotion and marketing	6.33	8.13	7.00	7.85
Increased public transportation	6.55	8.35	8.43	8.11
Heritage conservation	8.93	8.07	9.86	8.27
Arts & culture	7.40	8.29	10.67	8.30
Industrial land development	6.82	8.70	7.50	8.42
Affordable housing	7.88	8.68	6.83	8.50
Seniors facilities and services	9.17	8.61	7.14	8.61

Source: MDB Insight, 2015. N=161. Note: The lower the score the higher the priority placed on the item in question.

Analysis of the above figure reveals that preferences for discrete economic development initiatives are favoured over other components of municipal life. This is illustrated by comparison of the top categories compared to the bottom ones.

Top categories of strategic priority:

- Increased employment opportunities
- Downtown revitalization
- Supporting small business
- Commercial land development

Bottom categories of strategic priority:

- Arts & culture
- Industrial land development
- Affordable housing
- Seniors facilities and services

Of note between the two lists however is the distinction between a high priority for commercial land development which fits with the desire for more commercial and retail compared to industrial land development, which fits with less of a desire to attract industry.

The result reflects other findings discussed in earlier portions of the survey concerning the need for more amenities to keep pace with residential growth. However, it is interesting that industrial land development figured so much lower in comparison given



that the affiliated workforce typically earns more than would be case in a retail environment and in some other commercial offerings.

4.2.5.1 Moving Forward on Priorities

The final question of the survey asked participants the following: “What do you think could be done, or needs to happen in the next three years to positively influence Shelburne’s continued economic competitiveness and community success?”

Participants provided feedback in their own words, summarized in Figure 15.

FIGURE 15: IDENTIFIED ACTIONS NEEDED TO SUPPORT ECONOMIC COMPETITIVENESS AND COMMUNITY SUCCESS IN SHELBURNE.

Area of Action	Freq.	Area of Action (con't)	Freq.2
More retail	37	Ensure infrastructure is maintained	4
More restaurants / bars	23	Family programs and services	4
More recreation facilities / activities	21	More post-secondary education	4
Investment attraction / more industry	16	Help, support for small businesses	4
More commerce / services	16	Better transit connectivity	3
More quality employment / less commuting for employment elsewhere	15	More affordable housing	3
Downtown revitalization / beautification	14	Balance growth with maintaining "small-town" charm, values	3
Encourage local spending	8	Entertainment	3
Truck bypass	8	Follow through on strategic planning	3
More assertive Council , less fear of change	7	Less franchises, more small businesses	3
More events and activities	5	Better municipal engagement	2
Better marketing and promotion of the community to investors / potential residents	5	Less policing	2
Shelburne is no longer a small town, but still has only small town amenities	5	Develop more commercial / retail space	2
Business concentration on main street, growth of main street businesses	4	Encourage more civic engagement and volunteerism	2

Source: MDB Insight, 2015.

Analysis of the results indicates that with the exception of “more recreation facilities or activities” the top eight actions all fit within the purview of an economic development lens, as shown in the following:

■ More retail	37
■ More restaurants / bars	23
■ More recreation facilities / activities	21
■ Investment attraction / more industry	16
■ More commerce / services	16
■ More quality employment / less commuting employment elsewhere	15
■ Downtown revitalization / beautification	14
■ Encourage local spending	8

Quality of life attributes are generally high priority, especially when factoring in the desire of participants to have more recreation activities, retail, restaurants and other commercial services. It follows that select quality of life attributes are deeply connected



to the economy because they represent how residents live and play, as well as opportunities for employment.

One area that has emerged across several survey questions is the desire for a ring-road or truck bypass route around the city. The idea is flagged here because a ring-road comes with both advantages and disadvantages. A previously articulated asset by some respondents was associated with the volume of through-traffic and potential for people to stop in the community to spend money, but this stands in conflict with complaints about truck volume, which are also valid concerns given the likely effect on noise levels, traffic, and public safety. The discussion here serves to indicate that such an undertaking will likely require further evaluation because of its sensitivity.

Another area of nuance requiring sensitivity relates to previously stated theme of conflict between a desire for growth or progress versus a desire to maintain the small-town feel. Here again the theme illustrates a need for careful consideration in strategic planning so that the ideal balance can be struck between growth and maintaining the characteristics and quality of life attributes that currently exist and are valued by many stakeholders.



4.3 Key Informant Interviews

As part of the consultation process, over 30 key stakeholders were interviewed to get their perspective on the economic development environment and process in Shelburne. The stakeholders included representatives from local businesses, economic development organizations and service clubs. The following section provides a summary of these discussions categorized into general themes of interest that framed the discussions.

4.3.1 Perceptions of Shelburne

Shelburne's rapid residential growth dominated the descriptions of the town. Shelburne is a small, quaint, rural town with huge opportunities due to its population growth and increasing diversity. One participant talked about the air of anticipation for the opportunities to come.

Participants identified some challenges as well, describing Shelburne as a commuter town that was nondescript, underserved and needing improvement. These negatives were offset by Shelburne's description as a friendly and close knit community.

"Shelburne has the flavour of a small town but a longing for bigger things."

4.3.2 Economic Growth Expectations

Participants were asked to describe their perceptions of economic growth. The following points reflect the various themes heard during the interview process.

- Economic growth will result in new jobs in the community. It will create additional employment opportunities for the large number of residents that currently commute outside of Shelburne for work.
- New commercial operations including restaurants, retail operations, and professional services will address the needs of the growing population.
- The growing population makes Shelburne more attractive for new businesses because of the expanding workforce.
- Economic growth will result in greater municipal wealth, business and residential expansion.
- Growth will allow for additional services including bus systems, infrastructure investments and expanded social services.
- Economic growth means becoming self-sufficient. Residents will not need to leave the community to find the employment and services they require.
- The industrial and employment base will become more diversified.
- Economic growth will result in a vibrant downtown core with a low vacancy rate that offers a number of different shopping opportunities and places to dine.



4.3.3 Retaining the small town atmosphere

The stakeholders were asked their opinions on retaining a small town atmosphere in Shelburne. The following themes were addressed during the discussions:

- Shelburne should focus on balancing growth and the small town atmosphere. The town needs to offer the appeal of living and working in a small town environment while providing the infrastructure to support community growth.
- As the numbers of residents that commute for work increases, it will be difficult to retain the small town atmosphere. New residents to Shelburne may not consider the small town atmosphere important.
- A commitment to maintaining a small town atmosphere could hold back growth. It could migrate to an anti-growth sentiment fostering social exclusion and protectionist attitudes. It is more important to focus on becoming an inclusive and diverse community.
- Shelburne needs to address the relationship between residential and employment lands and their growth.
- Planning the location of retail operations is a common concern; particularly the potential impact of big box stores on an underperforming downtown core.
- Traffic congestion is an obstacle to the small town feel and the viability of downtown businesses. Walkability will also be an important determinant in maintaining the small town feel.

"It is nice to have the rural feeling but when you look at the future, residents are going to want services and we may have to make allowances."

4.3.4 Assets & Strengths

Participants identified the following assets and areas of strength:

- Shelburne's location and proximity to larger centres is a key strength for attracting new residents and businesses. Shelburne is within a one-hour drive to Brampton, Orangeville, and Collingwood. The location at highways 10, 24, and 89 provides a significant logistics advantage. Shelburne is also only a 1½ hour drive from downtown Toronto and all the amenities in the GTA.
- Respondents praised local municipal government and the economic development strategy initiative. The CAO is proactive in working with developers and supporting the business community. There is minimal 'red tape' when working with the town.
- Affordable housing in Shelburne allows workers to commute to jobs in other areas such as Brampton, Orangeville, and Alliston.
- The old town hall has a small theatre and is creating a more 'recreational' atmosphere in the downtown.



- The town has a number of parks and new green spaces included in recent developments, which has contributed to a good quality of place.
- Shelburne has a reputation as a safe community that has its own police service.
- Affordable housing prices are attracting new residents and increasing the local workforce, which will in turn attract new businesses.
- There is a strong community spirit in the town. Connections to the community through the facilities, festivals, community events, agricultural heritage, and proximity to outdoor recreation add to Shelburne's charm and quality of place.

4.3.5 Challenges

The following items reflect the key challenges heard during the interview process:

- The town is running out of developable residential land. Continued population growth is the key to future economic development and sustainability.
- The growing commuting population has several inherent challenges:
 - Residents who commute elsewhere for work often do not spend time contributing to the communities in which they live.
 - The population of residents who commute out of Shelburne for work may decide to move to avoid longer commute times.
- Shelburne's distance from major 400 series highways will limit the town's ability to attract industries that are depending on trucking and shipping.
- There are a number of issues associated with the Downtown core:
 - Many stores are performing poorly
 - Shelburne experiences significant retail leakage to larger centres with greater selection
 - Traffic congestion on the weekends further discourages would-be shoppers
 - Absentee landlords with a poor track record of maintaining their properties own many of the downtown buildings
 - Several downtown retailers have not adopted the necessary accessibility standards for their operations
- Participants noted the challenge of creating a welcoming environment for newcomers. Some long-time residents are not culturally aware and have an anti-growth attitude. Shelburne lacks the additional services and businesses new residents need.
- The main intersection acts as a physical barrier between the older part of town and the new subdivisions, and hinders Shelburne's walkability.
- There is no public transportation in Shelburne to enable workers and residents to travel within the County or to neighbouring communities.



- There is no collective vision for the community, especially for the downtown and tourism opportunities. Previous economic development initiatives were disjointed and did not seem to be part of a larger plan.
- The CAO is the primary driver for economic development in the community along with many other responsibilities. There are insufficient resources to implement the new economic development strategy once it is developed.

“We are our own worst enemy right now. We are the ones stopping the growth with our old school mentality.”

4.3.6 Opportunities

The following points were identified as areas of opportunity in the next three to five years:

- Commercial development in Shelburne has not kept pace with residential development. There is a shortage of businesses to serve the needs of local residents.
- Larger commercial developments, such as Canadian Tire or other ‘big box’ stores require a higher residential population before investing in a community. Shelburne’s continued residential growth will have a direct impact on local commercial development.
- Investments in small businesses and business development through the creation of a hub or incubator could provide the necessary support for start-ups and small business growth.
- Shelburne’s growing population and workforce will be a draw for prospective employers. The new residents are also a source of the fresh ideas and enthusiasm.
- Shelburne has a reputation as being an open and inviting place for businesses and developers. The town should be more proactive in promoting itself as being business minded and open to investment.
- Shelburne would benefit from an aggressive investment attraction effort targeting manufacturing and retail operations.
- The town would benefit from more frequent communication on economic development efforts and opportunities in Shelburne.

4.3.7 Barriers to Growth

The following barriers to growth were identified during the interview process:

- The town has limited sewer capacity. Without a cohesive plan and investment in infrastructure, the town’s continued growth would be diminished.



- Traffic congestion is a deterrent for shopping in the downtown on the weekends. Without strong leadership, renewed energy and vision, the downtown will continue to flounder.
- Shelburne's real estate market experiences more fluctuation than larger markets like Mississauga and Brampton thereby limiting the investment activity.
- Shelburne needs a comprehensive and aggressive plan for economic development with regular updates and communication to the community.

4.3.8 Threats

The interviews revealed the following external threats to the town's future growth:

- There is significant competition for business investment from other larger population centres with more amenities to offer investors. Communities like Alliston and Orangeville are strong competitors with similar value propositions and established residential growth and economic development strategies.
- Shelburne is dependent on provincial policy and funding for continued residential growth and investment in infrastructure and services to support that growth. Changes to provincial policies could impact the town's future growth. The *Places to Grow Act* prohibits the town's ability to convert industrial lands for residential development.
- An increase in gas prices could make commuting from Shelburne a less attractive option for commuters and slow the community's residential growth.

4.3.9 Economic Development Potential

The following items reflect the key themes regarding the long-term vision of Shelburne:

- Shelburne will be a community where people can both live and work rather than commuting elsewhere for employment.
- Shelburne will be a healthy, safe, family-friendly and socially inclusive community.
- There will be a diversified mix of businesses including manufacturing facilities, transportation/ logistics, home based businesses and a selection of retail and service options to service the growing community.
- The town needs to create a culturally innovative niche that will act as a draw for tourists and residents.

4.3.10 Residential development

Developers provided the following input into the potential for further residential development in Shelburne:

- Two very large subdivisions scheduled to be completed in 2016 with a few infill projects planned, but no new construction is planned.
- Further residential growth will be limited by sewage treatment capacity and lack of available residential lands within the town.



- Continued growth should be pursued. Shelburne remains a more cost-effective location in comparison to Orangeville and Brampton.
- The increase in residential development has not been matched by commercial and industrial increases resulting in an increasingly mobile workforce that commutes to work outside the town.
- Residents who commute out of Shelburne for work are less engaged and committed to the town and impact the quality of life for all residents.
- Affordable housing will continue to play an important role in driving Shelburne's residential growth.

4.3.11 Commercial and industrial development

The following items reflect the key insights from local developers on commercial and industrial development in Shelburne:

- Major commercial opportunities exist in the development of restaurants and big box stores such as Canadian Tire or larger grocery store formats.
- There has been very little local industrial land development within the past ten to fifteen years.
- A lack of new commercial properties in Shelburne could negatively impact the town's image suggesting it is not a viable location for commercial business.
- The downtown will face further challenges when big box stores ultimately come to Shelburne



Competitiveness Assessment

SWOT Analysis

Competitive Advantages and Disadvantages



5 Competitiveness Assessment

5.1 SWOT Analysis

The following section of this report presents the research and engagement findings into common themes. These are drawn from the community and stakeholder consultations, detailed demographic and socio-economic research, as well as the background review of relevant programs, initiatives and policies. Collectively, the outcomes of these processes inform the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis.

A SWOT is a valuable tool that supports decision making through the identification of internal and external factors that directly influence or impact the municipality and its economic development activities.

Strengths are usually attributed to local assets and resources that the municipality can leverage, or build on to support local growth and prosperity. Weaknesses are current disadvantages internal to the community that hinder, or impede successful outcomes. These factors may require improvement, strengthening, or mitigation in order to encourage and support the Town of Shelburne's ability to capitalize on opportunities.

Opportunities are specific elements that Shelburne can leverage to overcome challenges and effect positive change. Threats are generally associated with factors that may jeopardize a community's success and represent barriers, or obstacles that may prevent the municipality's ability to implement its strategy.

The purpose of this section is to utilize the SWOT Analysis to inform the overarching strategic directions, recommended initiatives, and action plans in the Town of Shelburne's Economic Development Strategy.

5.1.1 Strengths

Growing Population

In a time when many rural communities are facing declining population, Shelburne has experienced significant residential growth particularly in the younger, working age segment. These new residents are increasing the Town's appeal as a destination for new business investment. The population growth is also creating opportunities to attract additional retail development to serve the growing residential base.

Location

Shelburne is located at the axis of highways 10, 124 and 89. The location creates opportunities for logistics businesses and transportation dependent manufacturers. The proximity to the larger markets in Brampton, Orangeville, and Collingwood makes Shelburne attractive to residents seeking a small town experience with access to employment and shopping in the larger centres.



Quality of Place

Residents describe Shelburne as friendly, welcoming and safe with a strong sense of community. There is an active network of service clubs and events for resident engagement. The natural assets and beauty of the area, combined with recreational opportunities provide a high quality of place. Residents enjoy the charm and small town feeling of the community and have access to a growing diversity of community amenities and sports facilities.

Development Friendly Municipality

Residents describe the town as respected and proactive with little red tape. Industrial and residential land is competitively priced, making Shelburne an attractive location for new homes and businesses.

5.1.2 Weaknesses

Downtown

Shelburne's commercial core faces a number of challenges. The retail and service selection is limited, forcing residents to travel out of town to get the goods and services they need. With a large commuting workforce and established patterns for visiting larger centres nearby, retail leakage is a significant problem. Traffic congestion and inconsistent store hours also discourage local shoppers.

The BIA does not have the resources or capacity to develop a larger vision for the downtown. The BIA has expressed frustration in addressing cleanliness in the downtown, property standards and absentee landlords.

Infrastructure

Rapid residential growth has consumed the existing wastewater capacity and as a result, the town is currently not entertaining inquiries for wet industries for industrial development. The pace of residential growth will also be slowed without further investment.

Industrial land in Shelburne is all privately owned and limits the Town's ability to respond and negotiate investment opportunities.

Communication and Collaboration

The survey of local businesses and residents indicated that they are not satisfied with local economic development efforts. There are a number of organizations in the region engaged in economic development programs and small business support. The geographic regions are not consistent however, resulting in a confusing web of business services and supports. It is difficult for local businesses to find the appropriate organization for the desired service.

The lack of coordinated vision is causing confusion for clients. They have no understanding of what town is doing and how to access the support.



While there is a history of working together, there is a perceived lack of a coordinated vision for the future of economic development. There is little evidence of larger, long-term collaborative initiatives with the various partners. The town does not have a dedicated economic development staff to provide the leadership and guidance of a larger strategic vision.

Resident Engagement & Employment

Residents are reporting challenges in integrating the large number and diversity of residents into the community. Many of the services to support newcomers are not available locally.

Industrial and commercial development has not kept pace with residential development and the share of workers commuting is increasing. Commuting residents have limited time to become engaged in their community. The quality and number of local jobs is inadequate while local employers report challenges in hiring appropriately skilled workers.

