



ELECTION OF THE 2022 WARDEN & REGULAR COUNCIL AGENDA

Thursday, December 9, 2021 at 2:00 p.m.

Video Conference

ELECTION OF THE 2022 WARDEN

1. LAND ACKNOWLEDGEMENT STATEMENT

2. CALL TO ORDER & ROLL CALL

Sonya Pritchard, Chief Administrative Officer to call the meeting to order

3. RECOGNITION OF PAST WARDENS

4. OUTGOING WARDEN'S REMARKS

Remarks from Past Warden, Darren White

5. ELECTION OF 2022 WARDEN

6. OATH OF OFFICE FOR 2022 WARDEN

Administered by Michelle Dunne, Clerk

7. REMARKS BY THE 2022 WARDEN

REGULAR COUNCIL AGENDA

8. APPROVAL OF THE AGENDA

THAT the Agenda and any Addendum distributed for the December 9, 2021 meeting of Council, be approved.

9. DECLARATION OF INTEREST BY MEMBERS

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

11. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

THAT the minutes of the regular meeting of Council of November 11, 2021, be adopted.

12. PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS

12.1. Presentation – Wellington Dufferin Guelph Public Health

Chris Beverage, Director, Health Protection from Wellington Dufferin Guelph Public Health to thank Council for their contribution, collaboration and commitment during the COVID-19 vaccination campaign.

12.2. Delegation: Vaccine Passports & Mandates

Graciela Cardenas-Mustapha to delegate to Council regarding vaccine passports and mandates.

12.3. Presentation: Transit Feasibility Review

David Forsey, Associate-Manager, Transportation Engineering from IBI Group, to present the Transit Feasibility Review.

13. PUBLIC QUESTION PERIOD

Questions can be submitted to info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on December 8, 2021.

14. PRESENTATION AND CONSIDERATIONS OF REPORTS

14.1. Infrastructure & Environmental Services Minutes – November 25, 2021

THAT the minutes of the Infrastructure and Environmental Services meeting held on November 25, 2021, and the recommendations set out, be adopted.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #1 - Amendment to Electric Vehicle Charging Station User Fees

THAT Report, Amendment to Electric Vehicle Charging Station User Fees, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the user fee by-law be amended to the updated fee structure for the use of County-owned electric vehicle charging stations.

AND THAT the corresponding sections of the Electric Vehicle Policy be amended to reflect the changes to the user fee by-law.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #2 - Electric Vehicle Charging Network – Update and MOU November 2021

THAT Report, Electric Vehicle Charging Network – Update November 2021, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the Memorandum of Understanding between the County and each local municipality and/or property owner be approved in substantial form.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #3 - Capital Project Update – November 2021

THAT Report, Capital Project Update – November 2021, from the Director of Public Works/County Engineer, dated November 25, 2021 be received.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #4 - Dufferin County Forest Recreational Use Policy Public Review

THAT Report, Dufferin County Forest Recreational Use Policy Public Review, dated November 25, 2021 from the Director of Public Works/County Engineer be received.

14.2. General Government Services Minutes – November 25, 2021

THAT the minutes of the General Government Services meeting held on November 25, 2021, and the recommendations set out, be adopted.

GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #1
Municipal Emergency Readiness Fund Grant Request - Grand Valley

THAT the report of the Emergency Management Coordinator dated November 25, 2021, regarding a Municipal Emergency Readiness Fund Grant Request – Grand Valley be received;

AND THAT, a grant in the amount of \$10,000 to purchase and install a backup generator and automatic transfer switch for the Town of Grand Valley, be approved.

GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #2
Streamline County IT/GIS Services with Local Municipalities

THAT the Report from the Manager of Information Technology & Geographic Information Systems dated November 25, 2021 titled Streamline County IT/GIS services with local municipalities, be received;

AND THAT an updated IT phased-in cost recovery model, reflecting 35% for the first year, 65% for the second year and 100% for the third year, be adopted;

AND THAT a permanent IT/GIS partner working group be established and that the terms of reference includes an annual report to committee;

AND THAT new memoranda of understanding with municipal partners be created reflecting the new costing model;

AND THAT the Manager of Information Technology & Geographic Information Systems continue to work with the current partners to determine options to phase in the new agreements;

AND THAT staff report back to the committee with an update in January 2022.

GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #3
2022 Development Charge Indexing

THAT the report of the Manager of Corporate Finance, Treasurer, dated November 25, 2021, regarding 2022 Development Charge Indexing be received.

GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #4
OMERS Performance 2020

THAT the Report from the Chief Administrative Officer dated November 25, 2021 with respect to OMERS performance 2020 be received;

AND THAT Dufferin County Council support the call from the City of Toronto on July 14, 2021 for greater disclosure from OMERS with respect to investment performance and management;

AND THAT, staff be directed to notify OMERS and CUPE Ontario of Council's support for the City of Toronto resolution;

AND THAT, staff be directed to notify CUPE Ontario that Council does also support the request for an independent third party review.

14.3. Community Development and Tourism Committee Minutes – November 25, 2021

THAT the minutes of the Community Development and Tourism meeting held on November 25, 2021, and the recommendations set out, be adopted.

COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #3
Lake Erie Source Protection Committee (SPC) – Nomination for Municipal Representative

THAT the report from the Director of Development and Tourism, dated November 25, 2021, regarding Lake Erie Source Protection Committee – Nomination for Municipal Representative, be received;

AND THAT the nomination for John Sepulis as the Municipal Representative

for Dufferin County be supported.

COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #4
Planning Services & Staffing

THAT the report of the Director of Development and Tourism, dated November 25, 2021, with respect to the Planning Responsibilities and Staffing be received.

COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #5
Dufferin County Municipal Comprehensive Review- Town Urban Boundary Expansion

THAT the correspondence from Gladki Planning Associates dated November 17, 2021 regarding the Dufferin County Municipal Comprehensive Review – Town Urban Boundary Expansion, 133184 Sideroad 28-29, Town of Grand Valley, be received.

15. CORRESPONDENCE

16. MOTIONS

17. NOTICE OF MOTIONS

18. BY-LAWS

- | | |
|---------|---|
| 2021-42 | A by-law to appoint a Chief Building Official and to repeal by-law 2021-30 (Rebecca L. Montyro)
Authorization: Council – December 9, 2021 |
| 2021-43 | A by-law to amend By-law #2021-15, being a By-law to adopt a Code of Conduct for members of Council
Authorization: Council – November 11, 2021 |
| 2021-44 | A by-law to amend By-law #2015-41, fees and charges for services and activities provided by the County of Dufferin. (Schedule "C" – Public Works)
Authorization: Infrastructure and Environmental Services Committee – November 25, 2021 |

THAT By-laws 2021-42, thru to 2021-44, inclusive, be read a first, second and third time and enacted.

19. OTHER BUSINESS

19.1. Selection of Committee Chairs & Committee Members

20. CLOSED SESSION

21. CONFIRMATORY BY-LAW

2021-xx A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on December 9, 2021.

THAT by-law 2021-xx be read a first, second and third time and enacted.

22. ADJOURNMENT

THAT the meeting adjourn.



DUFFERIN COUNTY COUNCIL MINUTES

Thursday, November 11, 2021 at 2:00 p.m.