5.1.3 Opportunities

Collaboration

There are a variety of economic development, business associations and post-secondary organizations in the region that provide economic development services including the Dufferin Board of Trade, Headwaters Tourism, Shelburne BIA, Dufferin County, the CFDC, the Ontario Ministry of Agriculture, Food and Rural Affairs and Headwaters Tourism. The town would benefit from harnessing this power with a coordinated effort with common goals and assigned responsibilities towards a common vision.

Traffic Volume

The large volume of traffic travelling through Shelburne to cottage country or on to other centres is an untapped market.

Rising residential land rates

The growth of the Greater Toronto Area (GTA) and associated high residential land rates positions Shelburne as an affordable alternative and continues to fuel Shelburne's population growth.

Transit Service Connecting Shelburne to Surrounding Areas

Potential opportunities to increase connectivity of existing residents with commercial amenities, employment, recreation, health and other services available outside of Shelburne are identified in the 2016 Town of Shelburne Transit Feasibility Study. A public transit system connecting Shelburne to GO services in Orangeville may also



increase the community's desirability for attracting new residents, employers, and skilled talent.

5.1.4 Threats

Provincial Policies

Shelburne is subject to provincial policies and decisions that have driven much of its population growth. A change in provincial policies could change the direction and the pace of that growth.

The province is also responsible for the provincial roadways through the downtown. The town is not able to address the congestion issues in the downtown without provincial support. A recent traffic study completed in cooperation with the province and Dufferin County indicated, "it is not pragmatic or financially feasible to design a transportation system that accommodates the peak of the peak with free-flow conditions".¹

Community Engagement

Shelburne has a reputation as a welcoming, friendly community. The unprecedented pace of residential development in the region has however resulted in some resistance to the newcomers. A large commuting population exacerbates the situation and left unchecked could result in disengaged, uninformed residents and businesses.

Economic Development Competition

Interest and proactive engagement in municipal economic development is on the rise in Ontario. To be successful in retaining and attracting new business, Shelburne must provide a suite of services on par with other municipalities. Many of the adjacent communities have dedicated staff and more comprehensive programs and materials to support their economic development efforts.

5.2 Competitiveness Review

The SWOT Analysis completed in the section above is a valuable exercise and important step to identifying the best options for economic improvement in the Town, and the barriers that exist. However, in order to better understand Shelburne's ability to harness new investment attraction opportunities, and facilitate continued development, foster expansion and retain existing businesses it is necessary to dig deeper to determine the municipality's competitive advantages and disadvantages.

¹ Town of Shelburne, County of Dufferin, and Ministry of Transportation Shelburne East Area Transportation Study, June 2012.



In contrast to strengths and weaknesses, which may be commonly experienced by Shelburne as well as its competitors and neighbouring areas, competitive advantages and disadvantages, will often differentiate an area from its competition.

There is a greater likelihood of continued success if the community can effectively focus its economic development activities in a targeted manner that will support the local industries, and new businesses that can capitalize on the competitive advantages, rather than suffering from its disadvantages.

In turn, the Town of Shelburne should fully understand the competitive disadvantages, and determine if, and how they will address these factors in order to foster change, and the potential impact they have on achieving the community's goals and objectives.

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">■ Significant and steady population growth■ Availability of industrial and commercial lands■ Highway infrastructure and positioned along frequently travelled routes■ Affordable housing rates and new housing development ongoing■ Highly commutable location■ Proximity to large urban centres■ Positioned halfway between cottage country and GTA■ Beautiful natural environment■ Numerous parks and trail system for active / healthy living■ Strong desire for a shop / buy local initiative■ Continued Town emphasis on acceptance and welcoming newcomers■ Small town persona with strong desire for growth■ Growing multiculturalism and diversity	<ul style="list-style-type: none">■ Commercial / retail leakage■ Downtown in disrepair and lacking lifestyle / commercial amenities■ Increasing cost of fuel / commuting■ Limited residential land supply■ Potential wastewater capacity limitations on growth■ Need for increased collaboration in economic development■ Limited high speed internet access■ Lack of unique selling proposition■ Lack of public transit connecting settled areas in the County■ Disconnected business supports■ Relative distance from major markets■ Persona as a bedroom community



Shelburne's Critical Path to Success

Economic Vision Strategic Priorities Action Plans



6 Shelburne's Critical Path to Success

An important element to ensuring the long term success of the Town of Shelburne is fostering unity towards common goals among the various people, businesses, organizations, and stakeholders that make Shelburne the community that it is. As an economic development strategy, it is vital that the vision established in this document reflects the aspirations of the community, and contains key aspects of what the Town of Shelburne should look like in the future.

The vision acts as a common understanding of where the Town is headed and what it strives to be in pursuit of a future state.

On October 8, 2015 a workshop was held with the Town Council and the Economic Development Committee (EDC) to share research findings and obtain input on the major elements of a strategic plan for the next three years.

A key outcome of this session was to provide direct input into the crafting of an economic vision for the Town of Shelburne. Through a collaborative process that involved participation from the Town's Council and the EDC, specific concepts and key understandings were developed that are reflected in the vision statement below.

6.1 A Ten Year Vision for Guiding Shelburne's Economic Growth

The Town of Shelburne is a progressive and increasingly diverse community that is welcoming of new populations and customs. Our economic base supports a vibrant and diverse economy, local employment opportunities, and the necessary physical and social infrastructure that encourages and supports future growth. Our attractive and liveable downtown area features a range of retail and service offerings with interesting and unique attractions and meeting places that satisfy residents and visitors alike.

6.1.1 We know the Vision is working when ...

To achieve the success of this vision a set of four performance metrics were established by Council and the EDC. These metrics were developed to provide a measure of the success of the current economic development strategy. When we think about the strategy, Shelburne knows that the community is moving closer to achieving the goals embedded in the Economic Vision when the following outcomes are happening:



1. Attracting the kind of amenities people want and need in their community

- This will be achieved when residents can work, shop, and play in town. When residents will not be required to drive out to Toronto, or other larger urban centres to meet their needs for goods and services, and shopping locally is commonplace

2. Balanced Industrial/commercial and residential assessment

- An increase in the industrial and commercial tax base to alleviate the burden and ensure it does not fall solely on the residential tax payer

3. A sustained and bustling downtown core

- Shelburne will have created a vibrant downtown that is sustained by local shopping and increased visitors

4. Opportunities for young families and youth retention

- When youth have the opportunity to stay or return to Shelburne after attaining an education. When Shelburne becomes perceived as an attractive community to both live and work and raise families

6.2 Strategic Priorities

In order to achieve the vision of a progressive and unique community the Town of Shelburne will need to set out the following four priorities that need to be acted on in the next three to five years.

In a logical sequence, these priorities were formed out of the deliberations of the facilitated planning session with Council and the EDC, taking into consideration all of the research and engagement undertaken through the strategic planning process. They represent the most important steps that need to be taken during the lifecycle of the Economic Development Strategy 2015 – 2019 in order to move Shelburne closer towards achieving its Economic Vision and goals.

1. Development of a common brand

2. Local industrial and commercial development in the Town of Shelburne



3. Revitalize the downtown area

4. Attract new investment and risk takers to the Town of Shelburne

Drawing on the research conducted for this report and the key findings from the extensive amount of community and stakeholder engagement performed, these Strategic Priorities form the foundation for the development of a series of Strategic Recommendations that will act as a critical pathway for the Town of Shelburne to move their economic development agenda forward.

Recommended Initiatives

When considering implementation of the strategy, a necessary step to taking action is operationalizing the Strategic Priorities. This involves identifying a specific set of objectives, or Recommended Initiatives that the Town can take in order to move theory into reality. These, in turn, are accompanied by specific actions that can be undertaken and executed upon

The Recommended Initiatives below are directly related to the Strategic Priorities, and ultimately can be traced back to the Goals and Economic Vision of the community. In this manner, the Town of Shelburne can be confident that by accomplishing the various actions outlined below, its efforts are directly contributing towards the advancement of its economic development agenda.

For example, successfully implementing an integrated infrastructure and growth planning initiative will allow the Town to make more effective decisions related to enabling the availability of serviced commercial and residential land in order to encourage new development that will assist in balancing the tax assessment spread, attract new investment, and increase the population base, thereby supporting growth.

The Town of Shelburne's 2015 – 2019 Recommended Initiatives are as follows:

- 1. Establish a Dedicated Economic Development Function within the Town***
- 2. Undertake a Comprehensive Downtown Revitalization Program***
- 3. Implement an Integrated Infrastructure and Growth Planning Initiative***
- 4. Create an Economic Development Communications Program***
- 5. Develop a Quality of Place Initiative Focused on Community Building***
- 6. Increase Entrepreneurship and Small Business Support Programing***



6.3 Interpreting the Action Plan

As identified above, the following section provides a series of action plans that are aligned with the Recommended Initiatives established above. The actions contained below are outlined in a logical manner according to the level of potential contained in each opportunity, the need for action, level of complexity, ease of implementation, and cumulative effect.

Each Recommended Initiative in the tables below is accompanied by a Priority Level and set of recommended community Partners. The level of priority was established based on the following criteria:

- Sense of urgency indicated by the consultations and research
- Level of economic development potential and gain for Shelburne
- Feasibility and suitability based on local assets and SWOT analysis
- Resources required and value for output
- Logical sequence of actions

Priority levels are identified as the following:

- Highest = Immediate
- High = Within One Year
- Moderate = Within 3 Years
- Longer-term = Between 3 – 5 Years

It should be understood that the Priority Level reflects when the Action should be initiated, and does not necessarily reflect when the Action should be completed. It is fully recognized that some actions and initiatives may take longer to accomplish than the timeframe that is initiated within.

The action plans also contain an assigned Lead and a set of suggested Partners. As economic development is very much a collaborative activity, success will often be predicated on the support and involvement of various internal and external partners and groups. In circumstances where two leads appear, this represents a shared responsibility for leading the corresponding action.

Each action plan is accompanied by a set of performance measures or, 'Key Strategic Outcomes' which allow the Municipality to track the success of the initiative over time, along with its effective implementation.

Following the Action Plans section is an Implementation Plan that outlines a timeframe for each of the Recommended Initiatives by their Action Plan headings in a Gantt chart format in order to visualize where actions and initiatives overlap in order to more effectively plan for resource allocation. The action plans, along with the strategy itself, should be recognized as a fluid, or living document. It is suggested that the plan be reviewed and revised on a regular basis by the senior management and leadership of the Town of Shelburne, and revised as is appropriate to reflect internal and external changes that impact upon the community.



6.4 Action Plans

6.4.1 Establish a dedicated Economic Development Function within the Town

Recommended Initiative	Priority Level	Lead	Partnerships
Hire a dedicated staff member to be responsible for economic development services (Economic Development Officer)	Highest	<ul style="list-style-type: none"> ■ CAO's office 	<ul style="list-style-type: none"> ■ Dufferin County
Establish a business retention and expansion (BR&E) program supporting and building on the existing business base	High	<ul style="list-style-type: none"> ■ Shelburne Economic Development Officer (EDO) 	<ul style="list-style-type: none"> ■ Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) ■ Shelburne Economic Development Committee (EDC) ■ CAO's office
Bring together the business community, business and tourism organizations and economic development service delivery agencies to inform and engage in the economic development strategy actions	High	<ul style="list-style-type: none"> ■ Shelburne EDO ■ Shelburne EDC 	<ul style="list-style-type: none"> ■ Shelburne Business Improvement Association (BIA) ■ OMAFRA ■ Dufferin Board of Trade ■ Workforce Planning Board ■ Small Business Enterprise Centre (SBEC) ■ Centre for Business and Economic Development (CFDC) ■ Headwaters Tourism ■ Service clubs ■ Local Businesses ■ Development and



Recommended Initiative	Priority Level	Lead	Partnerships
			Real Estate Community
Establish development guidelines to facilitate the industrial and commercial development process	Moderate	<ul style="list-style-type: none"> Clerk's Department (Planning) 	<ul style="list-style-type: none"> Shelburne EDO
Engage existing businesses and organizations as community ambassadors <ul style="list-style-type: none"> Provide economic development training Educate on opportunities in Shelburne Provide Shelburne marketing materials 	Moderate	<ul style="list-style-type: none"> Shelburne EDO Shelburne EDC 	<ul style="list-style-type: none"> Dufferin Board of Trade Local Businesses Development and Real Estate Community

6.4.1.1 Key Strategic Outcomes

- Economic Development Officer (or dedicated staff person) hired
- BR&E program established and implemented
- Demonstrated collaborative implementation of strategy by economic development partners
- New development guidelines that are supportive of business implemented
- First wave of Community Ambassadors identified and actively promoting Shelburne



6.4.2 Undertake a comprehensive Downtown Revitalization Program

Recommended Initiative	Priority Level	Lead	Partnerships
Invest in BIA resources and capacity			
<ul style="list-style-type: none"> ■ Provide funding to augment the BIA budget ■ Hire staff support for BIA responsible for promoting downtown stores, attracting new businesses ■ Support the development of a BIA Strategic Plan ■ Leverage Headwaters Tourism support <ul style="list-style-type: none"> ● Including workshops, product development, promotion and special events 	High	<ul style="list-style-type: none"> ■ Shelburne EDC 	<ul style="list-style-type: none"> ■ Shelburne BIA ■ OMAFRA ■ Headwaters Tourism ■ Dufferin Board of Trade
Build the capacity of downtown businesses			
<ul style="list-style-type: none"> ■ Establish a workshop program using free or low cost resources <ul style="list-style-type: none"> ● Investigate opportunities to cost share with other communities ● Workshops could include merchandising, sales, customer service, market research, social media, business planning ■ Provide merchandising program supports through co-operative programs <ul style="list-style-type: none"> ● (Seneca, Conestoga, and Sheridan Colleges) ■ Establish co-ordinated marketing campaigns <ul style="list-style-type: none"> ● Co-operative advertisements ● BIA local business profiles 	High	<ul style="list-style-type: none"> ■ Shelburne BIA ■ Shelburne EDC 	<ul style="list-style-type: none"> ■ OMAFRA ■ Headwaters Tourism ■ Dufferin Board of Trade ■ SBEC ■ Post-secondary Institutions ■ Local Businesses



Recommended Initiative	Priority Level	Lead	Partnerships
<ul style="list-style-type: none"> Shop local program (start with www.shopheneighbourhood.ca) Investigate providing mentorship services to downtown business with post-secondary supports (Georgian College/ U of Guelph) 			
Establish a downtown CIP including façade improvement, rear access and parking improvements, accessibility and storefront signs	High	<ul style="list-style-type: none"> Clerk's Department (Planning) 	<ul style="list-style-type: none"> Shelburne BIA Shelburne EDC
Market vacant storefronts in the downtown <ul style="list-style-type: none"> Establish an inventory of vacant commercial properties on BIA & municipal website – create links between BIA & municipal website Vacant business tour (see http://needalittleadvice.com/tour-of-empty-buildings/ and Minto Downtown Property Open House http://mintoed.com/special-projects/tour-the-town) Conduct business and services gap analysis with OMAF support and then produce business opportunity briefs Establish a vacant store themed window graphics program 	Moderate	<ul style="list-style-type: none"> Shelburne BIA Shelburne EDO 	<ul style="list-style-type: none"> OMAFRA Shelburne EDC Local Businesses Development and Real Estate Community
Investigate options to address downtown congestion and the impact on businesses <ul style="list-style-type: none"> Improve access to downtown businesses through investments in walking corridors and parkettes linking backstreet parking to Main Street. Retain independent transportation expert to develop alternative solutions to addressing traffic congestion including: 	Moderate	<ul style="list-style-type: none"> Inter-departmental with leadership from the CAO's Office 	<ul style="list-style-type: none"> Shelburne EDC Local Businesses



Recommended Initiative	Priority Level	Lead	Partnerships
<ul style="list-style-type: none"> synchronizing traffic lights repositioning traffic lights additional left turn lanes increasing the lanes of traffic travelling north on Fridays/ Saturday and south on Sundays <ul style="list-style-type: none"> Calculate the economic impact of traffic congestion for future infrastructure funding proposals and lobbying efforts 			
Leverage high weekend traffic <ul style="list-style-type: none"> Consider special event options including Friday night sidewalk parties and art on the street festivals Support downtown sales options including : <ul style="list-style-type: none"> Downtown drive thru – food vendors servicing cottage country traffic Friday night farmers market Local food basket pickups Road trip kits and a hot food market 	Moderate	<ul style="list-style-type: none"> Shelburne BIA 	<ul style="list-style-type: none"> Shelburne EDO Service Clubs
Initiate Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Downtown Revitalization Effort <ul style="list-style-type: none"> Establish a volunteer stakeholder committee and work plan The town will need to demonstrate it has the volunteer capacity and the resources to complete this multi-year project in order to receive OMAFRA funding support for the project <ul style="list-style-type: none"> Building and Business Inventory Business Mix Analysis Business Owner Survey Customer Origin Survey 	Longer-term	<ul style="list-style-type: none"> Shelburne BIA Shelburne EDC 	<ul style="list-style-type: none"> OMAFRA Headwaters Tourism, Dufferin Board of Trade SBEC Post-secondary Institutions



Recommended Initiative	Priority Level	Lead	Partnerships
<ul style="list-style-type: none">• Resident Survey			

6.4.2.1 Key Strategic Outcomes

- Increased funding allocated in annual budget for BIA
- BIA Strategic Plan developed and implementation underway
- Increased Downtown programming being delivered at a local level
- Downtown CIP drafted and approved by Council
- Increased interest in Downtown properties generated through local initiatives
- Downtown Traffic and Parking Study completed and implementation underway
- Downtown Revitalization Effort Committee established and dialogue with OMAFRA underway