Video Conference

Council Members Present:

Warden Darren White (Melancthon)
Councillor Sandy Brown (Orangeville)
Councillor John Creelman (Mono)
Councillor Bob Currie (Amaranth)
Councillor Guy Gardhouse (East Garafraxa)
Councillor Chris Gerrits (Amaranth)
Councillor Janet Horner (Mulmur)
Councillor Wade Mills (Shelburne)
Councillor Fred Nix (Mono)
Councillor Philip Rentsch (Grand Valley)
Councillor Steve Soloman (Grand Valley)

Alternate Member Present:

Councillor Debbie Sherwood (Orangeville)

Council Members Absent:

Councillor Steve Anderson (Shelburne)
Councillor Earl Hawkins (Mulmur)
Councillor Andy Macintosh (Orangeville)(prior notice)

Staff Present:

Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Scott Burns, Director of Public Works/County Engineer
Anna McGregor, Director of Community Services
Aimee Raves, Manager of Corporate Finance/Treasurer
Tom Reid, Chief, Paramedic Services
Brenda Wagner, Administrator of Dufferin Oaks
Cody Joudry, Director of Development and Tourism
Steven Murphy, Emergency Management Coordinator

Warden White called the meeting to order at 2:01 p.m.

Warden White announced that the meeting is being live streamed and publicly broadcast. The recording of this meeting will also be available on our website in the future.

Upcoming committee meetings will be held by video conference on Thursday, November 25, 2021 at the following times:

Infrastructure & Environmental Services Committee – 9:00 a.m.

General Government Services Committee – 11:00 a.m.

Health & Human Services Committee – 1:00 p.m.

Community Development & Tourism Committee – 3:00 p.m.

1. **LAND ACKNOWLEDGEMENT STATEMENT**

Warden White shared the Land Acknowledgement Statement.

Warden White took a moment to acknowledge Remembrance Day and thanked our veterans for their service.

2. **ROLL CALL**

The Clerk verbally took a roll call of the Councillors in attendance.

3. **APPROVAL OF THE AGENDA**

Moved by Councillor Nix, seconded by Councillor Gerrits

THAT the Agenda and any Addendum distributed for the November 11, 2021 meeting of Council, be approved.

-Carried-

4. **DECLARATION OF INTEREST BY MEMBERS**

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

5. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

Moved by Councillor Gardhouse, seconded by Councillor Horner

THAT the minutes of the regular meeting of Council of October 14, 2021 and the special meeting of Council of October 28, 2021 be adopted.

-Carried-

PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS

6. Delegation: Orangeville Food Bank

Heather Hayes from Orangeville Food Bank provided Council with an update on the accomplishments and challenges the Food Bank has faced. In 2021, through support from the County and other organizations the Food Bank has been able to make further improvements to their building which includes a new loading dock and digital scales. Last year the Food Bank increased its distribution by 25%. The Food Bank has requested that Council help find a way to assist them with receiving consistent funding from the County and more affordable housing options for the community.

7. PUBLIC QUESTION PERIOD

There were no questions received from the Public.

PRESENTATION AND CONSIDERATIONS OF REPORTS

8. Diversity, Equity and Inclusion Community Advisory Committee Minutes – October 13, 2021

Minutes from the Diversity, Equity and Inclusion Community Advisory Committee meeting of October 13, 2021.

Moved by Councillor Creelman, seconded by Councillor Horner

THAT the minutes of the Diversity, Equity and Inclusion Community Advisory Committee meeting of October 13, 2021, be adopted.

-Carried-

9. Infrastructure & Environmental Services Minutes – October 28, 2021

Moved by Councillor Mills, seconded by Councillor Gardhouse

THAT the minutes of the Infrastructure & Environmental Services meeting held on October 28, 2021, and the recommendations set out be adopted.

-Carried-

10. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #1 Habitat for Humanity

THAT staff report back to Committee on the cost implications and impacts of Habitat for Humanity's request to partner with them on a waste diversion program.

11. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #2
Climate Change - Advancing Adaptation

THAT Report, Climate Change - Advancing Adaption, dated October 28, 2021, from the Director of Public Works/County Engineer be received.

12. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #3
Dufferin County Main Tract – Mansfield Outdoor Centre Trail Lease

THAT Report, Dufferin County Main Tract – Mansfield Outdoor Centre Trail Lease, dated October 28, 2021, from the Director of Public Works/County Engineer be received;

AND THAT Council approve staff to proceed with the necessary agreement with the Mansfield Outdoor Centre for use of certain trails within the County Forest Main Tract;

AND THAT the Warden and Clerk be authorized to sign the trail use agreement with the Mansfield Outdoor Centre as described in this report once complete.

13. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #4
Staffing Resources – Public Works Operations

THAT report, Staffing Resources – Public Works Operations, from the Director of Public Works/County Engineer, dated October 28, 2021 be received;

AND THAT staff be approved to proceed with immediate recruitment of four permanent full-time Operator positions in 2021 as described in this report.

14. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #5
Strategic Action Plan October 2021 Progress Update – IES Objectives

THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – IES Objectives, dated October 28, 2021, be received.

15. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #6
Financial Statement

THAT the Financial Report for the month of September 2021 from the Manager of Finance/Treasurer, dated October 28, 2021 be received.

16. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – October 28, 2021 – ITEM #7
Good Roads Board of Directors

THAT the correspondence from Good Roads, dated October 14, 2021, regarding nominations to the 2022-2023 Good Roads Board of Directors, be received.

17. **General Government Services Minutes – October 28, 2021**

Moved by Councillor Brown, seconded by Councillor Gerrits

THAT the minutes of the General Government Services meeting held on October 28, 2021, and the recommendations set out be adopted.

-Carried-

18. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #1
Community Grant Recommendations- 2021 Round 2

THAT the report from Headwaters Communities in Action, dated October, 2021, to recommend allocation of the Dufferin County Community Grant Funds, be received;

AND THAT the following allocations be approved:

COMMUNITY GRANTS ≤, \$1K

Applicant	Amount Recommended
Grand Valley Public Library	\$1,000
Hospice Dufferin	\$1,000
Julia's Place Music Therapy (Abiding Place Ministries)	\$1,000
Skate Canada Orangeville	\$1,000
Headwaters Refugee Sponsorship Group	\$1,000
TOTAL	\$5,000

FOOD FOR THOUGHT GRANTS ≤, \$3K

Applicant	Amount Recommended
Services and Housing in the Province (SHIP)	\$2,700
Orton Community Association	\$1,000
TOTAL	\$3,700

19. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #2

Municipal Emergency Readiness Fund – Grant Request – Town of Shelburne

THAT the report of the Emergency Management Coordinator dated October 28, 2021, regarding a Municipal Emergency Readiness Fund – Grant Request for the Town of Shelburne, be approved.

20. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #3
Dufferin Emergency Response Plan 2021

THAT the report of the Emergency Management Coordinator dated October 28, 2021, regarding Emergency Response Plan 2021, be received and;

THAT the Document entitled "The County of Dufferin Emergency Response Plan" attached hereto as Schedule "A" shall be and is adopted as the emergency response plan of the County of Dufferin, and further;

THAT County of Dufferin By-Law 2013-54 be repealed.

21. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #4
Digitization Policy and Amendments to Records Retention By-Law

THAT the Report from the County Clerk dated October 28, 2021 regarding, Digitization Policy and Amendments to the Records Retention By-law be received;

AND THAT policy 2-13-16 Digitization be approved;

AND THAT a by-law be presented to amend Schedule 'A' of By-law 2017-12 to reflect the updates to retention schedule.

22. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #5
Electronic Signatures Policy

THAT the Report from the County Clerk dated October 28, 2021, regarding Electronic Signatures Policy, be received;

AND THAT policy 2-3-15 Electronic Signatures be approved.

23. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #6
People and Equity and Human Resources Services

THAT the report of the Director of Human Resources dated October 28, 2021 be received;

AND THAT the staffing enhancements (2 Human Resources Generalists and 1 Administrative Support Specialist as outlined in the report) be included in the 2022 draft budget.

24. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #7
Strategic Action Plan Progress Update October 2021 – GGS Objectives

THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – GGS Objectives, dated October 28, 2021 be received.

25. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #8
Financial Report

THAT the Financial Report for the month of September 2021 from the Manager of Finance/Treasurer, dated October 28, 2021 be received.

26. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #9
Township of Melancthon – Additional COVID-19 Financial Relief Funding

THAT the correspondence from the Township of Melancthon, dated October 13, 2021 regarding additional COVID-19 financial relief funding, be supported.

27. **Health and Human Services Minutes – October 28, 2021**

Moved by Councillor Soloman, seconded by Councillor Gerrits

THAT the minutes of the Health and Human Services meeting held on October 28, 2021, and the recommendations set out be adopted.

-Carried-

28. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #1
2021 Funding Changes

THAT the report of the Administrator, dated October 28, 2021 regarding 2021 Funding Updates be received.

29. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #2
Update to Long Term Care Inspection Program

THAT the report of the Administrator, dated October 28, 2021 regarding Update to Long Term Care Inspection Program be received.

30. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #3
Reimagining Quality 2021 in Children’s Services

THAT the report of the Director, Community Services dated October 28, 2021, titled, Reimagining Quality 2021 in Children’s Services be received.

31. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #4
Centralized and Automated Intake for Ontario Works

THAT the report of the Director, Community Services dated October 28, 2021, titled Centralized and Automated Intake for Ontario Works be received.

32. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #5
Homelessness Concerns in Dufferin

THAT the report of the Director, Community Services dated October 28, 2021, titled Homelessness Concerns in Dufferin, be received.

33. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #6
Strategic Action Plan Progress Update Oct 2021 – HHS Objectives

THAT the report of the Chief Administrative Officer regarding the Strategic Action Plan – HHS Objectives, dated October 28, 2021, be received.

34. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #7
Financial Statement

THAT the Financial Report for the month of September 2021 from the Manager of Finance/Treasurer, dated October 28, 2021 be received.

35. HEALTH & HUMAN SERVICES – October 28, 2021 – ITEM #8
Rural Ontario Municipal Association (ROMA)

THAT the correspondence from the Ministry of Municipal Affairs and Housing, dated October 22, 2021, regarding the Rural Ontario Municipal Association’s (ROMA) delegation requests for the 2022 Annual Conference be received.

THAT staff be directed to prepare a letter to the Ministry of Long Term Care copying the Premier, Solicitor General and Dufferin MPP to support the AdvantAge Ontario position with respect to legislation around Long Term Care inspections.

36. **Community Development and Tourism Minutes – October 28, 2021**

Moved by Councillor Brown, seconded by Councillor Gardhouse

THAT the minutes of the Community Development and Tourism meeting held on October 28, 2021, and the recommendations set out be adopted.

-Carried-

37. COMMUNITY DEVELOPMENT & TOURISM – October 28, 2021 – ITEM #1
Land Use Planning Staff

THAT the report of the Director of Development and Tourism, regarding Land Use Planning Staff, dated October 28, 2021, be received.

THAT staff be directed to report back to the November Committee meeting with additional details on the staffing plan including a summary of duties and cost recovery.

38. COMMUNITY DEVELOPMENT & TOURISM – October 28, 2021 – ITEM #2
Economic Development & Tourism Update

THAT the report of the Economic Development Manager and Tourism Manager, regarding Economic Development and Tourism division updates, dated October 28, 2021, be received.

39. COMMUNITY DEVELOPMENT & TOURISM – October 28, 2021 – ITEM #3
Mulmur Economic Development Grant 2020

THAT Report, Mulmur Economic Development Grant, dated October 28, 2021, from the Director of Development and Tourism be received;

AND THAT staff be directed to work with the Township of Mulmur to have the identified items installed at the Dufferin County Forest Main tract with consideration of additional projects currently being planned.

40. COMMUNITY DEVELOPMENT & TOURISM – October 28, 2021 – ITEM #4
Strategic Action Plan Progress Update October 2021 – CDT Objectives

THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – CDT Objectives, dated October 28, 2021, be received.

41. COMMUNITY DEVELOPMENT & TOURISM – October 28, 2021 – ITEM #6
Poet Laureate

THAT the correspondence from the Dufferin County Poet Laureate Harry Posner regarding the 2021 accomplishments and activities, be received;

AND THAT the Committee thanks Mr. Posner for his services.

42. COMMUNITY DEVELOPMENT & TOURISM – October 28, 2021 – ITEM #7
Rural Ontario Municipal Association (ROMA)

THAT the correspondence from the Ministry of Municipal Affairs and Housing regarding the Rural Ontario Municipal Association's (ROMA) delegation requests for the 2022 Annual Conference, be received.

43. **Emergency Management Coordinator's Report – COVID-19 Emergency Declaration Update**

A report from the Emergency Management Coordinator, dated November 11, 2021, to update Council on the status of COVID-19 in our community and the declaration of emergency made on March 26, 2020.

Moved by Councillor Nix, seconded by Councillor Horner

THAT the report of the Emergency Management Coordinator dated November 11, 2021, regarding a COVID-19 Emergency Declaration Update, be received.

-Carried-

44. **Manager of Finance, Treasurer's Report – Third Quarter Financial Review**

A report from the Manager of Corporate Finance, Treasurer, dated November 11, 2021, to provide Council with an update on third quarter financial results up to September 30, 2021.

Moved by Councillor Brown, seconded by Councillor Mills

THAT the report of the Manager of Corporate Finance, Treasurer, dated November 11, 2021, regarding Third Quarter Financial Review, be received.

-Carried-

45. **Manager of Finance, Treasurer's Report – Third Quarter 2021 Report on Request for Tenders and Request for Proposals**

A report from the Manager of Corporate Finance, Treasurer and Senior Procurement Specialist, dated November 11, 2021, to provide the quarterly update on all Request for Tenders and Request for Proposals in accordance with By-law 2017-33 Procurement of Goods and Services 2017, Section (4.2.7).

Moved by Councillor Horner, seconded by Councillor Gerrits

THAT the report on Request for Tenders and Request for Proposals, from the Manager of Corporate Finance, Treasurer and Senior Procurement Specialist, dated November 11, 2021, be received.

-Carried-

46. **Manager of Finance, Treasurer's Report – Budget Update**

A report from the Manager of Corporate Finance, Treasurer, dated November 11, 2021, to provide an update on the 2022 Budget schedule.

Moved by Councillor Nix, seconded by Councillor Gardhouse

THAT the report of the Manager of Corporate Finance, Treasurer, dated November 11, 2021, regarding Budget Update, be received;

AND THAT, Council approve delaying the budget deliberations to commence in January 2022.

-Carried-

47. **Chief Administrative Officer's Report – Monthly Update from Outside Boards**

A report from the Chief Administrative Officer, dated November 11, 2021, to provide Council with an update of activities from outside boards and agencies.