6.4.3 Implement an Integrated Infrastructure and Growth Planning Initiative

Recommended Initiative	Priority Level	Lead	Partnerships
Undertake a comprehensive Commercial and Residential Lands Needs Assessment <ul style="list-style-type: none"> This should include a comprehensive land assessment and forecast of potential options for increasing residential lands through conversion or other means Outcomes should be reflected in Town and County Official Plans 	High	<ul style="list-style-type: none"> Clerk's Department (Planning) 	<ul style="list-style-type: none"> Shelburne EDO Dufferin County
Update the 2006 Town of Shelburne Official Plan <ul style="list-style-type: none"> Ensure alignment with Dufferin County Official Plan Align with findings and outcomes of the Commercial and Residential Lands Needs Assessment Establish enabling components for the implementation of a Community Improvement Plan for the downtown area Ensure necessary allowances to support downtown revitalization initiatives and addressing traffic congestion 	Highest	<ul style="list-style-type: none"> Clerk's Department (Planning) 	<ul style="list-style-type: none"> CAO's Office Shelburne EDO Dufferin County
Conduct a Comprehensive Infrastructure Master Plan <ul style="list-style-type: none"> This plan should align all forms of municipal infrastructure required to support forecast and targeted population and business growth for the municipality Ensure alignment with the 	High	<ul style="list-style-type: none"> Public Works Department 	<ul style="list-style-type: none"> Clerk's Department (Planning) Treasury Department Dufferin County



Recommended Initiative	Priority Level	Lead	Partnerships
<p>capital budget and employ a multi-year capital budgeting process</p> <ul style="list-style-type: none"> Integrate the findings and recommendations of the 2012 Shelburne East Area Transportation Study and 2013 Town of Shelburne Asset Management Plan 			
<p>Develop a Long Term Growth Management Strategy</p> <ul style="list-style-type: none"> Outlines population and employment growth targets and identifies key directions the Municipality will take to reach density and infrastructure requirements Integrated with the Infrastructure Master Plan and informed by the Asset Management Plan Aligned with the updated Official Plan and Dufferin County Official Plan Informed by the Commercial and Residential Land Assessment Clearly identified capital budget and financial planning implications for enabling growth and achieving targets Align with Dufferin County Official Plan 	High	<ul style="list-style-type: none"> Clerk's Department (Planning) Public Works Department 	<ul style="list-style-type: none"> CAO's Office Treasury Department Shelburne EDC Dufferin County
<p>Capitalize on the provincial SWIFT initiative to effectively enable reliable and accessible high speed internet across Shelburne</p> <ul style="list-style-type: none"> Coordinate with Dufferin County to ensure necessary planning and preparedness is undertaken at the municipal level Integrate SWIFT initiative 	Moderate – Longer-term	<ul style="list-style-type: none"> CAO's Office 	<ul style="list-style-type: none"> Dufferin County Shelburne EDC Clerk's Department (Planning) Public Works Department Treasury



Recommended Initiative	Priority Level	Lead	Partnerships
planning into the recommended Infrastructure Master Plan as appropriate			Department
Consider the Recommendations from the 2016 Town of Shelburne Transit Feasibility Study			
<ul style="list-style-type: none"> Engage in strategic discussions with Dufferin County, Metrolinx and Town of Orangeville to share Study recommendations and findings As recommended, actively identify potential funding mechanisms to support a pilot project (and consideration for permanent services) 	High	<ul style="list-style-type: none"> Clerk's Department (Planning) Public Works Department 	<ul style="list-style-type: none"> CAO's Office Treasury Department Shelburne EDC Dufferin County

6.4.3.1 Key Strategic Outcomes

- Lands Needs Assessment completed and guiding development decisions
- Official Plan updated and approved
- Infrastructure Master Plan developed and implemented
- Long Term Growth Management Strategy created and implemented
- SWIFT initiative planning and preparedness achieved and pending implementation
- Business proposal developed for a Pilot Transit Project connecting Town of Shelburne and Town of Orangeville (including GO connectivity)



6.4.4 Create an Economic Development Communications Program

Recommended Initiative	Priority Level	Lead	Partnerships
Establish an economic development Communications Strategy			
<ul style="list-style-type: none"> This should include a target market assessment of external audiences the municipality is seeking to attract to the town 	High	<ul style="list-style-type: none"> Shelburne EDO 	<ul style="list-style-type: none"> CAO's Office
Expand economic development, workforce, and business resource information on the municipal website	Highest	<ul style="list-style-type: none"> Shelburne EDO 	<ul style="list-style-type: none"> CAO's Office
Produce and maintain an updated Community Profile	Highest	<ul style="list-style-type: none"> Shelburne EDO 	<ul style="list-style-type: none"> CAO's Office
Provide regular updates to the community and stakeholders on strategic plans, actions and achievements			<ul style="list-style-type: none"> CAO's Office Headwaters Tourism Dufferin Board of Trade Shelburne BIA SBEC
<ul style="list-style-type: none"> Host an annual economic development forum Electronic newsletter (quarterly) Regular updates to the Town's website Regular social media updates 	High	<ul style="list-style-type: none"> Shelburne EDO Shelburne EDC 	
Develop a community Master Branding Initiative	Moderate	<ul style="list-style-type: none"> Shelburne EDO 	<ul style="list-style-type: none"> CAO's Office

6.4.4.1 Key Strategic Outcomes

- Communications Strategy created and marketing plan executed
- Website updated with relevant and current economic development information
- Community Profile created and posted on website
- E-newsletter created and distributed to community and stakeholders
- Inaugural Economic Development Forum conducted
- Master Branding Initiative undertaken



6.4.5 Develop a Quality of Place Initiative focused on community building

Recommended Initiative	Priority Level	Lead	Partnerships
Encourage local Service Clubs to establish welcoming community initiatives, cultural diversity community events, welcome wagon programs, and recruitment drives targeting newcomers	High	<ul style="list-style-type: none"> Shelburne EDC Service Clubs 	<ul style="list-style-type: none"> Local Businesses Development and Real Estate Community Social Agencies Cultural Organizations Shelburne EDC
Work with settlement service providers to expand the settlement programs and services offered in Shelburne	Moderate	<ul style="list-style-type: none"> Shelburne EDC Social Agencies 	<ul style="list-style-type: none"> Cultural Organizations
Provide municipal leadership by establishing multi-cultural calendars on the municipal website, recognizing ethnically diverse cultural holidays and expanding special events to include diverse cultural groups.	Moderate	<ul style="list-style-type: none"> Clerk's Department 	<ul style="list-style-type: none"> Cultural Organizations Ethnic Based Organizations Places of Worship Service Clubs
Conduct regular community audits to assess Shelburne's status as a welcoming community for newcomers using the OMAFRA Newcomer and Youth Community Indicators Tool.	High	<ul style="list-style-type: none"> Shelburne EDO 	<ul style="list-style-type: none"> OMAFRA Social Agencies Service Clubs Shelburne EDC
Provide seed funding and support for an international club to celebrate & support the community's diverse culture	Moderate	<ul style="list-style-type: none"> Shelburne EDC 	<ul style="list-style-type: none"> Service Clubs Social Agencies
Continue to provide leadership through cultural diversity training for municipal staff <ul style="list-style-type: none"> Invite businesses and associations to participate <ul style="list-style-type: none"> Leverage existing practices and business 	Moderate	<ul style="list-style-type: none"> CAO's Office 	<ul style="list-style-type: none"> Dufferin County Shelburne BIA Dufferin Board of Trade Social Agencies Shelburne EDC Workforce Planning Board



Recommended Initiative	Priority Level	Lead	Partnerships
<p>champions (e.g., KTH training)</p> <ul style="list-style-type: none"> Leverage support through existing staff resources at Dufferin County 			
Support and participate in grassroots community building activities	Moderate	<ul style="list-style-type: none"> Mayor and Council 	<ul style="list-style-type: none"> CAO's Office Shelburne EDC
Establish a Young Professionals Network	Moderate	<ul style="list-style-type: none"> Shelburne EDC 	<ul style="list-style-type: none"> Shelburne EDC Dufferin Board of Trade Shelburne BIA SBEC Local Businesses

6.4.5.1 Key Strategic Outcomes

- Newcomer initiative developed and launched with support of local agencies and social clubs
- Settlement services expanded to Shelburne with a local resource outlet
- Multicultural presence and updates on municipal website to increase invitingness of community to newcomers
- OMAFRA Newcomer and Youth Community Indicators Tool utilized
- Pilot program for Shelburne International Club explored with local service providers
- Internal diversity and cultural awareness and sensitivity training undertaken by staff and Council
- Shelburne Young Professionals Network established in partnership with regional business organizations



6.4.6 Increase Entrepreneurship and Small Business Support Programing

Recommended Initiative	Priority Level	Lead	Partnerships
Expand entrepreneurship services and workshops offered in Shelburne	High	■ Shelburne EDO	■ SBEC
Investigate opportunities to expand small business resources in the Shelburne library	Moderate	■ Shelburne EDO	■ SBEC ■ Library services
Promote regional programs, events, and services for small businesses to the Shelburne small business community	Highest	■ Shelburne EDC ■ Shelburne EDO	■ SBEC ■ Dufferin Board of Trade ■ CFDC ■ Headwaters Tourism ■ Workforce Planning Board ■ Shelburne BIA
Provide links and resources for all small business agencies and resources on the municipal website	Highest	■ Clerk's Department	■ SBEC ■ Dufferin Board of Trade ■ CFDC ■ Headwaters Tourism ■ Workforce Planning Board ■ OMAFRA ■ Shelburne BIA
Host networking events for Shelburne based entrepreneurs and small businesses	Moderate	■ Shelburne EDC	■ SBEC ■ Dufferin Board of Trade ■ CFDC ■ Headwaters Tourism ■ Workforce Planning Board ■ Shelburne BIA ■ OMAFRA



Recommended Initiative	Priority Level	Lead	Partnerships
			■ Library Services

6.4.6.1 Key Strategic Outcomes

- Small Business services provided through the SBEC expanded locally to Shelburne (ideally Downtown)
- Increased business resources available through the local library
- Heightened awareness among local business community of regional business events and supports available
- Business links and resources current and available through municipal website
- Pilot program for quarterly business networking event in Shelburne developed and inaugural event held Downtown



6.5 Implementation Plan

Actions by Action Plan Heading	Highest	High	Medium	Longer-Term
	Now	Within One Year	Within Three Years	Three to Five Years
Establish a dedicated Economic Development Function within the Town				
Hire dedicated Economic Development Officer (staff person)				
Establish a Business Retention & Expansion program				
Coordinate collaborative multi-stakeholder engagement to activate economic development partners				
Establish improved industrial/commercial development process				
Create Shelburne Community Ambassador Program				
Undertake a Comprehensive Downtown Revitalization Program				
Invest in BIA resources and capacity				
Build the capacity of downtown businesses				
Establish a downtown Community Improvement Program				
Market vacant storefronts in the downtown				
Investigate options to address downtown congestion				
Leverage high weekend traffic				
Initiate OMAFRA Downtown Revitalization Effort				
Implement an Integrated Infrastructure and Growth Planning Initiative				
Undertake Commercial and Residential Lands Needs Assessment				
Update the 2006 Town of Shelburne Official Plan				
Conduct a comprehensive Infrastructure Master Plan				
Develop a Long Term Growth Management Strategy				
Capitalize on provincial SWIFT initiative				
Consider the Recommendations from the 2016 Town of Shelburne Transit Feasibility Study				
Create an Economic Development Communications Program				
Establish economic development Communications Strategy				
Expand economic, workforce, and business resources on website				
Produce and maintain updated community profile				
Provide regular community/stakeholder updates				
Develop a community Master Branding Initiative				
Develop a Quality of Place Initiative focused on Community Building				
Cultural diversity and newcomer welcoming initiatives				
Expand settlement services offered in Shelburne				
Municipal leadership role in multi-cultural initiative				
Implement OMAFRA Newcomer and Youth Community Indicators				
Provide seed funding to establish an International Club				



Actions by Action Plan Heading	Highest	High	Medium	Longer-Term
	Now	Within One Year	Within Three Years	Three to Five Years
Deliver cultural diversity training for municipal staff				
Support and participate in grassroots community building activities				
Establish a Young Professionals Network				
Increase Entrepreneurship and Small Business Support Programing				
Expand local entrepreneurship and business supports locally				
Investigate opportunities to expand business resources in library				
Promote regional programs, events, and services for small business				
Update municipal website to include business resources and links				
Host local networking events for entrepreneurs and businesses				



Appendix: Technical Report

Policy and Document Review

Socioeconomic Analysis

Investment Readiness and Organization Analysis



7 Appendices: Technical Report

7.1 Policies and Documents Reviewed

7.1.1 The Road Ahead: Economic Development Strategy, 2000

In 2010 the Town of Shelburne implemented an economic development strategy with the following vision:

“To be a progressive and well-planned community of 5-6,000 by the year 2025. To achieve this aggressive growth Shelburne’s industrial businesses will employ 1,000 that year, within a local economy that is more diversified than at present.

The economic base will support a vibrant commercial sector in the Town. An attractive downtown area will feature a range of retail and service activities with more interesting browsing and meeting places serving local residents and visitors. The retail fringe areas will cater to highway traffic. Shelburne’s physical and social infrastructure will be enhanced to adequately sustain this growth.”

With the Town’s close proximity to the Greater Toronto Area it was understood that growth was inevitable. The Town determined that Shelburne growth should not be determined entirely by factors outside of the community, but on Shelburne’s own terms. The Town’s Economic Development Commission was given the mission to:

“...spearhead a dynamic economic development strategy that ignites community pride. The EDC will recommend to Council specific initiatives, which will create economic growth and diversification in the community, supported by the appropriate infrastructure. The EDC becomes involved in the implementation of these initiatives, as appropriate.

The EDC was given five broad tasks:

- Create and reinforce a positive image of community.
- Encourage retention and expansion of existing businesses.
- Recruit appropriate businesses
- Ensure provision of adequate infrastructure
- Ensure effective responses to business enquiries

The strategy envisioned an active EDC that would work in collaboration with businesses in order to ensure the positive economic growth of the Town. The economic growth would in turn help build an inclusive and diverse community.



7.1.2 Consolidated Official Plan of the Town of Shelburne, 2006

The Town of Shelburne has grown significantly since 1995. The growth is a result of the annexation of lands in Amaranth and Melancthon townships and the existing addition of industries and employment in those townships.

The 2006 Official Plan is based on three fundamental principles:

- Shelburne's rate of population growth over the next 20 years is estimated to be steady at approximately 2.2% subject to servicing constraints.
- The preservation of the quality of life and the quality of the environment are of greatest importance to the Town. These features should improve over the next 20 years.
- The financial health of the Town and economic opportunities for present and future residents will be enhanced through the policies of this Plan which will provide continued confidence in the community.

The primary objectives of the Official Plan establish the framework for the remaining policies in the Plan. The following objectives were identified as priorities for the Official Plan:

- To encourage well planned, attractive new development that will reflect the historic, small town character of the community.
- To strive towards a balanced assessment between residential and non-residential development.
- To continue to provide a mix of housing forms and types of affordable housing similar to that which exists near the downtown core.
- To promote and monitor intensification in the Central Business District and built up areas with an intended target of 3% of new development in the form of intensification in such areas.
- To address issues related to traffic and parking for existing and new development and to ensure that safe and effective pedestrian movement is available through the Town.
- To plan for specific land uses and development by staging development to ensure a fully integrated, connected and sustainable community and to provide a degree of certainty about the future.
- To provide a level of service that ensures community safety and quality of life.
- To ensure all planning is carried out with regard for accessibility for persons with disabilities.
- To protect environmental systems and features in the Town in a manner that recognizes the importance of their conservation.
- To promote the use of open space networks throughout the Town by implementing a system of trails and walkways.
- To encourage new retail and services to develop in the CBD and encourage opportunities for improvements to the CBD.



- To identify and preserve wherever possible historical and culturally significant buildings and features.
- To provide for an appropriate mix and range of employment uses to meet the Town's long term needs and to preserve employment areas for current and future uses.
- To safeguard health, safety, welfare and quality of life for the Town's residents.
- To encourage all forms of development to be built and sustained in a manner that minimizes energy consumption and reduces associated waste and pollution.
- To protect and enhance the quality and quantity of groundwater and surface water and the function of groundwater recharge/discharge areas, and aquifers, including the headwaters of the Boyne River.
- To provide for the conservation of the natural environment including wetlands, woodlands, fish and wildlife habitat and streams, on an ecosystem management basis.
- To plan for and provide infrastructure and public service facilities in a co-ordinated, efficient and cost-effective manner to accommodate current and projected needs.

The Official Plan states that retaining Shelburne's small town character while remaining a community in which families can both live and work is paramount. These dual objectives will have implications for affordable housing and economic development in the community. Some sections of the Official Plan are under appeal before the Ontario Municipal Board, and therefore some aspects of the Plan may ultimately be changed or removed.

7.1.3 County of Dufferin Official Plan, 2014

The County of Dufferin is a multi-tier municipality. The County's Official Plan directs County growth management and land use decisions by providing upper-tier land use planning guidance for the County's eight local municipalities including the Town of Shelburne. The amendment of Regulation 352/02 of the *Planning Act* required Dufferin County to adopt an Official Plan. Traditionally, however, Dufferin County had not conducted planning administration.

The County's Official Plan conforms to the Growth Plan for the Greater Golden Horseshoe, 2006 and considers the growth management objective applicable to Dufferin County, and the County's Growth Management Strategy, 2009.