Moved by Councillor Gerrits, seconded by Councillor Creelman

THAT the report of the Chief Administrative Officer, dated November 11, 2021 with respect to Reports from Outside Boards, be received.

-Carried-

48. **Chief Administrative Officer's Report – Vaccination Policy Updates**

A report from the Chief Administrative Officer, dated November 11, 2021, to provide additional information to Council with respect to Vaccine Policies.

Moved by Councillor Mills, seconded by Councillor Gardhouse

THAT the report of the Chief Administrative Officer, dated November 11, 2021 with respect to Vaccination Policy Updates, be received.

-Carried-

49. **CORRESPONDENCE**

50. **NOTICE OF MOTIONS**

Councillor Nix left the meeting at 3:31 p.m.

MOTIONS

51. **Moved by Councillor Brown, seconded by Councillor Creelman**

THAT all Advisory Committee members and volunteers be required to provide proof of vaccination in order to continue serving in their roles.

A recorded vote was requested on the motion and taken as follows:

	Yea	Nay
Councillor Anderson (1)	ABSENT	
Councillor Brown (7)	x	
Councillor Creelman (3)	x	
Councillor Currie (1)		x
Councillor Gardhouse (2)	x	
Councillor Gerrits (1)		x
Councillor Hawkins (1)	ABSENT	
Councillor Horner (1)		x
Councillor Sherwood (7)		x
Councillor Mills (2)		x
Councillor Nix (2)	ABSENT	
Councillor Rentsch (1)		x
Councillor Soloman (1)		x

	Yea	Nay
Councillor White (2)		x
Totals (32)	12	16
	-MOTION LOST-	

52. **Moved by Councillor Brown, seconded by Councillor Mills**

THAT staff implement a Vaccine Certificate Verification process to all visitors at the Museum of Dufferin.

-Carried-

53. **Moved by Councillor Creelman, seconded by Councillor Brown**

THAT draft policy #1-2-13 -Members of Council Vaccination Policy, be amended to include a deduction of pay for any member of Council, that doesn't provide proof of vaccination by December 31, 2021;

AND THAT the Code of Conduct be amended to stipulate members must adhere to all policies for Council.

-Carried-

54. **Moved by Councillor Creelman, seconded by Councillor Brown**

THAT staff create a policy for Advisory Committee members and volunteers that would require them to disclose full vaccination proof prior to attending any County facility in person.

-Carried-

55. **BY-LAWS**

2021-38 A by-law to ratify the actions of the Warden and the Clerk for executing an agreement between the Corporation of the County of Dufferin and March of Dimes Canada (Service Agreement for Assisted Living Services in Shelburne – Hub & Spoke Model)
Authorization: Council – November 11, 2021

2021-39 A by-law to adopt an Emergency Response Plan pursuant to the Emergency Management and Civil Protection Act, R.S.O 1990, as amended and to repeal by-law 2013-54
Authorization: General Government Services – October 28, 2021

2021-40 A by-law to provide for the classification, retention, and destruction of the records of the Corporation of the County of Dufferin and to repeal by-law 2017-12

Authorization: General Government Services – October 28, 2021

Moved by Councillor Gerrits, seconded by Councillor Mills

THAT By-laws 2021-38, thru to 2021-40, inclusive, be read a first, second and third time and enacted.

-Carried-

56. **OTHER BUSINESS**

Councillor Sherwood asked the Director of Community Services for an update regarding the common rooms in our Community Housing. The Director of Community Services advised that they have contacted Public Health and staff are going to work together to create a plan on how to open the common rooms as safely as possible. When that information is available it will be posted to let the tenants know.

Councillor Currie shared with Council that the hay bale contest went over very well in Amaranth and thanked County staff for their assistance.

Warden White reminded Council that the Election of the Warden is coming up and to have their nominations into the Clerk by December 3.

57. **CLOSED SESSION**

Moved by Councillor Horner, seconded by Councillor Creelman

THAT the minutes of the Closed session minutes of Council on October 28, 2021, be adopted.

-Carried-

58. **CONFIRMATORY BY-LAW**

2021-41 A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on November 11, 2021.

Moved by Councillor Currie, seconded by Councillor Gerrits

THAT By-Law 2021-41, be read a first, second and third time and enacted.

-Carried-

59. **ADJOURNMENT**

Moved by Councillor Gardhouse, seconded by Councillor Soloman

THAT the meeting adjourn.

-Carried-

The meeting adjourned at 3:44 p.m.

Next meeting: Thursday, December 9, 2021 at 2:00 p.m.
Video Conference

Darren White, Warden

Michelle Dunne, Clerk

November 29, 2021

Dear Council Members,

Why are you allowing, enforcing and encouraging the violations of our fundamental rights and freedoms?

No municipal regulation supersedes provincial and federal **laws/legislations**. Vaccine Passport is a provincial regulation to be enforced by public health officers. Anyone enforcing the regulation/mandates are acting as public officers, including business owners and staff; and therefore, must adhere to the Canadian Bill of Rights and the Criminal Code of Canada. **Vaccine Passports violate our Bill of Rights and the Criminal Code of Canada.**

There is no scientific proof that *Vaccine Passports* stop the spread of COVID19. In fact, fully vaccinated people can spread and get COVID-19. The harm done by Vaccine Passports reach far into our businesses, daily living and it divides our community. Discrimination, segregation, medical apartheid are far reaching and traumatizing for those people who have chosen differently. It promotes and incites hate and anger among those who believe that their choices should be imposed onto others. This harm that you are promoting and encouraging goes against every principal based on a free and democratic society. It is unfortunate, that you are making decisions based on your **personal fears** and not on real facts. It is also unfortunate that you are not making the right decisions for the benefit of **all** of the people that elected you and that you represent. By doing so, you are violating the following laws and regulations:

Canadian Bill of Rights (CBR) S.C. 1960, c. 44: Section 1(a) the right of the individual to life, liberty and security of persons, which protects the right of informed consent for medical procedures and the right to privacy. And (b) the right of the individual to equality before the law and the protection of the law.

These violations render the vaccine passport regulations to be of no force or effect of law because they violate the CBR.

<https://laws-lois.justice.gc.ca/eng/acts/c-12.3/page-1.html>

Freedom of Information and Protection of Privacy Act (FOIPOP) (ONTARIO) <https://www.ontario.ca/laws/statute/90f31>

Personal Information Protection and Electronic Documents Act 2000 (PIPEDA) <https://laws-lois.justice.gc.ca/ENG/ACTS/P-8.6/index.html>

Personal Health Information Protection Act 2004 (PHIPA)
(ONTARIO) <https://www.ontario.ca/laws/statute/04p03>

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56 (ONTARIO) Section 18, Personal information (1) In this section: "Personal information" includes information that is not recorded and that is otherwise defined as "personal information" under this Act. Collection of personal information

(2) No person shall collect personal information on behalf of an institution unless the collection is expressly authorized by statute, used for the purposes of law enforcement or necessary to the proper administration of a lawfully authorized activity. R.S.O. 1990, c. M.56, s. 28.

<https://www.ontario.ca/laws/statute/90f31>

2.i Privacy Act (R.S.C., 1985, c. P-21)

<https://laws-lois.justice.gc.ca/eng/acts/P-21/>

2.j Office of the Privacy Commissioner of Canada: RE: COVID, Joint Statement by Federal, Provincial and Territorial Privacy Commissioners - in this statement they reiterate there must be consent, laws and privacy must be respected. Please take a moment to review.

https://www.priv.gc.ca/en/opc-news/speeches/2021/s-d_20210519/

Why are you coercing, threatening and bullying your employees with unpaid leave and/or termination of employment if vaccination in Canada is VOLUNTARY?

Vaccination is voluntary in Canada. The federal and provincial governments made it clear that getting the COVID-19 injections would NOT be mandatory. Even if they do attempt to mandate it, there is no law, nor can there be, as it is a violation of Human Rights, International Agreements, etc. Employers are infringing on human rights and putting themselves **personally** at risk of a **civil lawsuit** for damages, and **potential imprisonment**, by attempting to impose this experimental medical treatment upon their employees. Canadian law has long recognized that individuals have the right to control what happens to their bodies.

The citizens of Canada are protected under the medical and legal ethics of express informed consent, and are entitled to the full protections guaranteed under:

- **Canadian Charter of Rights and Freedoms**³⁷ (1982) Section 2a, 2b, 7, 8, 9, 15.
- **Universal Declaration on Bioethics and Human Rights**³⁸ (2005)
- **Nuremberg Code**³⁹ (1947)
- **Helsinki Declaration**⁴⁰ (1964, Revised 2013) Article 25, 26

According to top constitutional lawyer, Rocco Galati, “both government and private businesses cannot impose mandatory vaccinations...mandatory vaccination in all employment context would be unconstitutional and/or illegal and unenforceable.”⁴¹

There is no legislation that allows an employer to terminate an employee for NOT getting a COVID-19 shot. If an employer does so, they are inviting a wrongful dismissal claim, as well as a claim for a human rights code violation⁴². For those employees who are influenced, pressured or coerced by their employer to have the COVID-19 shot, and suffer any adverse consequences as a result of the injection, the employer, and its directors, officers, and those in positions carrying out these measures on behalf of the employer, will be opening themselves up to **personal civil liability**, and potential **personal criminal liability**, under the *Nuremberg Code*, the *Criminal Code of Canada*, and the *Crimes Against Humanity and War Crimes Act of Canada*, all referenced above.

In conclusion, administration of vaccines is defined as a “medical procedure”. In what other medical context could non-doctors and non-pharmacists prescribe, promote and help distribute pharmaceutical drugs? This is unauthorized practice of medicine.

³⁷<https://www.canada.ca/en/canadian-heritage/services/how-rights-protected/guide-canadian-charter-rights-freedoms.html>

³⁸ <https://en.unesco.org/themes/ethics-science-and-technology/bioethics-and-human-rights>

³⁹ <http://www.cirp.org/library/ethics/nuremberg>

⁴⁰ <https://www.wma.net/what-we-do/medical-ethics/declaration-of-helsinki/>

⁴¹<https://www.constitutionalrightscentre.ca/employee-rights-the-covid-19-vaccine/>

⁴² <https://www.chrc-ccdp.gc.ca/en/about-human-rights/what-discrimination>

Employer Vaccination Policy (this is not a statute):

This is a MUNICIPAL public health guideline. It is NOT A BYLAW, IT IS NOT LEGISLATION... it is a mandate.

<https://www.toronto.ca/home/covid-19/covid-19-reopening-recovery-rebuild/covid-19-reopening-guidelines-for-businesses-organizations/covid-19-guidance-employers-workplaces-businesses/covid-19-vaccine-information-for-employers/?accordion=establishing-a-vaccination-policy-for-your-workplace&fbclid=IwAR2syxKpOMtB031Z6LHqKuW0LHU5UtrAZt8J5NvYjwyig1r3UU3eIcYpB98>

Occupational Health and Safety Act R.S.O.1990,c.0.1. (ONTARIO)

Section 63

Information Confidential:

(1) Except for the purposes of this Act and the regulations or as required by law,

(a) an inspector, a person accompanying an inspector or a person who, at the request of an inspector, makes an examination, test or inquiry, shall not publish, disclose or communicate to any person any information, material, statement, report or result of any examination, test or inquiry acquired, furnished, obtained, made or received under the powers conferred under this Act or the regulations;

(c) no person shall publish, disclose or communicate to any person any secret manufacturing process or trade secret acquired, furnished, obtained, made or received under the provisions of this Act or the regulations;

(e) no person to whom information is communicated under this Act and the regulations shall divulge the name of the informant to any person; and

(f) no person shall disclose any information obtained in any medical examination, test or x-ray of a worker made or taken under this Act except in a form calculated to prevent the information from being identified with a particular person or case. R.S.O. 1990, c. O.1, s. 63 (1); 1992, c. 14, s. 2 (2, 3).

Employer Access to Health Records:

(2) No employer shall seek to gain access, except by an order of the court or other tribunal or in order to comply with another statute, to a health record concerning a worker without the worker's written consent. R.S.O. 1990, c. O.1, s. 63 (2).

(f) No person shall disclose any information obtained in any medical examination, test or x-ray of a worker made or taken under this Act except in a form calculated to prevent the information from being identified with a particular person or case

Section 25, Duties of the Employer:

Subsection (1) An employer shall ensure that,

(h) take every precaution reasonable in the circumstances for the protection of a worker;

Subsection 28, Duties of the Worker:

Subsection (3) Consent to medical surveillance

A worker is not required to participate in a prescribed medical surveillance program unless the worker consents to do so

Section 50, No discipline, dismissal, etc., by employer:

Subsection (1) No employer or person acting on behalf of an employer shall,
(a) dismiss or threaten to dismiss a worker;
(b) discipline or suspend or threaten to discipline or suspend a worker;
(c) impose any penalty upon a worker; or
(d) intimidate or coerce a worker,

Section 66, Penalties:

Subsection (1) Every person who contravenes or fails to comply with,
(a) a provision of this Act or the regulations;
(b) an order or requirement of an inspector or a Director; or
(c) an order of the Minister,
is guilty of an offence and on conviction is liable to a fine of not more than \$100,000 or to imprisonment for a term of not more than twelve months, or to both. R.S.O. 1990, c. O.1, s. 66 (1); 2017, c. 34, Sched. 30, s. 4 (1).

<https://www.ontario.ca/laws/statute/90o01>

Criminal Code of Canada:

Enforcement of this bylaw is a crime under the following criminal codes:

Section 265 (1), (3) - regarding no consent medical treatment is assault.

Section 346(1) - Extortion to take the test/vaccine or...

Section 264.1(1) - Uttering threats, do the test or take the vaccine or...

Section 319(1) - Public Incitement of Hate by asking for a vaccine status in public.

<https://laws-lois.justice.gc.ca/eng/acts/c-46/section-264.1.html>

As a person involved in public oversight and/or decision making, you are NOT a qualified medical professional and, therefore, you are unlawfully practising medicine by recommending, advertising, incentivising, mandating, facilitating and/or using coercion or undue influence, to insist the public and employees disclose vaccination status and/or be fully vaccinated as a condition of employment and/or condition to participate in the community; and/or submit to the experimental medical treatment for COVID-19, namely being injected with one of the experimental gene therapies commonly referred to as a "vaccine".

"Extortion, committing tort, privacy violations, wilful misconduct and acting in bad faith are serious indictable criminal code offences. Interfering with someone's right to gainful employment or essential, or non-essential services, is a further violation of the Constitution and Charter of Rights and Freedoms.