The identified goals of the County's planning framework and policies are:

- Foster the creation of complete, healthy, and sustainable communities and enhance the quality of life for all residents.
- Direct the majority of population and employment to the settlement areas to preserve and protect agricultural areas and the rural and natural character of the County and make efficient use of existing and planned infrastructure.



- Protect agricultural areas and recognize the importance of agriculture in the County and ensure its continued viability by promoting a range of agricultural uses, and activities, and complimentary uses.
- Protect, mineral, aggregates, and petroleum resources for their long-term use in a manner that is socially and environmentally responsible.
- Protect, restore or, where possible, enhance natural resources, including surface and groundwater resources to provide safe drinking water, promote water conservation, and recognize the importance of the County as an important headwater area.
- Protect natural heritage features and the environment and foster the creation of an enhanced and connected natural heritage system, and recognize the importance of provincially significant features and land forms location within the Niagara Escarpment, the Oak Ridges Moraine, and the Greenbelt Plan Area.
- Direct development away from human-made and natural hazards to avoid risks to human health and safety and avoid property damage.
- Protect significant cultural heritage and archaeological resources and the history and defining character of the County.
- Promote economic development and diversification by encouraging and accommodating a wide range of commercial and industrial development to increase local employment opportunities.
- Encourage the growth and vitality of the core commercial areas and historic downtowns through infill, intensification, and redevelopment which is appropriate to the local context and character.
- Encourage the provision of a range of housing opportunities of varying densities and tenures, including the construction of affordable housing and special needs housing.
- Maintain and enhance the County's Countryside Areas and character and significant environmental features and resources.
- Promote the County's natural heritage and recreational assets to support economic development and tourism.
- Promote healthy lifestyles by supporting active transportation through a variety of means, including an integrated and connected trail, parks, and open space system.
- Promote a safe integrated transportation system which meets the needs of the residents and tourists and fosters economic development opportunities.
- Promote modern and robust telecommunications and utilities infrastructure which meets the needs of the County and growing businesses.
- Ensure the coordination of planning and land use matters amongst the local municipalities and adjacent municipalities.

The County's Official Plan identifies that growth management through the County over the 20-year planning horizon should direct development in the County's three urban settlement areas that include the Town of Orangeville, Town of Shelburne, and the Town of Grand Valley urban area.



Economic development within the County will evolve in relation to changing economic activity, while balancing social, cultural, and natural environments and other initiatives, and encourages the creation of *complete communities*. This includes re-using or re-purposing commercial and industrial properties for creative economy enterprises, and maintaining a suitable range of sites for a diversified economic base. The Official Plan specifically notes Dufferin County's role to work with local municipalities and economic development organizations to promote opportunities for economic activity.

Key Findings

Dufferin County is projected to reach a population of 81,000 and 31,000 jobs by 2036. The majority of employment growth will be directed to designated employment areas with urban settlement areas, community settlement areas, and designated rural employment areas. Employment in the Town of Shelburne is forecast to increase from 2,866 in 2011 to 3,560 by 2036.

There are limited opportunities for intensification throughout the County, so the official plan encourages intensification within existing built boundary and built-up areas wherever possible. The minimum intensification target for the Town of Shelburne is 40% as of 2015. The density target for Land located outside of the built boundary and built-up area, but within the settlement area, is 44 residents and jobs per hectare within the County and 41 residents and jobs per hectare in the Town of Shelburne.

The Town of Shelburne has been actively advancing its municipal comprehensive review and amending its Official Plan to conform to the Growth Plan for the Greater Golden Horseshoe. Specifically, the Town is undertaking preliminary work for an environmental assessment to increase municipal sewage service capacity to accommodate approximately 10,000 persons.

7.1.4 Shelburne East Area Transportation Study, 2012

The Town of Shelburne collaborated with the County of Dufferin and the Ministry of Transportation, to develop a long-term transportation plan. This plan guides development of the eastern portion of the Town's transportation system to accommodate planned growth and meet the needs of existing residents and business owners. Traffic growth on Highway 10/89 is forecasted to 3% per year with 2% annual growth on County Road 124/11 from 2012 to 2022; and overall traffic growth of 1% per year from 2022 to 2032.

The Ministry of Transportation's Highway Access Management Guidelines identified a number of alternative high access management concepts to meet the Ministry's minimum standards:

- A new north public road onto Highway 10/89, east of Highway 10/89 and County Road 124 intersection.
- A new south public road onto Highway 10/89, east of Highway 10/89 and County Road 124 intersection.



- A new public road onto County Road 124, north of Highway 10/89 and County Road 124 intersection.

The implementation of a Highway Access Management Plan may also require the widening of Country Road 124 and Second Line from a two to four lanes road.

Active Transportation is also identified as an area for improvement within the Town of Shelburne. In particular, the plan has identified missing links in the pedestrian network:

- Pedestrian connection on the south side of Highway 10/89 between Simon Street and Second Line.
- Pedestrian connection on the west side of Second Line between Highway 10/89 and School Road.
- Pedestrian connection on the east side of Second Line between Highway 10/89 and the existing trail.

Opportunities for alternative cycling routes along existing and new local roads were recommended along with the provision of bicycle parking to encourage cycling as a mode of active transportation. The Plan also addresses traffic calming, traffic control, parking management, transportation demand management, and sidewalk maintenance.

7.1.5 The Corporation of the Town of Shelburne: Comprehensive Zoning By-Law, 2012

The comprehensive zoning by-law for the town of Shelburne is applicable to all lands within the corporate limits of the Town of Shelburne. These by-laws govern the permitted use of buildings; erected structures in the Town of Shelburne for the positive economic development of the town. It provides for the efficient and appropriate use of lands based on local environment and preferred land use. The town is divided into 16 zones:

- Five residential types
- Four commercial types
- Special tourism
- Employment
- General Industrial
- Institutional
- Open Space Recreation
- Natural Environment
- Development



7.1.6 First Impressions Community Exchange (FICE), 2011

In June 2015, a team from Uxbridge, Ontario visited Shelburne as part of the OMAFRA, First Impressions Community Exchange. First Impressions participants provided an overall positive assessment of Shelburne describing it as a “beautiful rural Ontario community”, with a clean downtown and excellent signage.

The report included the following observations:

The local economy is centred in the downtown core and is comprised of small shops and stores. Many shops look run down or ‘tired looking’ without any ‘wow’ factor. The visiting team noticed that there are no downtown pubs or other licensed establishments. There are no clothing stores. The lack of retail services requires residents to travel outside of Shelburne to New Market and Orangeville for much of their shopping.

Shelburne is also home to a small number of large manufacturers and the Town’s fully serviced industrial park is a huge asset. The retail sector is the largest employer. The majority (75%) of residents commute to the GTA for work. The County and the Town’s Official Plan policies support efforts to develop local and sustainable communities with less commuting and more diversity in employment opportunities.

The visitors described the tourism sector in Shelburne as weak with few attractions with the notable exception of the Annual Fiddle Festival held in August. Limited tourism information is available in town and the team could not locate a visitor’s centre for more information. The team recommended leveraging the Town’s strengths including the heritage buildings and wind farm to the north to strengthen tourism to the town.

The assessment of the housing and residential areas was positive. Shelburne was described as a ‘senior-friendly’ community. There are adequate numbers of single detached homes available for sale at reasonable prices. The older homes and well-treed streets were identified as the most appealing feature. Some houses were described as needing repair.

The education assessment in Shelburne was also positive with excellent daycare and schools with no shortage concerns. In general the schools were described in good condition with the exception of the local high school, which appeared run down.

There were some concerns with health care in Shelburne. The Shelburne local hospital closed in 2010. Residents commented that they would like their hospital back, but are happy with accessing services in Orangeville. They reported difficulties in getting a family doctor and the lack of local walk-in clinics. However, there is good access to long-term care and nursing home facilities. The assessment of social and emergency services for residents was also positive with plentiful supports and services for seniors and adequate fire, ambulance, and policing services.

Key Findings

The five biggest challenges that the visiting team from Uxbridge identified were:

- Industry and the lack of jobs locally.



- Year-round sustainability.
- The strength of the current economy.
- No focal point of the Town being highlighted.
- The size of Shelburne and its small tax base.

The five potential opportunities that were identified:

- Tourism and make Shelburne a music destination with the strength of the Fiddle Festival.
- Wind Turbine Tours.
- A year-round pool with more programs.
- A better selection of retail shops such as clothing, pubs, etc.
- More information on the town's website to promote the town and attract visitors.

7.1.7 Town of Shelburne Parks Master Plan, 2009

The Parks Master Plan identified 15 parks and two planned parks within Shelburne. Through the development of the Plan, key strategic themes emerged that would guide the continued development of the Town's parks. This is captured in the vision and mission statement for the Park Master Plan:

- The Plan's vision statement:

"A diverse mix of unique parks, open spaces and trails will be available to be used and valued by the Shelburne community and contribute to resident quality of life and wellness, the preservation of significant environmental resources and to a vibrant and healthy community for both current and future generations."

- The Parks Master Plan mission statement:

The Shelburne Parks Master Plan will direct the Town's achievements and investments in a balanced mix of parks, open spaces and trails. It brings together all the community's parks and open space capabilities and resources that contribute to the enrichment of the quality of life of Shelburne residents through both partnerships and direct service delivery strategies that:

- *Inspire a true value for and encourage broad-based, active resident outdoor recreation participation that supports improved resident health, well-being and personal development*
- *Generate a strengthened sense of community identity, spirit and volunteer service within residents*
- *Support improved unique community special events and positive economic development*



- *Sustain the viability of important environmental and natural areas important to the community's urban form, natural heritage and environmental health.*

Key Findings

The Parks Master Plan highlights the need and importance for creating a high quality of place that will impact the quality of life of the Town's residents and contribute to the long term sustainability of the community. Sports tourism was identified as a potential economic driver by hosting tournaments, special events, and related activities that would bring visitors to Fiddle Park and the community.

7.1.8 Shelburne Canadian Old Time Fiddle Contest: Market Development Strategy, 2001

The Shelburne Canadian Old Time Fiddle Contest is one of Canada's premiere contests and has been very successful in "putting Shelburne on the map". This study completed in 2000 was intended to update the contest into a relevant and viable 21st century festival. The key outcomes were to:

- Determine methods of attracting a more demographically diverse audience
- Examine opportunities for the festival to integrate with other local and regional economic development activities
- Develop a programme of volunteer management that supports the existing role of community service clubs and that ensures a broad cross section of community volunteer participation
- Develop a marketing strategy that promotes Shelburne and the local nature of the Contest, but that also recognizes and builds upon the national significance of the event.

Key Findings

- Revenues for 2000 had been increased by 20% from their 1998 and 1999 levels; which can be largely attributed to increased revenues from receipts. This has resulted in a net profit for the festival in 2000 of \$20,000.
- A preliminary estimate of the economic impact of the Contest based on survey results indicate that 60% of the 5,000 attendees are from outside Dufferin County with an average visitor spend of \$158 in the Shelburne area. This results in an economic impact approaching \$1 million.
- Survey results indicate that the Contest is mostly attended by an aging demographic and that a concerted effort should be made to attract younger adults and young families.
- There is a strong community vision for the Contest to remain the core attraction and focus on old time Canadian fiddle music.
- The growth and size of the festival should be commensurate with the overall population growth of Shelburne and the region.



7.1.9 Town of Shelburne Accessibility Plan, 2013

The Accessibility Plan outlines and describes the measures that the Town of Shelburne has taken in the past and the actions the Town will take in the current year to identify, remove, and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Shelburne.

The vision of the Accessibility Plan is dedicated to:

“...promoting a barrier free environment for all persons, regardless of needs, to participate fully as possible in all aspects of community life.”

Key Findings

The Town's Accessibility Plan since 2005 has endeavoured to create a more accessible community. This has included:

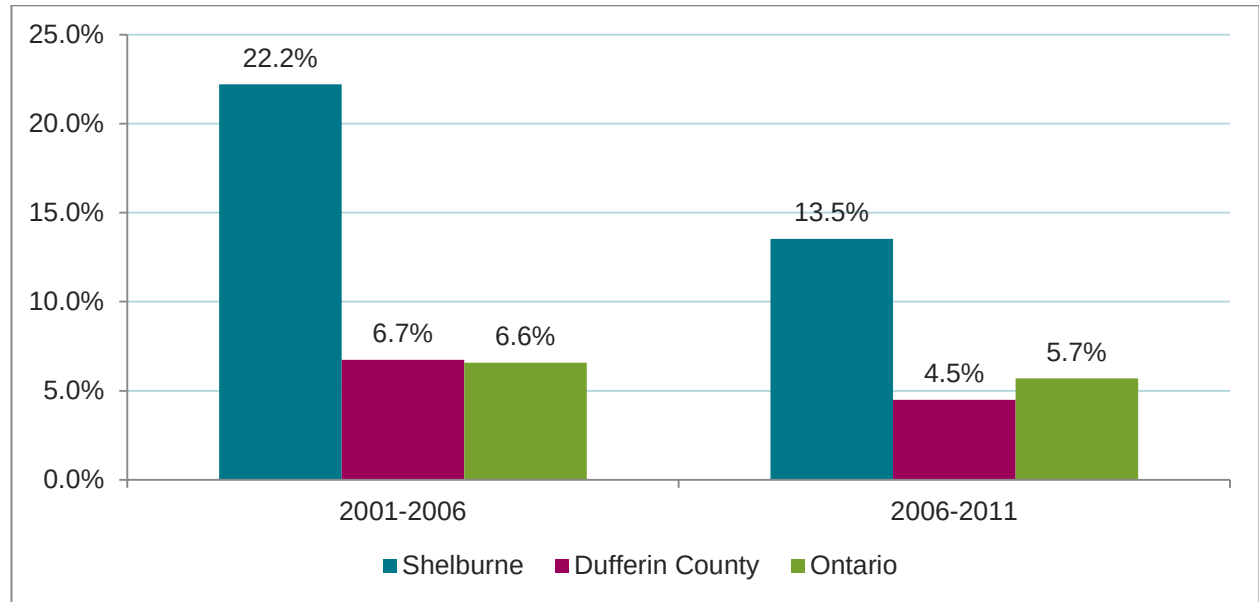
- Creating four new disabled parking spaces in the downtown core and on-going sidewalk repair and curb-cutting to enhance town accessibility.
- An accessible swing was purchased and installed in Greenwood Park.
- Delivery of accessibility training to all municipal staff.



7.2 Demographic Profile

7.2.1 Population and Population Growth

FIGURE 16: POPULATION GROWTH



Source: Statistics Canada. 2011 Census Profiles. 2006 Community Profiles.

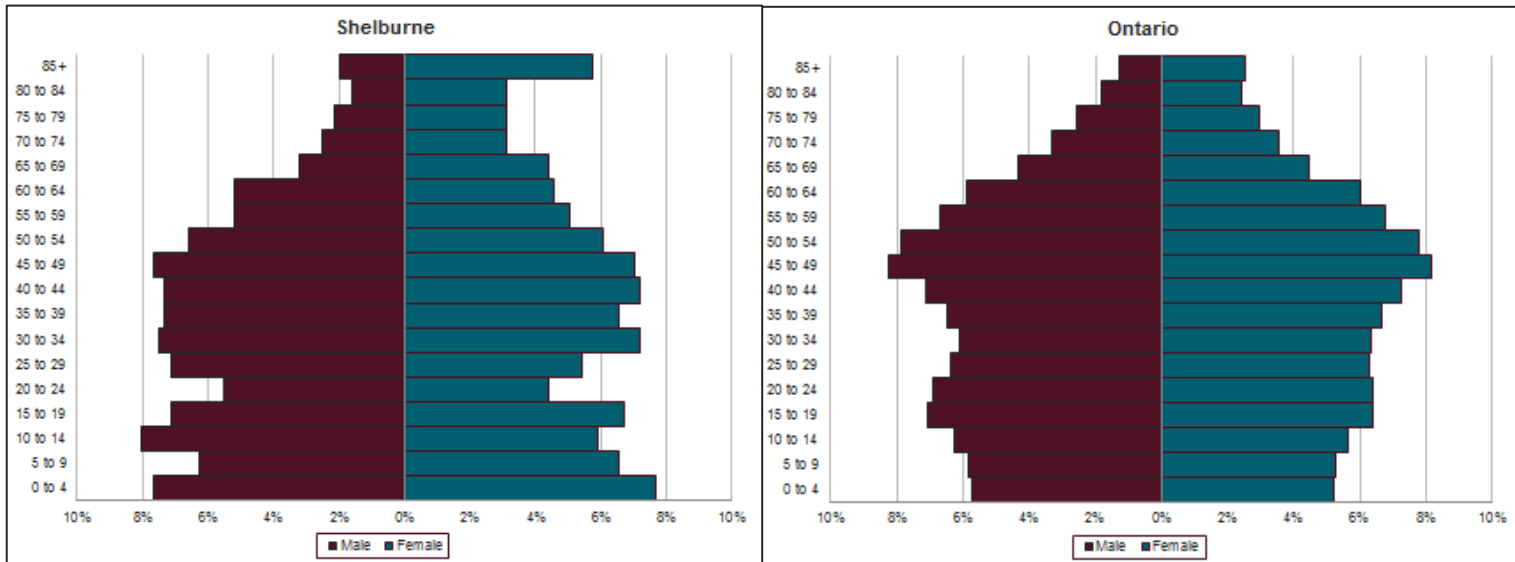
In 2011, Shelburne had a population of 5,846 that has been steadily increasing since 2001. From 2001 to 2006, the municipality's population increased by 22.2% and from 2006 to 2011 the population increased by 13.5%. Shelburne's population growth exceeds the population trends in Dufferin County and Ontario, which have both seen population increases from 2001 to 2011. The population growth in Dufferin County has been similar to the growth rate in Ontario; from 2001 to 2006 Dufferin County had a growth rate of 6.7% while the province averaged 6.6%. From 2006-2011 Dufferin County had a growth rate of 4.5% while the province averaged 5.7%. The Ontario Ministry of Finance has projected that the population in Dufferin County will increase by 9,000 from 2012 to 2021 and by 2025 the population in Dufferin County will be 65,881².