I demand you cease and desist requiring proof of vaccination (Vaccine Passports) in our tax funded facilities, libraries, recreational and sports facilities and programs run by the city. I demand that cease and desist with your vaccine policy as a condition of employment. Furthermore, I demand you set an example, lead, inform and educate local groups, businesses, the general public as to how our municipality respects and upholds our founding laws and legislations that govern this great country of ours: **the Canadian Constitution, The Charter of Rights and Freedoms and our Bill of Rights.**

Sincerely,

Graciela Cárdenas-Mustapha

Recent Hospitalizations with COVID-19 in Ontario, by Region

November 4 to November 18
All data from Public Health Ontario



Region	Vaccinated with 2 Doses	Hospitalizations Nov 4 - Nov 18	Hospitalizations, rate	0-4	5-11	12-19	20-39	40-59	60-79	80+
Algoma	74.9%	19	16.3	0	0	0	3	6	5	5
Brant County	70.5%	0	0	0	0	0	0	0	0	0
Chatham-Kent	73.9%	7	6.8	0	0	0	2	2	1	2
Durham Region	79.6%	3	0.4	1	0	0	1	1	0	0
Eastern Ontario	76.7%	6	2.9	0	0	0	1	0	4	1
Grey Bruce	76.5%	2	1.2	0	0	0	0	1	1	0
Haldimand-Norfolk	80.3%	23	22	1	0	0	2	5	8	7
Haliburton, Kawartha, Pine Ridge	84.8%	2	1.2	0	0	0	0	0	2	0
Halton Region	82.1%	6	1.1	0	0	0	0	1	3	2
Hamilton	74.1%	7	1.2	0	0	0	3	1	1	2
Hastings and Prince Edward Counties	75.2%	0	0	0	0	0	0	0	0	0
Huron Perth District	80.3%	9	6.8	0	0	0	0	5	3	1
Kingston, Frontenac and Lennox & Addington	69.5%	13	5.5	0	0	0	1	1	7	4
Lambton	71.3%	8	6.1	0	0	0	1	1	2	4
Leeds, Grenville and Lanark District	92.0%	4	2.5	0	0	0	1	1	2	0
Middlesex-London	74.1%	4	0.8	0	0	0	1	0	0	3
Niagara Region	77.0%	9	1.9	0	1	0	0	1	3	4
North Bay Parry Sound District	76.1%	2	1.6	0	0	0	0	0	0	2
Northwestern	65.8%	0	0	0	0	0	0	0	0	0
Ottawa	74.5%	34	3.1	0	0	0	2	2	13	17
Peel	64.9%	11	0.6	0	0	0	1	6	3	1
Peterborough	74.6%	2	1.3	0	0	0	1	1	0	0
Porcupine	71.6%	0	0	0	0	0	0	0	0	0
Region of Waterloo	76.3%	21	3.6	0	0	0	1	2	13	5
Renfrew County and District	69.5%	1	0.9	0	0	0	0	0	0	1
Simcoe Muskoka District	73.3%	27	4.5	0	0	0	4	8	14	1
Southwestern	78.2%	29	14.9	0	1	0	3	7	15	3
Sudbury & District	75.5%	18	8.9	0	0	0	5	4	5	4
Thunder Bay District	76.4%	3	1.9	0	0	0	0	1	1	1
Timiskaming	73.5%	1	3	0	0	0	0	0	0	1
Toronto	65.3%	18	0.5	0	0	0	3	2	8	5
Wellington-Dufferin-Guelph	75.1%	4	1.3	0	0	0	0	0	4	0
Windsor-Essex County	71.8%	26	6	1	0	1	1	7	9	7
York Region	82.9%	12	1.1	0	0	0	1	5	5	1
Ontario	72.7%	331	2.2	3	2	1	38	71	132	84

@golden_pup

Latest Update:

Headwaters Health Care Centre status update (as of November 19, 2021)

Current inpatients with confirmed COVID-19 <i>**From all regions serviced by Headwaters Health Care Centre</i>	0
Total number of positive inpatients to date <i>**From all regions serviced by Headwaters Health Care Centre</i>	216
Current inpatients with pending swab test results	1
Total number of patients with COVID-19 that have passed away	22
Total number of staff members and physicians testing COVID-19 positive to date	64
Total number of COVID-19 Assessment Centre visits to date <i>*up to Sept. 19</i>	93, 921
Total number of COVID-19 Assessment Centre tests to date <i>*up to Sept. 19</i>	89, 839
Total confirmed COVID-19 cases in Dufferin County <i>**Reported by Wellington-Dufferin-Guelph Public Health</i>	2,150
Total confirmed COVID-19 cases in Caledon <i>**Reported by Peel Public Health</i>	4,951



Report

Transit Feasibility Study Report

County of Dufferin Transit Feasibility Study



Prepared for County of Dufferin
by IBI Group
November 30, 2021

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Executive Summary

Dufferin County is in a unique position to explore the opportunity for a county-wide rural transit system. The County currently lacks a transportation system that provides basic mobility for all urban and rural residents and is projected to grow significantly in population with approximately 30% more residents between 2016 and 2036¹. However, with recent advancements in transit technologies and the new ubiquity of smartphones, dispersed rural areas can feasibly be served by some types of public transit systems that would not have been an option in the past.

In an effort to improve transportation equity and mobility in Dufferin, County Council directed staff to study all reasonable options, preferred routes and costs associated to provide transit service for Dufferin County. IBI Group was retained by Dufferin County in April 2021 to conduct a transit feasibility analysis. The study serves two purposes: determine the case for transit in the County and develop a plan to initiate a service should it be deemed feasible.

The need for transit in Dufferin County is revealed through a needs and opportunities assessment that explored the performance of peer transit systems, coverage of existing transit in the County and provincial and municipal policies and initiatives. Also considered in the assessment is the demographic composition and travel patterns of Dufferin County residents to understand the potential ridership base.

A strategic framework has been developed to guide the design and implementation of a future transit service. The framework is informed by the needs and opportunities assessment and engagement with stakeholders in the County and members of the public. The vision for the future service is as follows:

The future public transportation service will help urban and rural residents sustainably meet their essential transportation needs by providing an equitable and accessible service in a manner that is fiscally responsible.

Through applying the goals developed as part of the strategic framework, an **on-demand transit solution is selected as the most appropriate delivery approach for a county-wide service**. This type of service delivery model provides the

¹ Population projection from the Provincial Growth Plan for the Greater Golden Horseshoe

greatest benefit in dispersed areas with lower demand, limit County up-front investment, and can adapt to changing travel patterns.

The transit service should be delivered by a third-party contractor retained via a competitive Request for Proposals process. Responses to the RFP should be open to private transit operators, taxi companies, and technology companies.

The proposed service is a curb-to-curb on-demand service that is available to all residents in Dufferin County. It would operate five days a week (Monday to Friday) between 8:00 a.m. and 6:00 p.m. The coverage area for the proposed service is the entirety of Dufferin County, not including trips both starting and ending within the Town of Orangeville. The purpose of this exclusion is to not duplicate or compete with the existing Orangeville Transit service. A zone-based fare structure is recommended, which would allow all residents to travel within their municipality or to the closest urban centre for \$10 (\$8 concession fare).

The County should require the contractor to provide two light-duty vehicles that meet the requirements of an accessible public transit vehicle.