² Ontario Ministry of Finance. Population by five-year age group, 2012-2036 - Reference scenario - Census divisions in Central Ontario



7.2.2 Population by Age Structure

FIGURE 17: POPULATION PYRAMID FOR SHELburne AND ONTARIO, 2011



Source: Statistics Canada. 2011 Census. Community Profiles. Adapted by Millier Dickinson Blais Inc.

The demographic structure in Shelburne and Ontario displayed signs of an aging population. From 2006-2011 the median age in Shelburne increased from 36.5 to 37.7 while in the province the median increased from 39.0 to 40.4. Although the median age in Shelburne is lower than the provincial average, the above population pyramid shows that the municipality had a larger portion of people between the ages of 0-14 than the province.

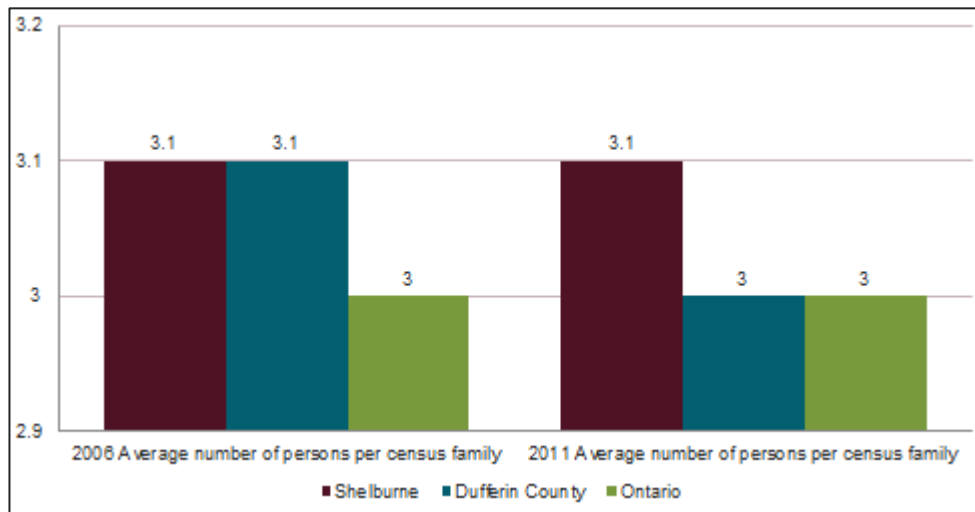
The pyramid also revealed that Shelburne has a smaller portion of young workers (ages 20-24) compared to the province. The data suggests that the municipality may be having difficulty in attracting and retaining its young workers as they move to larger urban centres in search of employment.



7.3 Household Profile

7.3.1 Household size

FIGURE 18: AVERAGE NUMBER OF PERSONS IN CENSUS FAMILY IN SHELBURNE, DUFFERIN COUNTY AND ONTARIO, 2006-2011



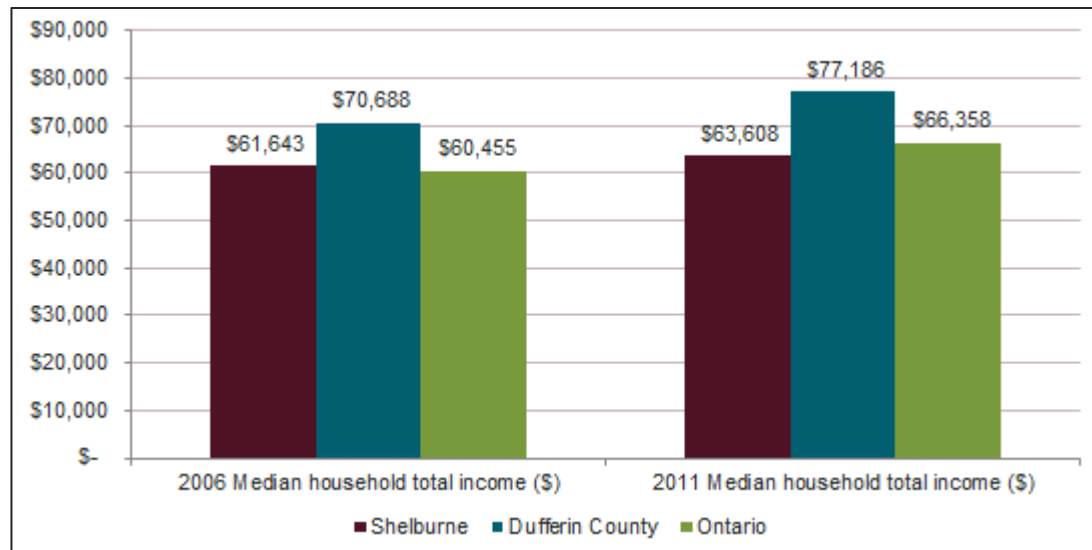
Source: Statistics Canada. 2011 Census & 2006 Community Profiles.

Shelburne had relatively the same household size as Dufferin County and Ontario from 2006 to 2011. The household size remained at 3.1 in Shelburne between 2006 and 2011 while it decreased slightly in the County from 3.1 to 3.0. The slightly larger families in Shelburne compared to Ontario may be due to the higher proportion of people between the ages of 0-4 that was seen in the population pyramid.



7.3.2 Household Income and Dwelling Value

FIGURE 19: MEDIAN HOUSEHOLD INCOME

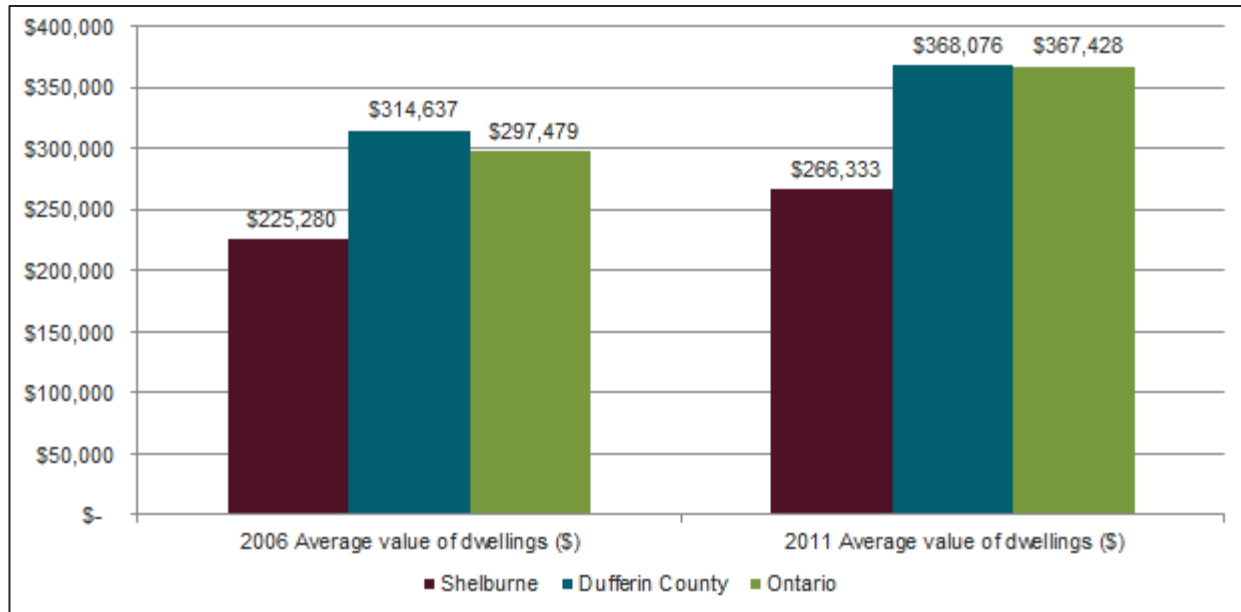


Source: Statistics Canada. 2011 National Household Survey. 2006 Community Profiles.

Shelburne's median household income has not kept pace with the County and provincial median household income rates. Shelburne's median household income grew 3.2% to \$63,608 compared to Dufferin County and Ontario which grew by 9.2% and 9.8% from 2006-2011, respectively. In 2006 the median income in Shelburne was higher than Ontario; however, in 2011 Shelburne's median income was lower than both the County and Province.



FIGURE 20: AVERAGE VALUE OF DWELLING



Source: Statistics Canada. 2011 National Household Survey. 2006 Community Profiles.

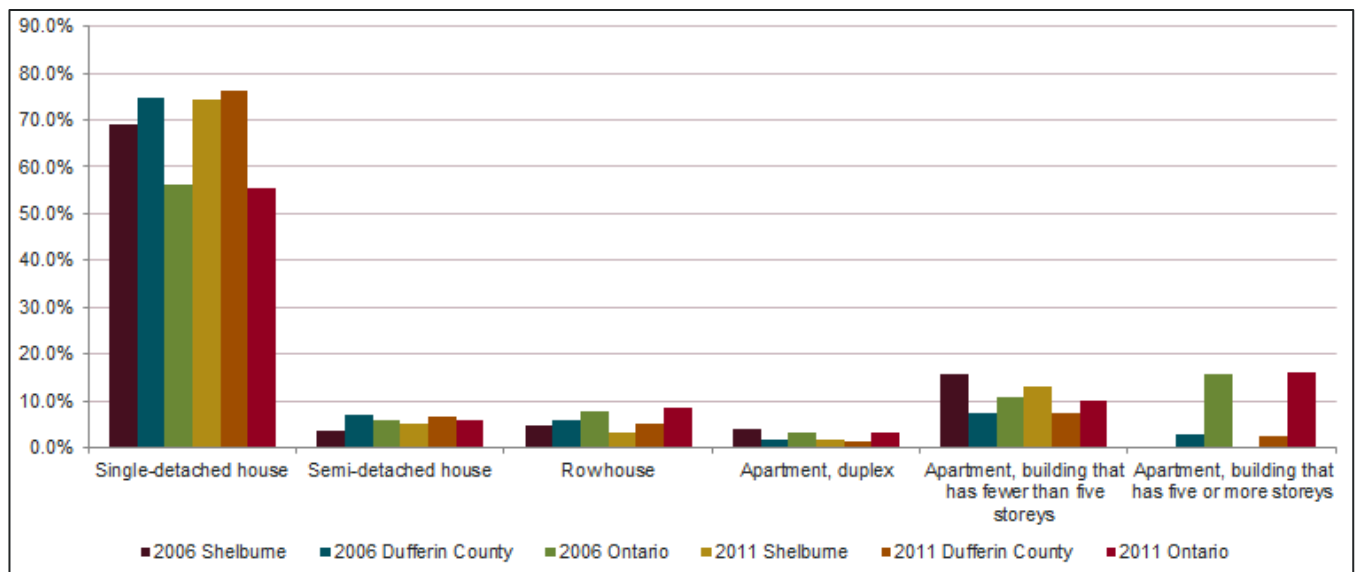
In contrast to median income, Shelburne had the second largest growth rate for average value of dwelling at 18.2% when compared to Dufferin County (17.0%) and Ontario (23.5%) from 2006 to 2011. Dwelling values in Shelburne were significantly lower than those in both Dufferin County and Ontario. The comparable median income, combined with the lower dwelling value in Shelburne would result in a lower cost of living in the municipality which could be a factor in attracting and retaining residents.



7.3.3 Dwelling Characteristics

Shelburne has seen the largest growth in the number of single detached homes from 2006-2011 compared to both Dufferin County and Ontario. In 2011, single detached homes increased by 5.5%, compared to Dufferin County (1.8%) and Ontario (-0.5%). When compared with the decline in apartment buildings, fewer than five storeys (-2.7%), the increase in single detached homes can be attributed to the modest increases in the average value of dwellings, making Shelburne (\$266,333) a place for affordable homeownership compared to both Dufferin County (\$368,076) and Ontario (\$367,428).

FIGURE 21: DWELLING TYPES IN SHELBURNE, DUFFERIN COUNTY AND ONTARIO, 2006-2011



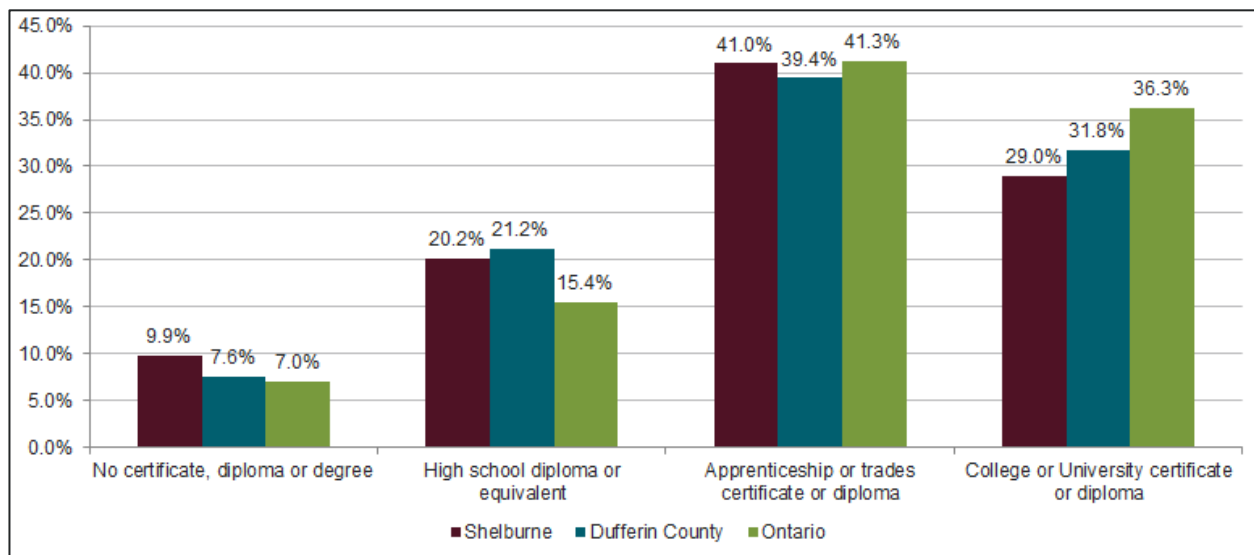
Source: Statistics Canada. 2011 and 2006 Census Profile



7.4 Educational profile

Educational profile is an important socio-economic indicator as it reveals the community's ability to staff new and existing businesses. Shelburne's population with a college or university Education was 29% in 2011, less than Dufferin County (31.8%) or Ontario (36.3%). However, the municipality had a higher portion of the population with an apprenticeship or trades education compared to the County and is relatively the same as the Province. Accordingly, the municipality had a higher portion of the population with no certificate, diploma or degree compared to the other two areas.

FIGURE 22: POPULATION BY EDUCATIONAL ATTAINMENT, AGED 25 TO 64, 2011



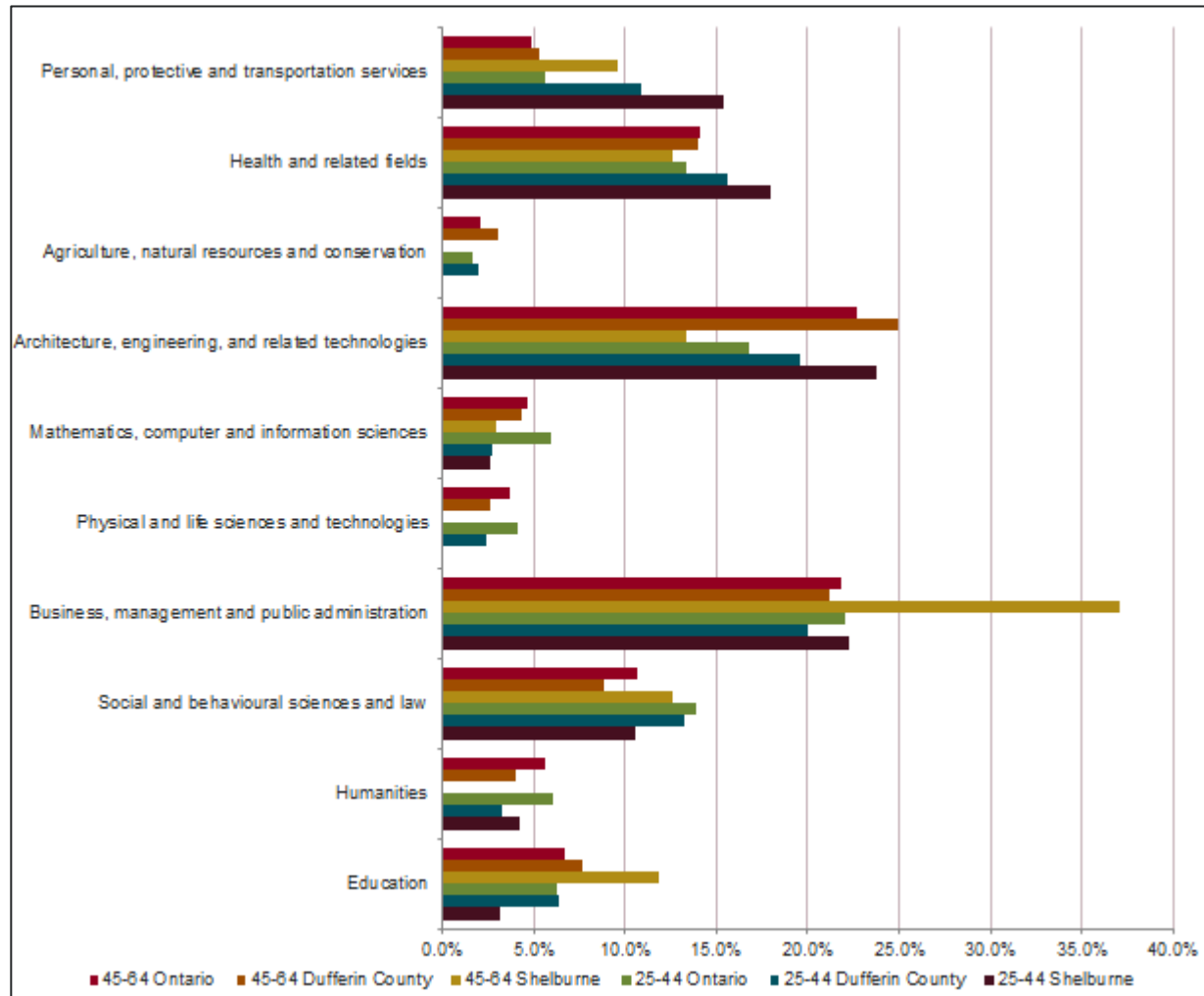
Source: Statistics Canada - 2011 National Household Survey.

The education by major field of study provides an understanding of the local composition of the labour force in relation to the County and Province. The largest proportion of Shelburne's workforce (22.2%) studied "business, management and public administration" for the 25-44 and 37.0% for the 45-64 age groups. There was also a higher proportion of the population between the ages of 25-44 that studied in this field in Shelburne than Dufferin County and the percentage was the same in comparison to the province. Shelburne also had a higher proportion of the labour force that studied "architecture, engineering, and related technologies" compared to the Dufferin County and Ontario for the 25-44 age cohort. For the 45-64 age group, however, Shelburne had a lower proportion of people that studied this field compared to the County and Province.

A greater proportion of Shelburne's population studied "social, and behavioural sciences and law" in the 45-64 age cohort and "health and related fields" in the 25-44 age cohort compared to Ontario and Dufferin County. Shelburne also had a higher proportion of the population who studied "personal, protective and transportation services" in both age cohorts compared to Ontario and Dufferin County.



FIGURE 23: EDUCATION BY MAJOR FIELD OF STUDY AND AGE COHORT, 2011



Source: Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-012-X2011055.



7.5 Occupational Profile

7.5.1 Trends in Local Occupations and Employment

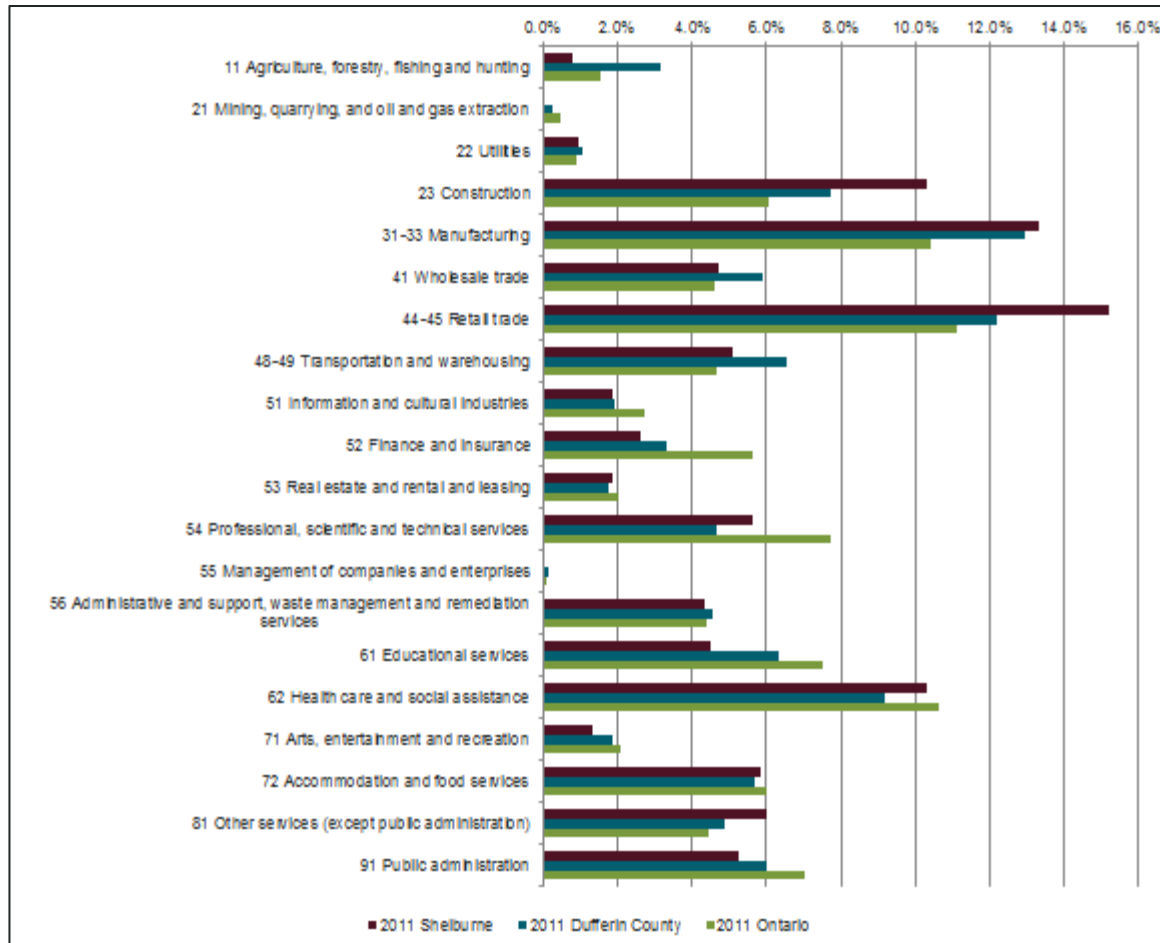
Shelburne's total labour force in 2011 was 4,355, a 15.5% increase from 2006. The municipality's unemployment rate in 2011 was 7.9%, higher than the county rate of 7.0%, but lower than the provincial rate of 8.3%

7.5.1.1 Labour Force by Sector Category

Labour force by sector category for all three geographic areas was examined to determine how Shelburne's workforce compared to Dufferin County and Ontario. The leading sources for employment for Shelburne's labour force were the "retail trade" and "manufacturing" sectors that employed 15.2% and 13.3%, respectively. These two sectors also employed a significantly higher portion of the labour force in Shelburne when compared to Dufferin County and Ontario. The decline of the manufacturing sector from 2006-2011 is consistent with the provincial manufacturing trends with industries leaving for lower cost jurisdictions. Shelburne has a smaller share of employment than Ontario in agriculture, forestry, finishing and hunting (0.8%), finance and insurance (2.6%), educational services (4.5%) and arts, entertainment and recreation (1.3%).



FIGURE 24: CLASS OF WORKER BY SECTOR SHELBURNE, DUFFERIN COUNTY AND ONTARIO BY PERCENTAGE, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011034.

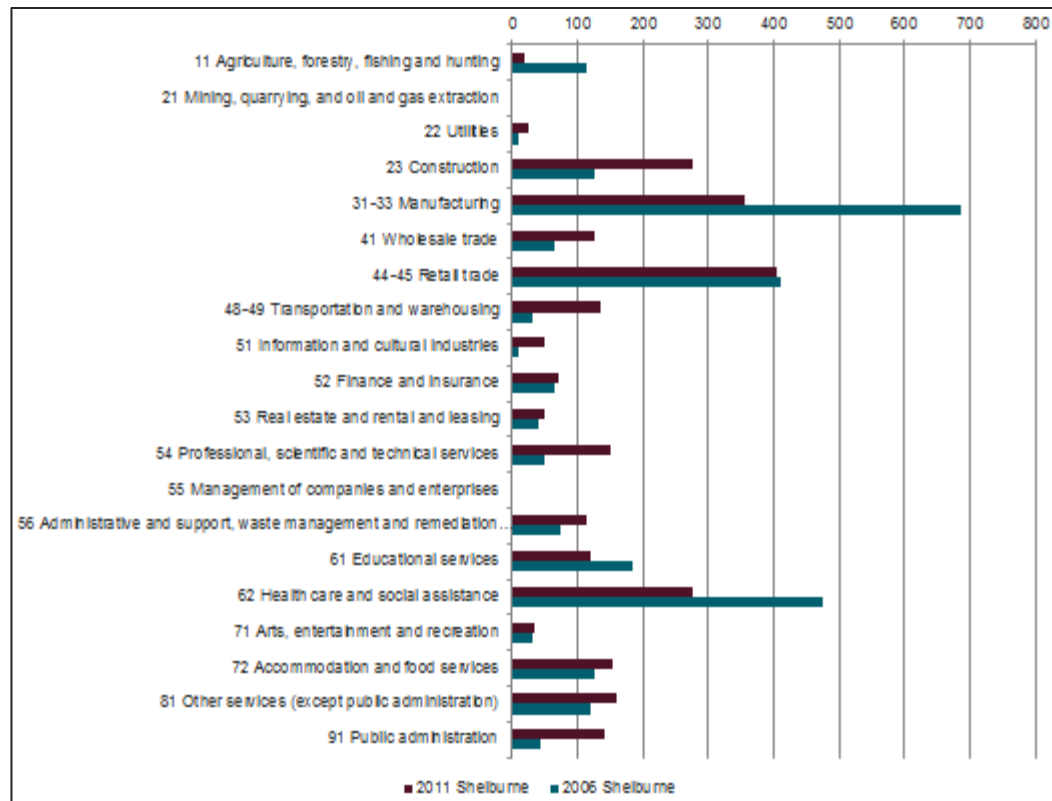
As shown in Figure 25 below, Shelburne's employed labour force has experienced growth in several subsectors from 2006 to 2011, in contrast to the decline seen in manufacturing and health care and social assistance over the same time period. The sectors with the largest growth in workers were:

- Construction (+150 workers)
- Transportation and Warehousing (+105 workers)
- Professional, Scientific and Technical Services (+100 workers)
- Public Administration (+95 workers)

The growth in the professional, scientific, and technical services and public administration sectors is significant for the municipality as these industries attract highly skilled and educated workers to the municipality.



FIGURE 25: CLASS OF WORKER BY INDUSTRY, SHELburne BY EMPLOYED WORK FORCE AGE 15 AND OVER, 2011, 2006

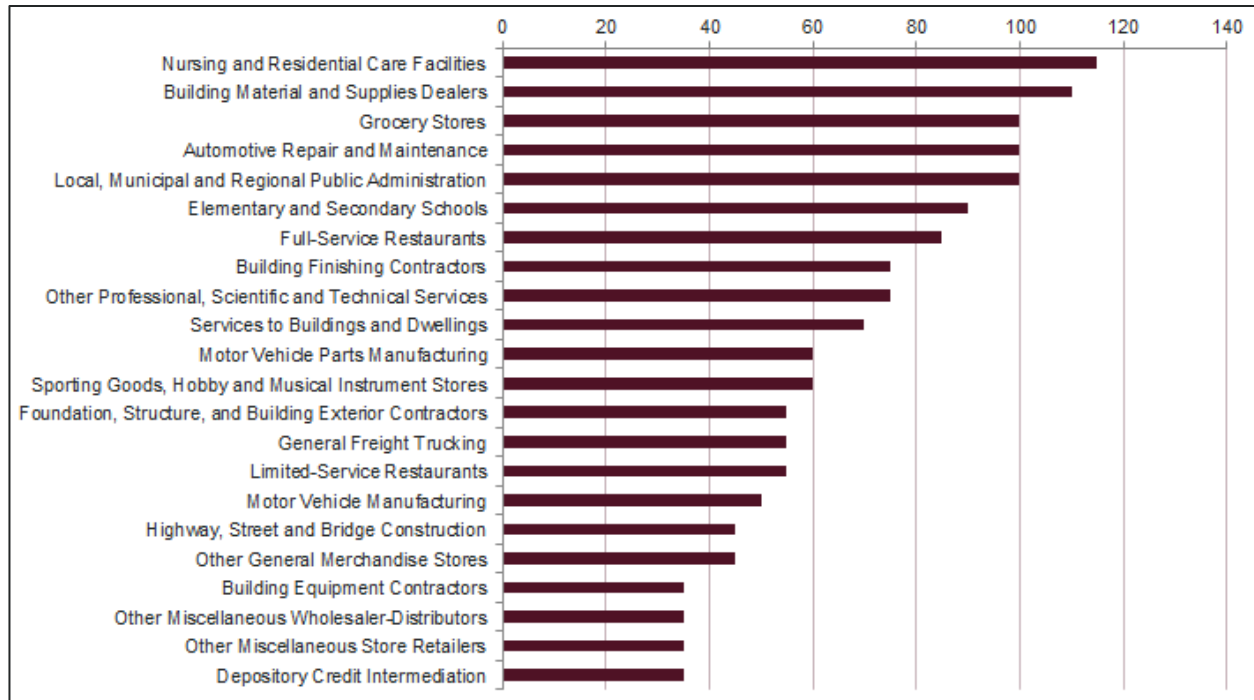


Statistics Canada, 2011 National Household Survey, Statistics Canada catalogue no. 99-012-X2011034 .
2006 Census of Population, Statistics Canada catalogue no. 97-561-XCB2006007

Figure 26 below shows the top 22 employment sub-sectors in Shelburne. Nursing and residential care facilities and building material and supplies dealers represented the top two subsectors in terms of employment and were the only subsectors to employ more than 100 people in 2011. The majority of manufacturing and construction subsectors employed between 45-75 employees.



FIGURE 26: TOP 22 CLASS OF WORKER BY INDUSTRY IN SHELBURNE, 2011



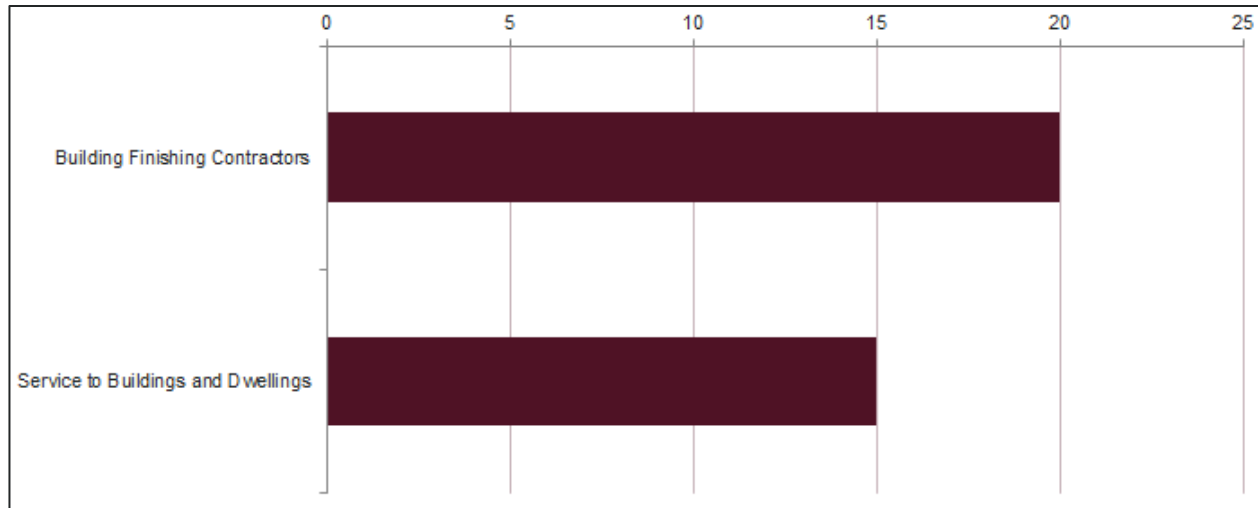
Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011034.

Figure 27 shows the only two industrial sub-sectors of self-employment in Shelburne: building finishing contractors and service to buildings and dwellings. Figure 25 showed the construction sector enjoyed the largest increase in workers between 2006 and 2011. The related building finishing contractors saw the largest self-employer sector growth within the municipality.

The high number of workers employed in the building subsectors speaks to Shelburne's strength and growth in the construction sector. The significantly lower average dwelling values and population growth has spurred recent building development and contributed to the increase in construction sector employment. This may lead to an eventual increase in dwelling values as seen in Dufferin County and Ontario.



FIGURE 27: TOP 2 SELF EMPLOYED WORKER BY INDUSTRY IN SHELBURNE, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011034.

7.5.1.2 Labour Force by Occupational Classification

Examining a community's labour force by its occupational category is far more insightful than by industrial category. Figure 28 shows that the largest occupational category of workers over the age of 15, was in sales and service (645) followed by trades, transport, and equipment operators and related (615). Employment in the majority of occupational categories increased between 2006 and 2011, with occupations in art, culture, recreation and sport experiencing the largest rate of growth at 350.0% while occupations in management grew by 90 people.

The occupational categories that experienced declines between 2006 and 2011 were: business, finance, and administration (-10.4%), natural resources, agriculture and related production (-26.7%) and manufacturing and utilities (-31.0%).