Annual ridership for the first full year of service is projected at 5,500 based on 2,520 annual service hours and a projected net municipal investment of \$320,286. Costs are expected to decrease thereafter with the introduction of gas tax funding. Exhibit E.1 provides a multi-year estimate of the revenue and operating costs.

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Exhibit E.1: Five-Year Budget Estimates for Proposed Service

Item	Plan Year				
	2022 ¹	2023	2024	2025	2026
Dufferin County Population	68,480	69,670	70,890	72,120	73,380
Service Area Population	35,560	36,380	37,210	38,050	38,920
Annual Revenue Hours	840	2,520	2,520	2,520	2,520
Annual Ridership	1,870	5,500	5,595	5,690	5,790
Revenue					
Fare Revenue	\$19,000	\$56,000	\$56,900	\$57,900	\$58,900
Capital and Operating Costs					
Operating Contract (@ \$70/hr, adjusted at 3% annual inflation)	\$118,000	\$353,000	\$363,000	\$374,500	\$385,700
County Staff Salaries (adjusted at 3% annual inflation)	\$49,200	\$76,000	\$78,300	\$80,650	\$83,050
Software Platform ²	\$20,000	\$ -	\$ -	\$ -	\$ -
Marketing and Communications ³	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Expenses	\$207,200	\$439,000	\$451,300	\$465,150	\$478,750
Gas Tax ⁴	\$0	\$62,714	\$193,414	\$199,350	\$205,179
Net Municipal Investment⁵	\$188,200	\$320,286	\$200,986	\$207,900	\$214,671
1. 4 months, effective September 1, 2022					
2. The cost to maintain the platform will be included in the operating contract					
3. Updating the marketing and communications plan is included in the County staff time.					
4. Available after one year of operation; amount to be confirmed					
5. Municipal Contributions assume maximum gas tax contributions (75% of municipal costs plus revenue)					

1 Introduction

Dufferin County lacks a county-wide public transportation service that can provide basic mobility for residents. In an effort to improve transportation equity and mobility in the County, County Council directed staff to study all reasonable options, preferred routes and costs associated to provide transit service for Dufferin County on October 8, 2020. IBI Group was retained by Dufferin County in April 2021 to conduct a transit feasibility analysis.

The purpose of this study is to determine whether there is a case for the County to provide its own transit service and develop a plan to initiate transit service should it be deemed feasible.

1.1 Background

Dufferin County finds itself at the intersection of a number of challenges and opportunities faced by rural communities across the country. Until now, traditional transportation solutions have been the only option to provide service to some, but not all County residents, creating a barrier to equitable mobility. The collective impact of these challenges and opportunities has encouraged a rethink of transportation service provision. Some of the notable challenges and opportunities include:

- **A Dispersed Population:** As with many other rural municipalities in Ontario, Dufferin County includes a mix of small rural communities and larger urban areas over a wide geographic region. This creates an inherently challenging environment for transportation—and, in particular, transit—as trip origins and destinations are often dispersed across significant distances.
- **Aging:** The County is experiencing an aging of its population, with forecasts indicating that older adults (55+) will make up approximately 36% of the County's residents by 2041. As reported in the County's recent Age-Friendly Needs Assessment & Strategic Plan, transportation for older adults is the top priority to make the community more age-friendly.

- **Growth:** As a municipality just beyond the periphery of the Greater Toronto Area (GTA), the County is expected to see rapid growth in the coming decades—some 30% more residents between 2016 and 2036 according to the Provincial Growth Plan for the Greater Golden Horseshoe. Most of this growth is directed by the County’s Official Plan to the urban settlement areas of Orangeville, Shelburne and Grand Valley and is permitted to be accommodated with resource-effective development. While this new growth may bring increased prosperity, it will also introduce new transportation needs and opportunities that differ from those of the past and present.
- **Transit “Gaps”:** Existing transit services in the County leave several gaps in demand and are not able to meet all the needs of potential users. Orangeville transit operates within the Town’s boundaries and currently does not have the fleet capacity to service communities outside of Orangeville. Routes 1 & 2 of the Grey Transit pilot project connect Orangeville, Shelburne, and Owen Sound and provide a much-needed regional transportation service but do not address the local travel demands within Dufferin County. Other existing services operate for a select clientele and are constrained by funding models to expand their service to all residents in the County.
- **Renewed Interest in Rural Transit:** The Province has been actively funding rural and inter-community transit through the Community Transportation Grant program, building interest and operating experience for these types of services. There is also active Provincial involvement in planning for rural transportation as part of the Greater Golden Horseshoe Transportation Plan, and the Connecting the Southwest Transportation Plan that consider new ways of connecting people, jobs, and goods across large areas more efficiently.
- **New Technologies:** Recent advances in mobile computing, vehicle dispatching algorithms, and the near-ubiquity of smartphones has resulted in an increase in the efficiency of certain types of rural public transit. This means that some services that would not have been feasible in the past can now be offered more cost-effectively to the benefit of rural municipalities and their residents.

- **COVID:** The COVID-19 pandemic has turned some of the most fundamental mantras of transportation planning on their heads, as people travel in different ways, at different times, and for different reasons than they did one year ago. The coming years will reveal how many of these changes are permanent, and to what degree transportation will revert to the way things used to be.

This is the context in which the County has elected to study the feasibility of operating its own public transportation service. If proven feasible, such a service would improve basic levels of accessibility and help meet the needs a changing population, particularly those that are most vulnerable.

1.2 Objectives

The primary objective of this report is to serve as a resource and roadmap for effective decision-making regarding a future transit service by the County of Dufferin. To meet the objective, the report includes the following:

- Establishment of the need for transit via a needs and opportunities assessment;
- A plan to initiate a future county-wide transit service; and
- Recommendations, presented as a clear schedule of actions, for the County to take towards implementation.

1.3 Report Structure

This report is structured around the following sections:

- Section 2 is an overview of the needs and opportunities for a future transit service;
- Section 3 presents the strategic framework for a future transit service including the vision, goals and objectives;
- Section 4 identifies and assess potential service delivery approaches to inform the type of service that would be most appropriate for Dufferin County;

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- Section 5 presents service design options in terms of service area, operating hours, fare policies, ridership, revenue and operating costs and evaluates the options using criteria based on the strategic framework to arrive at a preferred service design;
- Section 6 presents the proposed transportation service including coverage area, booking protocol, ride prioritization, legislative requirements, fare structure, operating costs and vehicle and technology considerations;
- Section 7 presents the implementation plan for the proposed transportation service;
- Section 8 is financial analysis of the ridership, revenue and operating costs required to implement the proposed service and funding opportunities;
- Section 9 presents future considerations for the proposed transportation service including possible service enhancements;
- Section 10 is a summary of the two phases of public and stakeholder engagement that took place during the feasibility study;
- Section 11 is a summary of the transit feasibility study, presenting recommendations for County Council to consider for a future transportation service.

2 Needs and Opportunities

This section identifies the current and future need for transit service within Dufferin County and the opportunities that such a transit service would present. To support this objective, the assessment includes:

- **A peer review** of transit systems in operating environments similar to Dufferin County;
- **An outline of the policy framework** that would guide transit service provision in the County;
- **A demographic analysis** of the County's population to understand the potential market for the potential transit service;
- **An evaluation of existing and planned transit services** offered by others to define the current role of transit in the County and identify challenges and opportunities for service provision;
- **An analysis of existing travel patterns and key connection points** to inform service design and integration; and
- **Identification of future opportunities** for transit service within the County.