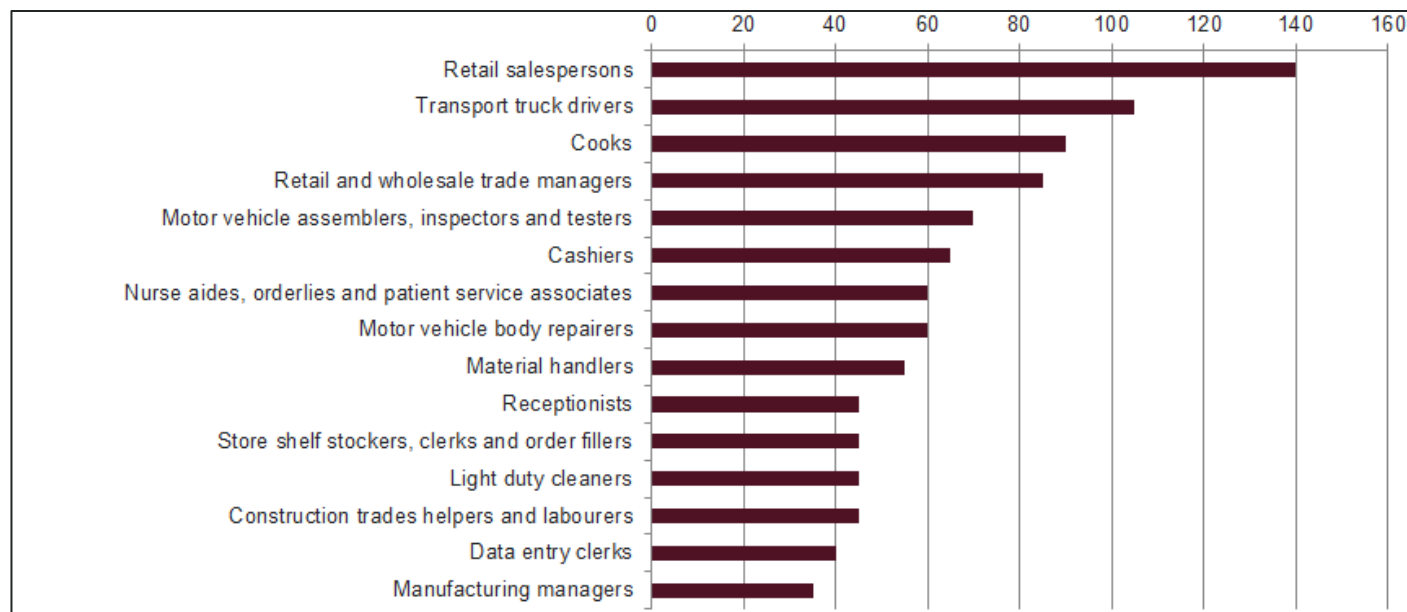
FIGURE 28: SHELBURNE EMPLOYED LABOUR FORCE BY OCCUPATIONAL CLASSIFICATION, 2011, 2006

Occupational Category by Major Unit	2006	2006 % of total	2011	2011 % of total	%change from 2006-2011
0 Management occupations	230	8.7%	320	11.2%	39.1%
1 Business, finance and administration occupations	385	14.6%	345	12.0%	-10.4%
2 Natural and applied sciences and related occupations	65	2.5%	140	4.9%	115.4%
3 Health occupations	175	6.7%	240	8.4%	37.1%
4 Occupations in education, law and social, community and government services	200	7.6%	215	7.5%	7.5%
5 Occupations in art, culture, recreation and sport	10	0.4%	45	1.6%	350.0%
6 Sales and service occupations	585	22.2%	645	22.5%	10.3%
7 Trades, transport and equipment operators and related occupations	550	20.9%	615	21.5%	11.8%
8 Natural resources, agriculture and related production occupations	75	2.9%	55	1.9%	-26.7%
9 Occupations in manufacturing and utilities	355	13.5%	245	8.6%	-31.0%
Total	2630	100.0%	2865	100.0%	8.9%

Source: Statistics Canada - 2011 National Household Survey. 2006 Census Profile.

Figure 29 provides a snapshot of the top 15 occupational sub-categories in Shelburne. The top occupational sub-categories reflect the municipality's strength in the retail sectors. The top two occupations were retail salespersons and transport truck drivers and in addition seven of the top 15 occupations were in sales and service occupations. Four of the top 15 occupation sub-categories were in trades, transport and equipment operators and related occupations.

FIGURE 29: SHELBURNE'S TOP 15 OCCUPATIONS, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011051.



7.5.1.3 Annual Unemployment Rate

According to the National Household Survey, Shelburne's estimated unemployment rate was 7.9% in 2011, which was higher than Dufferin County's rate of 7.0%, but lower than the province's rate of 8.3%.



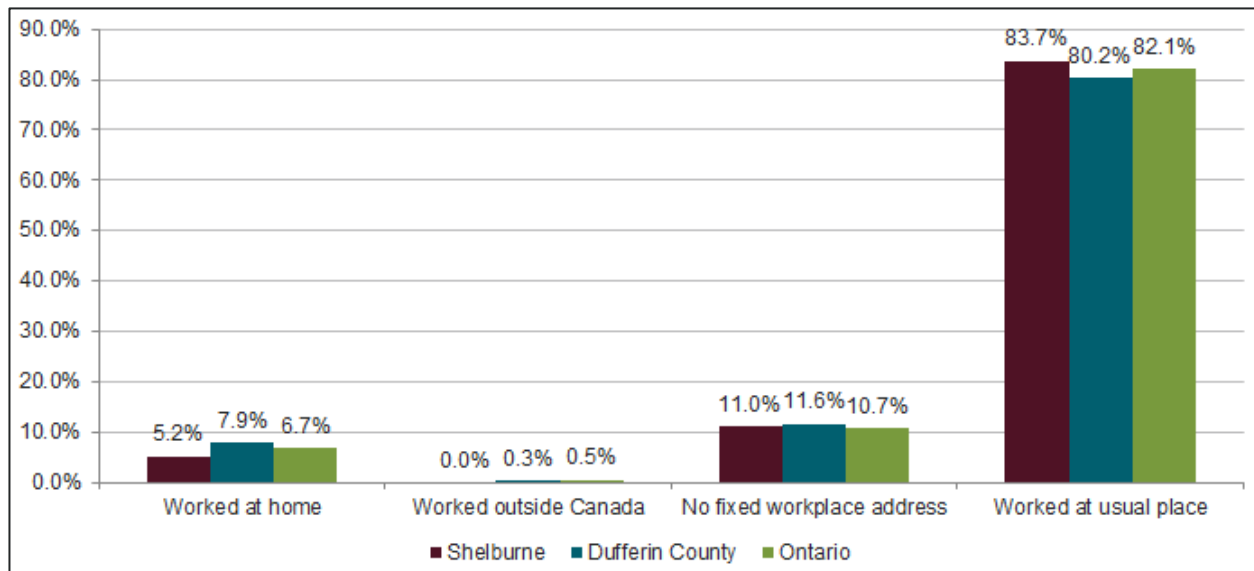
7.6 Commuter Patterns Assessment

7.6.1 Labour Flow Characteristics

7.6.1.1 Place of Work Status

Figure 30 displays the proportion of the labour force by their place of work in 2011 for all three geographic areas. Shelburne (83.7%) has a very similar portion of their workforce that worked at usual place compared to Dufferin County (80.2%) and Ontario (82.1%). However, Shelburne (5.2%) does have a lower portion of its labour force that worked at home compared to Dufferin County (7.9%) and Ontario (6.7%).

FIGURE 30: PLACE OF WORK STATUS IN SHELburne, DUFFERIN COUNTY AND ONTARIO, 2011



Source: Statistics Canada - 2011 National Household Survey.

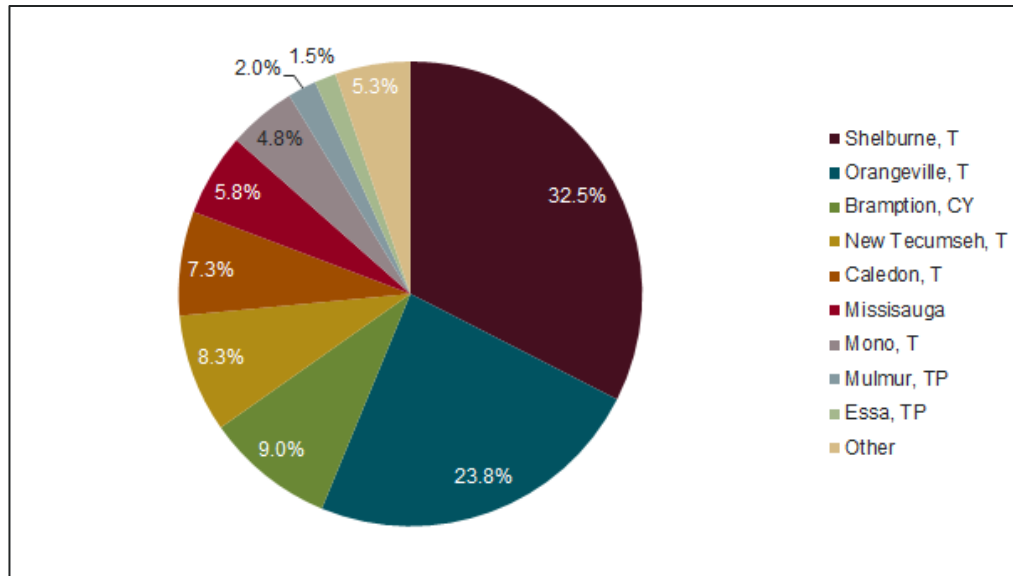
7.6.1.2 Commuting Patterns

The following two figures display the commuting patterns for the workforce residing in Shelburne and for the labour force working in the municipality. Figure 31 shows the top ten locations where Shelburne residents commute for work. The largest proportion of residents works in Shelburne (32.5%), followed by nearby Orangeville (23.8%). In total, 63.0% of Shelburne residents commute to jobs in Dufferin County.

Figure 32 shows that 73% of the municipality's labour force originates from Dufferin County and the remaining coming from the Municipality of Southgate in Grey County. For the workforce emanating from Dufferin County, Shelburne contributes 40% of the labour force while Mulmur adds 14%.

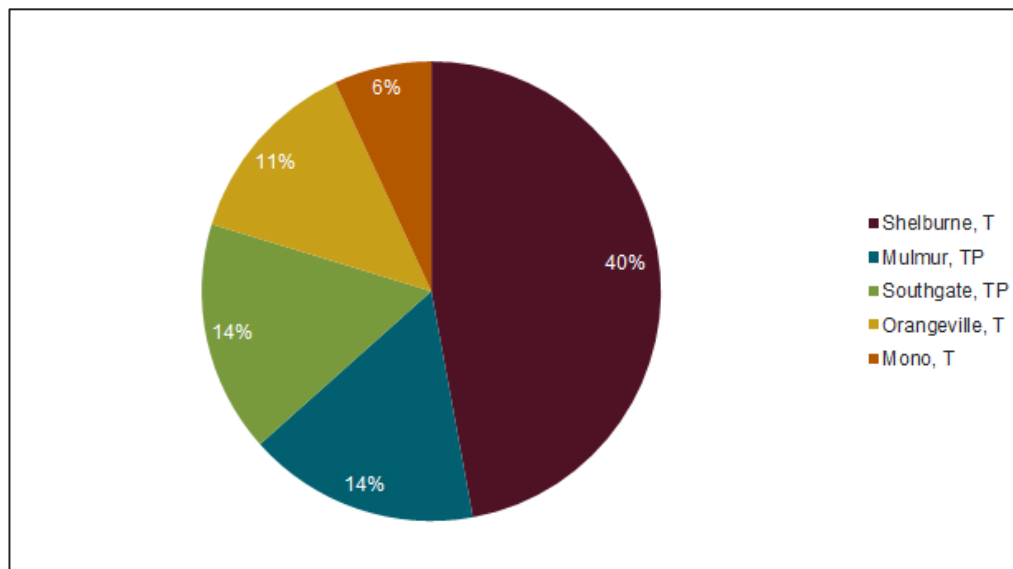


FIGURE 31: TOP 10 LOCATIONS RESIDENTS OF SHELBURNE COMMUTE TO FOR THEIR USUAL PLACE OF WORK, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

FIGURE 32: TOP 5 LOCATIONS WORKERS OF SHELBURNE COMMUTE FROM FOR THEIR USUAL PLACE OF WORK, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

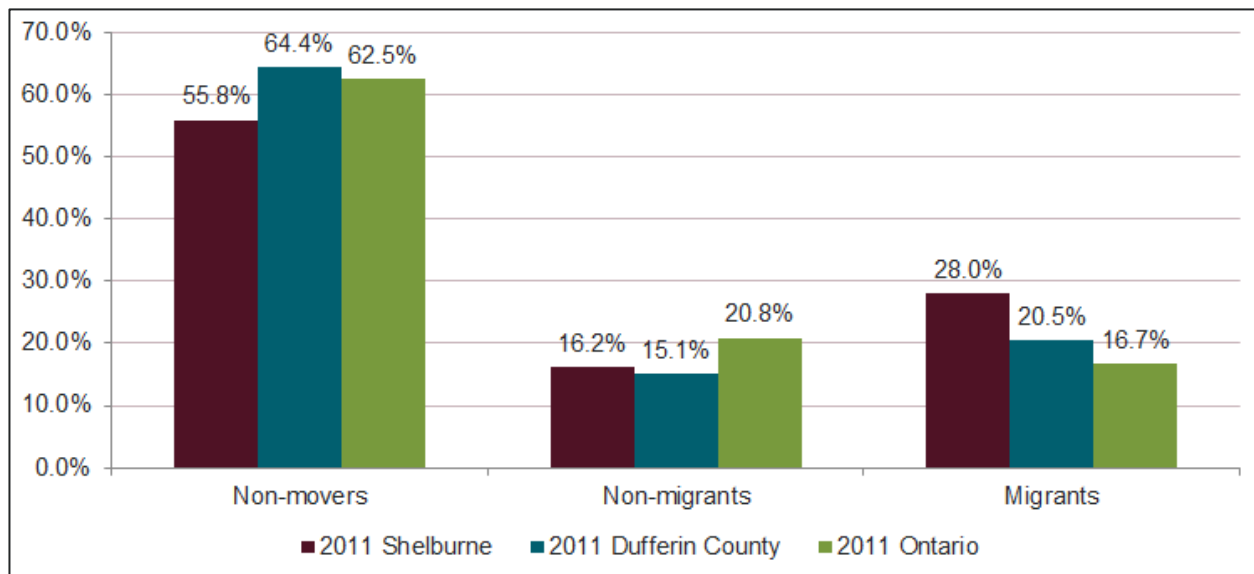


7.6.1.3 Mobility Status

Residents' mobility status indicates the rate of new residents coming to Shelburne in comparison to Dufferin County and Ontario. Figure 33 shows the proportion of non-movers; people who have not moved over the past few years, non-migrants; people that have moved but remained in the same municipality and migrants; people who have moved to a different municipality within Canada. Shelburne had a lower proportion of non-movers (55.8%) compared to Dufferin County (64.4%) and Ontario (62.5%).

Conversely, Shelburne had a higher proportion of migrants (28.0%) compared to Dufferin County (20.5%) and Ontario (16.7%). Although the County was able to attract around the same level of migrants as the province, the municipality attracted a much higher percentage. Shelburne's lower average dwelling values may be attracting a higher share of middle aged workers (age 25-39) with young families resulting in the higher proportion of migrants compared to provincial and County rates.

FIGURE 33: MOBILITY STATUS OVER THE LAST FIVE YEARS FOR SHELburne, DUFFERIN COUNTY AND ONTARIO, 2011



Source: Statistics Canada - 2011 National Household Survey.



7.7 Business Patterns Assessment

Statistics Canada's Canadian Business Patterns Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for Shelburne includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by "Total", "Indeterminate" and "Subtotal" categories. The establishments in the "Indeterminate" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Patterns Data uses the CRA as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included. The population of these small, unincorporated businesses is thought to be in the range of 600,000 in all of Canada.

7.7.1 Key Business Characteristics

A detailed review of the business patterns data for the period between 2008 and 2013 for Shelburne provides an understanding of the growth or decline of businesses over the five-year period and the key characteristics that define the county's business community. When combined with the broader industry analysis, the business patterns information will assist in understanding the key industry opportunities for Shelburne.

Understanding the trends in business growth in the community provides valuable insight into the shape that future growth and investment in the county might take. It also provides an indication of where the Town's priorities should lie, especially with regards to program development and delivery, and strategic planning.

The following sectors (identified in Figure 34) exhibit the highest proportion of business establishments in Shelburne as of December 2013:

- Construction (45 businesses, 13.55% of total)
- Retail Trade (41 businesses, 12.35% of total)
- Real Estate and Rental and Leasing (30 businesses, 9.04% of total)
- Other Services (except Public Administration) (30 business, 9.04% of total)

Notably, when the indeterminate category (self-employed) is removed, the sectors remain consistent with the highest business establishment proportions in retail, services and construction.

- Retail Trade (25 businesses, 17.01% of total)



- Construction (20 businesses, 13.61% of total)
- Other Service (except Public Administration) (14 businesses, 9.52% of total)
- Administrative and Support, Waste Management and Remediation Services (13 businesses, 8.84% of total)

FIGURE 34: SHELBURNE BUSINESSES BY SECTOR AND SIZE, DECEMBER, 2013

Industry (NAICS)	December 2013								
	Total	Indeterminate	Subtotal	1- 4	5- 9	10-19	20-49	50-99	100+
11 Agriculture, Forestry, Fishing and Hunting	15	11	4	3	1	0	0	0	0
21 Mining, Quarrying, and Oil and Gas Extraction	1	1	0	0	0	0	0	0	0
22 Utilities	1	0	1	1	0	0	0	0	0
23 Construction	45	25	20	14	3	2	0	1	0
31-33 Manufacturing	20	8	12	6	2	1	2	0	1
41 Wholesale Trade	13	7	6	4	0	2	0	0	0
44-45 Retail Trade	41	16	25	11	7	5	1	1	0
48-49 Transportation and Warehousing	28	23	5	5	0	0	0	0	0
51 Information and Cultural Industries	3	2	1	0	1	0	0	0	0
52 Finance and Insurance	14	6	8	3	1	3	1	0	0
53 Real Estate and Rental and Leasing	30	25	5	4	0	1	0	0	0
54 Professional, Scientific and Technical Services	29	22	7	4	3	0	0	0	0
55 Management of Companies and Enterprises	7	6	1	1	0	0	0	0	0
56 Administrative and Support, Waste Management and Remediation Services	19	6	13	9	2	2	0	0	0
61 Educational Services	1	0	1	1	0	0	0	0	0
62 Health Care and Social Assistance	18	6	12	4	3	3	0	0	2
71 Arts, Entertainment and Recreation	2	1	1	0	0	0	1	0	0
72 Accommodation and Food Services	12	2	10	4	4	2	0	0	0
81 Other Services (except Public Administration)	30	16	14	9	5	0	0	0	0
91 Public Administration	3	0	1	0	0	0	1	0	0
Total Economy	332	183	147	83	32	21	6	2	3

Source: Statistics Canada Canadian Business Patterns December, 2013

Overall, business establishments in Shelburne are overwhelmingly characterized by small companies and enterprises that employ less than 10 people. In 2013, excluding the businesses consisting of the self-employed (indeterminate) – which themselves are small enterprises – there were 83 businesses, or 56.5% of the subtotal, that employ 1-4 people. An additional 32 businesses, or 21.8 % of the subtotal, employ 5-9 people. The industries with the highest number of establishments employing fewer than 10 people were:

- Retail Trade (18 businesses)
- Construction (17 businesses)
- Other Services (except Public Administration) (14 businesses)
- Administrative and Support, Waste Management and Remediation Services (11 businesses)

It is also important to note the small number of medium and large firms in the municipality's economy. The business size is of significant because small, medium and



large firms are generally believed to provide different economic functions within an economic region. Small firms are generally seen as the major source of new products and ideas, while large firms typically develop as products become more homogenous and firms begin to exploit economies of scale. The lack of mid-size and large business in Shelburne is concerning as these firms are typically more export oriented and generate higher operating surpluses. However, it is important to note that the being a small rural community may naturally limit the potential of attracting mid-size and large businesses to the region.

It is also valuable to examine the growth in businesses by industry, so as to better understand areas of emerging opportunity and importance within Shelburne's economy. The following figure provides an indication of the growth in business establishments by two digit NAICS codes from 2008 to 2013. The sectors that have experienced the highest rate of growth include:

- Agriculture, Forestry, Fishing and Hunting (150%)
- Real Estate and Rental and Leasing (66.7%)
- Professional, Scientific and Technical Services (52.6%)
- Manufacturing (42.9%)



FIGURE 35: NUMBER OF BUSINESS ESTABLISHMENTS BY SECTOR, SHELBURNE 2008-2013 AND DECEMBER 2014³

Industry (NAICS)	December 2008			December 2013			2008-2013	December 2014*		
	Total	Indeterminate	Subtotal	Total	Indeterminate	Subtotal	%Change Total	Total	Indeterminate	Subtotal
11 Agriculture, Forestry, Fishing and Hunting	6	5	1	15	11	4	150.0%	50	39	11
21 Mining, Quarrying, and Oil and Gas Extraction	0	0	0	1	1	0	N/A	0	0	0
22 Utilities	2	1	1	1	0	1	-50.0%	3	2	1
23 Construction	45	29	16	45	25	20	0.0%	72	49	23
31-33 Manufacturing	14	3	11	20	8	12	42.9%	28	17	11
41 Wholesale Trade	13	6	7	13	7	6	0.0%	21	13	8
44-45 Retail Trade	34	7	27	41	16	25	20.6%	56	26	30
48-49 Transportation and Warehousing	21	19	2	28	23	5	33.3%	49	37	12
51 Information and Cultural Industries	3	2	1	3	2	1	0.0%	4	3	1
52 Finance and Insurance	14	6	8	14	6	8	0.0%	20	13	7
53 Real Estate and Rental and Leasing	18	13	5	30	25	5	66.7%	70	66	4
54 Professional, Scientific and Technical Services	19	12	7	29	22	7	52.6%	48	37	11
55 Management of Companies and Enterprises	7	6	1	7	6	1	0.0%	6	5	1
56 Administrative and Support, Waste Management and Remediation Services	25	12	13	19	6	13	-24.0%	29	14	15
61 Educational Services	4	3	1	1	0	1	N/A	8	5	3
62 Health Care and Social Assistance	17	1	16	18	6	12	5.9%	20	8	12
71 Arts, Entertainment and Recreation	7	5	2	2	1	1	-71.4%	7	4	3
72 Accommodation and Food Services	14	3	10	12	2	10	-14.3%	18	4	14
81 Other Services (except Public Administration)	23	8	14	30	16	14	30.4%	37	20	17
91 Public Administration	3	0	3	3	0	1	0.0%	1	0	1
Total Economy	289	141	146	332	183	147	14.9%	547	362	185

Source: Canadian Business Patterns December 2014, December 2013 and. December 2008

Overall between 2008 and 2013, Shelburne added over 40 firms. This increase is noteworthy as many communities across Ontario lost businesses in the period as a result of the global recession that began in 2008. Seemingly insulated by macroeconomic trends affecting Ontario, Shelburne actually added 12 real estate and rental and leasing related firms, which speaks to the strength of this sector in the municipality.

³ Excludes a new NAICS (industry) category called "unclassified". This new category contains any businesses that satisfy conditions to be included but do not have a NAICS. Prior to December 2014 Statistics Canada did not include these. The counts of businesses without employees now cover all enterprises which meet one of the following criteria: is incorporated and/or shows a minimum of \$30,000 in revenue (non-taxable or taxable). This change affects businesses that did not have \$30,000 in taxable revenue in previous years but did have at least \$30,000 in overall (non-taxable and taxable) revenue. These businesses will now be included and represent approximately 600,000 units. Business counts in NAIC 53- Real Estate and rental and leasing and 62 – Health care and social assistance have the largest increases.



Based on location quotients⁴, in 2013 the following three sectors showed a local concentration of labour:

- Public Administration (LQ of 6.59)
- Utilities (LQ of 2.44)
- Manufacturing (LQ of 1.74)

Out of these three sectors only manufacturing saw an increase in local concentration of businesses from 2008 to 2013 while the other two saw decreases during the same time period. However the modest increase in manufacturing can be attributed to the relative decline in manufacturing in Ontario as there was only one new manufacturing business (excluding self-employed) in 2013. It should also be noted that retail trade (LQ of 1.40) has a high local concentration; as there have been the addition of 7 new businesses since 2008

FIGURE 36: LABOUR FORCE LQ BY INDUSTRY, SHELburne VS ONTARIO, 2013

Industry (NAICS)	2008 Shelburne		2013 Shelburne	
	LQ	Classification	LQ	Classification
11 Agriculture, Forestry, Fishing and Hunting	0.55	Low	1.15	Average
21 Mining, Quarrying, and Oil and Gas Extraction	0.00	Low	1.67	High
22 Utilities	7.42	High	2.44	High
23 Construction	1.39	High	1.21	Average
31-33 Manufacturing	1.22	Average	1.74	High
41 Wholesale Trade	0.89	Average	0.96	Average
44-45 Retail Trade	1.24	Average	1.40	High
48-49 Transportation and Warehousing	1.35	High	1.41	High
51 Information and Cultural Industries	0.64	Low	0.51	Low
52 Finance and Insurance	0.80	Average	0.71	Low
53 Real Estate and Rental and Leasing	0.69	Low	0.79	Average
54 Professional, Scientific and Technical Services	0.43	Low	0.58	Low
55 Management of Companies and Enterprises	0.54	Low	0.61	Low
56 Administrative and Support, Waste Management and Remediation Services	1.93	High	1.33	High
61 Educational Services	1.24	Average	0.28	Low
62 Health Care and Social Assistance	1.28	High	0.90	Average
71 Arts, Entertainment and Recreation	1.47	High	0.37	Low
72 Accommodation and Food Services	1.18	Average	0.92	Average
81 Other Services (except Public Administration)	0.95	Average	1.20	Average
91 Public Administration	7.38	High	6.59	High

Source: Canadian Business Patterns December 2013, December 2008

⁴ Local concentration by location quotient (LQ). An LQ measures the concentration of business activity in a local area (e.g. Shelburne) relative to an over-arching area (e.g. Ontario). An LQ of over 1.25 suggests a local relative concentration of activity. In theory, this suggests the local sector is exceeding local demand, and exporting products/services to areas outside of the local community. A sector LQ of less than 0.75 suggests a gap area, where the local business community is theoretically falling short of local demand. From a labour force perspective, LQs may offer insight into where local concentrations of industry-relevant skills may exist.



Figure 37 below provides a snapshot of the largest business categories in Shelburne in 2014 at the most detailed level of analysis. The figure shows that real estate and construction related activity, including, lessors of residential buildings and dwellings, residential building construction, real estate agents, lessors of non-residential buildings, other building finishing contractors account for a considerable number of businesses within the municipality.

Of the businesses listed (excluding the self-employed), 83.3% employ under 9 workers, highlighting the importance and concentration of small businesses in Shelburne. It should be noted that none of the subsectors, employed more than 49 workers.

FIGURE 37: TOP LOCAL BUSINESSES BY TOTAL NUMBER AND EMPLOYMENT CATEGORY, 2014

Industry (NAICS)	Total	Ind	Subtotal	1 - 4	5 - 9	10 - 19	20-49
531111 - Lessors of residential buildings and dwellings (except social housing projects)	38	38	0	0	0	0	0
484121 - General freight trucking, long distance, truck-load	25	21	4	3	1	0	0
236110 - Residential building construction	17	14	3	0	2	1	0
484110 - General freight trucking, local	11	6	5	5	0	0	0
531211 - Real estate agents	11	11	0	0	0	0	0
531120 - Lessors of non-residential buildings (except mini-warehouses)	10	9	1	1	0	0	0
112110 - Beef cattle ranching and farming, including feedlots	8	8	0	0	0	0	0
722512 - Limited-service eating places	8	1	7	3	3	1	0
811111 - General automotive repair	8	5	3	2	0	1	0
111190 - Other grain farming	7	5	2	2	0	0	0
238220 - Plumbing, heating and air-conditioning contractors	7	4	3	2	0	0	1
238390 - Other building finishing contractors	7	5	2	2	0	0	0
541215 - Bookkeeping, payroll and related services	7	5	2	0	2	0	0
238210 - Electrical contractors and other wiring installation contractors	6	3	3	3	0	0	0
238350 - Finish carpentry contractors	6	2	4	3	0	0	1
445120 - Convenience stores	6	4	2	1	1	0	0
541514 - Computer systems design and related services (except video game design and development)	6	3	3	3	0	0	0
551113 - Holding companies	6	5	1	1	0	0	0
561490 - Other business support services	6	4	2	2	0	0	0
624410 - Child day-care services	6	3	3	1	0	2	0
111211 - Potato farming	5	2	3	0	1	1	1
112920 - Horse and other equine production	5	4	1	0	1	0	0

Source: Canadian Business Patterns December, 2014

This section has shown the wealth of small businesses located within Shelburne. Therefore, to support future growth and investment in the municipality, it is essential to understand and support the needs of the small businesses.

This is particularly relevant in light of existing research and trends which suggest that an overwhelming percentage of new business investment in a community is derived from companies already located there, and a significant amount of job creation and innovation is increasingly being driven by small to medium sized businesses.



7.8 Organizational Analysis

There are a variety of organizations and departments providing economic development programs and related services in Shelburne. The following is a review of the key organizations and commentary on their potential to further Shelburne's economic development goals.

Dufferin Region Board of Trade

Mandate: Advocacy, networking, learning, business retention and expansion for the 500 member businesses in Dufferin County.

Assessment: The Board of Trade provides a support role in all regional economic development activities. It is engaged in Dufferin County's economic development strategic planning process. It is also active in the County's transportation strategy. The organization will continue to be an important supporter of Shelburne's economic development efforts.

The Town of Shelburne could assist the Board of Trade by helping to advise residents and businesses of the programs in Dufferin County and Shelburne to support business.

The Orangeville & Area Small Business Enterprise Centre (SBEC)

Mandate: Provides guidance and support to start-up and existing small businesses during their initial years of operation including on-site business registration services, free start-up consultations, business plan assistance, workshops and seminars, guidance on licenses, permits, registration, regulations, mentoring and networking opportunities.

Assessment: The SBEC provided 2584 general enquiries & 612 in-depth business consultations, 18 business related seminars with over 800 entrepreneurs attending and registration of 173 businesses with 259 newly created jobs in the 2014/15 fiscal period. The SBEC also administers four major youth based initiatives: Summer Company Program, Starter Company Program, the Dufferin Young Professionals Networking Group and the Career Pathways event

The SBEC is based in the Orangeville Town Hall but meets with clients in Shelburne. Workshops are held throughout the region including Shelburne. The SBEC would be open to providing workshops to address the needs of the downtown businesses if desired. It is not currently connected with the Shelburne BIA.



Business Improvement Area (BIA)

Mandate: “To enhance the safety, look and feel of the BIA to attract more visitors to shop and dine, as well as to draw new businesses to their area.” The BIA consists of 50 stores in downtown Shelburne.

Assessment: The BIA organizes the Heritage Day/Classic Car show, the successful seasonal Farmer's Market, the annual Santa Claus parade and downtown décor. A volunteer board runs the BIA with a very modest annual budget of ~\$10,500. The board tenure is typically short which has limited its long term planning abilities. The BIA does not have strategic plan or long-term goals.

The BIA would welcome a closer relationship with the town. They have requested assistance from the town with keeping the downtown clean and in good repair to make it more attractive for shoppers and businesses. Traffic congestion, parking and inattentive absentee landlords are concerns for downtown businesses.

Headwaters Tourism

Mandate: Regional tourism marketing and business support serving the communities of Erin, Caledon, Dufferin County, Shelburne and Mono. Headwaters Tourism supports over 250 tourism businesses and organizations.

Assessment: The Regional Tourism Organization (RTO) could be a strong economic development partner. The RTO has could facilitate strategic planning with the BIA to develop the downtowns' tourism potential. The RTO can provide help with downtown event promotion, tourism attraction advice and funding for product development initiatives.

Centre for Business and Economic Development (CFDC)

Mandate: Small business loans, supports and mentoring

Assessment: The Centre for Business and Economic Development is the local Community Futures Development Corporation serving South Georgian Bay and Dufferin County. The Centre is located in Collingwood along with the Collingwood Small Business Enterprise Centre, Collingwood Marketing and Business Development (the town's economic development office) and the Collingwood BIA.

The Orangeville SBEC is the primary referral organization for businesses in Shelburne accessing their services. The CFDC works closely with local banks and hosts community breakfasts semi-annually with regional economic development stakeholders. The organization would welcome a more coordinated economic development effort in Dufferin County.



Ontario Ministry of Agriculture Food and Rural Affairs: Economic Development Branch

Mandate: The Economic Development branch assists in the development and coordination of regional economic development initiatives provides advice on economic development activities and coordinates the delivery of economic development resources, tools, services, and programs. The current economic development consultant is responsible for Wellington and Dufferin Counties.

Assessment: The province has developed a suite of proven economic development programs for small town and rural based economic development organizations that would greatly assist Shelburne. It is a relatively untapped resource in Shelburne. The Downtown Revitalization program is a particularly good fit.

OMAFRA's programs require a coordinated community effort with commitments of leadership time, money and human resources. Before Shelburne could launch a downtown revitalization program it would need to demonstrate it was committed to the effort and had the ability to assemble a working committee consisting of community volunteers and organizations. The town would be encouraged to develop its volunteer capacity and demonstrate its ability to mobilize a committee to update the First Impressions Program before engaging in the more resource dependent downtown revitalization program.



7.9 Town of Shelburne Investment Readiness

The town of Shelburne is a lean municipal organization. The Chief Administrative Officer is the main contact for economic development activities. The community has an Economic Development Committee chaired by a member of Town Council. The Economic Development Committee is leading the economic development strategic planning process.

The Town does not own any industrial land. There are listings for ~ 63 acres of industrial land on the Town website. The town is presently promoting these properties for dry industry until wastewater capacity is expanded. The industrial land has a holding designation, meaning that the Town must approve a site plan before the holding designation would be lifted. It typically takes six months to approve the site plan and release the holding designation. The industrial land is listed at \$100,000 per acre. This price is competitive with the town of Orangeville's listings at \$215,000 per acre for fully serviced industrial lots.

The private landowners have, on occasion, been slow to respond to investment opportunities presented by the town. The town is working with the Dufferin Board of Trade to assemble the information required to achieve the Provincial Certified Investment Ready status for the properties.

A community profile is available on the town's website. The document was produced before the release of the 2011 Census data and requires an update. The website is limited and dated. It would benefit from additional demographic data as well as information on business services and resources, local business groups, recent business expansions, key contacts and local photos to support the written information.