2.1 Peer Review

The precedent established by other rural transit systems is an informative way of establishing the potential utilization and performance of a transit service in Dufferin County. The services selected for this peer review include conventional fixed and flexible route transit services and door-to-door accessible services. The selected transit services serve communities that have similar size, demographics, character, and/or population density as Dufferin County.

The services reviewed include:

- **Ride Norfolk** – a transit service operating daily in Simcoe and Brantford, and connecting other communities within Norfolk County to Simcoe on alternating days. The service is entirely fixed-route and the fleet is fully accessible.

- **Deseronto Transit** - an accessible inter-municipal fixed-route service connecting Deseronto to Napanee, Belleville, Tyendinaga Territory and Prince Edward County. Some trips operate early in the morning or late in the evening.
- **Muskoka Community Transit** - a transit service connecting communities on Highway 11 five days per week, and two once-weekly rural connector routes. The service operates 3 trips per day on Highway 11, and 2 trips per day on rural connectors. Fares are variable and based on distance travelled. Additional stops are available on request near the rural connector routes.
- **Bancroft Community Transit** - a door-to-door accessible transportation service for residents of Bancroft and north Hastings County. Service is provided by a non-profit organization, and users must be referred to Bancroft Community Transit by participating community agencies.
- **Simcoe County Linx** – an inter-city transit service connecting communities within Simcoe County. Service is provided Monday-Friday on all routes. Fares are variable and based on the distance travelled by customers. Customers can connect to GO Transit at Barrie and Bradford. Linx does not provide local transit service in larger cities of Simcoe County, as they have their own municipal systems. Linx+ provides door-to-door paratransit service for customers who cannot use the fixed-route service.

2.1.1 Key Characteristics

Exhibit 2.1 presents a summary of each of the studied services and the communities they operate in. Dufferin County has a population of approximately 61,735 over an area of 1,486.31 square kilometres. Of the County's population, approximately 32,835 people live outside of Orangeville.

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Prepared for County of Dufferin

Exhibit 2.1: Key Characteristics of Peer Transit Services

System	Description	Service area	Annual revenue hours	Service span	Average fare	Ridership (linked trips)	Annual rides per capita
Ride Norfolk	Accessible, fixed routes operating in different zones on different days 3 total buses	1,648.0 km ² Population 31,000 (service area only)	4,759	Weekdays: 07:45-18:30	\$3.83	10,698	0.3
Deseronto Transit	Accessible, fixed-route service with on-demand option 2 routes, 4 buses	1,897.9 km ² Population 48,725	6,930	Weekdays: 05:00-23:59 Weekends: 05:00-17:00	\$9.07	10,799	0.2
Muskoka Community Transit	3 total routes with flex and flag stops 2 once/week routes	4,765 km ² Population 60,599	3,123	Weekdays: 06:30-19:25	\$14.65	3,312	0.1
Bancroft Community Transit	Door-to-door service 3 vehicles total	2,941.5 km ² Population 14,583	1,300	Weekdays: 9:30-16:30	\$3.25	5,576	0.4
Simcoe County Linx	5 routes 16 total vehicles	4,841 km ² Population 158,377	26,127	Weekdays: 5:30-21:00	\$1.17	91,140	0.6

Source: Canadian Urban Transit Association, Ontario Urban Transit Fact Book (2019)

2.1.2 Key Findings

The key findings of the peer review include:

- The operations of peer systems are **contracted** to third party operators. Contracted operations can be a way of minimizing costs through competitive bids. This may also allow municipalities that do not have transit operations experience to lean on the expertise of companies that are accustomed to running a transit system.
- All five peer systems use **zone-based** fare structures. Zone-based fares can be a way to offset the high cost of long distances in rural transit systems, as longer trips will cost more. The Corridor 11 bus in Muskoka is a good example of this. Fares can be as low as \$7 for shorter round trips, or as high as \$30 for a round-trip from Huntsville to Orillia—a distance of 92 km in each direction. Not all rural systems do use zone-based fares, however – T:GO Transit in the area of Tillsonburg, for example, charges a flat fare of \$10 for each inter-community round trip.
- The studied systems have reduced **operating hours** when compared to urban transit systems, which are more likely to operate all day, every day. Both Ride Norfolk and Muskoka Community Transit operate systems with occasional service to more remote parts of the service area, complimented by every-day service to communities where ridership and demand are higher. Bancroft Community Transit ends service early in the day and only operates weekdays, while Deseronto Transit operates every day of the week. Simcoe County Linx operates weekdays only, though it may expand to weekend service in the future.
- The mean annual 2019 **ridership** of the peer systems in Norfolk, Deseronto, Bancroft, and Muskoka was 7,596 linked trips. Of the studied systems, Simcoe County Linx has the highest ridership, but it also has the highest population base and access to major centres. Deseronto Transit and Ride Norfolk have the highest ridership of the primarily rural systems. Muskoka Community Transit has the lowest overall ridership, which may be understandable given how geographically vast its service area is, with the additional challenge of many residents living on long private roads that cannot be served by transit.

2.2 Policy Review

The policy framework that guides the provision of transit in the County consists of provincial and county policies and initiatives. The purpose of reviewing the policy framework is to align the potential transit service with the County's strategic priorities and build on previous studies and plans rather than duplicate them.

2.2.1 Provincial Policies and Initiatives

The Province of Ontario provides strategic direction regarding transportation planning and has advanced policy that encourages the development of transit and sustainable land use development patterns. The **Provincial Policy Statement (2020)** and the **Growth Plan for the Greater Golden Horseshoe (2020)** serve as core regional growth management policies that inform the settlement pattern in Dufferin County. The PPS emphasizes the importance of maintaining and improving connectivity of transportation systems and modes, both within jurisdictional boundaries and across them, while the Growth Plan includes more specific transit supportive policy statements to create complete communities.

Additionally, the Province is developing a **Greater Golden Horseshoe Transportation Plan** and a **Southwestern Ontario Transportation Plan**. One of the near-term goals of the GGH Transportation Plan focuses on expanding user choice by improving transit availability, reducing barriers to transit access, and supporting Mobility as a Service. As part of this goal, the province is continuing to support seven municipalities in the GGH through the Ontario Community Transportation Grant Program and is opening up the intercommunity bus sector to improve transportation options and support economic recovery.

The Province recently repealed the *Public Vehicles Act, 1990* and the *Ontario Highway Transport Board Act, 1990* under the **Better for People, Smart for Business Act, 2020**. The purpose of the repeal was to modernize the intercommunity bus sector, support economic recovery and improve transportation options in Ontario by reducing red tape and regulatory burdens for transportation vehicles. The repeal should make it easier for new carriers to step in and address transportation service gaps.

2.2.2 County and Municipal Policies and Initiatives

The **Dufferin County Official Plan** provides the strategic direction for the County and includes transit-supportive policies. The Official Plan supports a more efficient

use of the road network to enable the future implementation of transit. A Municipal Comprehensive Review of the Official Plan is underway and involves developing a Transportation Master Plan.

The **Age-Friendly Needs Assessment & Strategic Plan** provides key insights to the challenges faced by the older population and transportation opportunities.

Dufferin's Climate Action Plan includes actions to expand public transit options within and between local and regional municipalities and supports the electrification of public transit vehicles. The **Dufferin County Transportation Report** indicates that the County is looking for a rural transportation solution that is collaborative, cost-effective and sustainable, with cost being the greatest barrier to date.

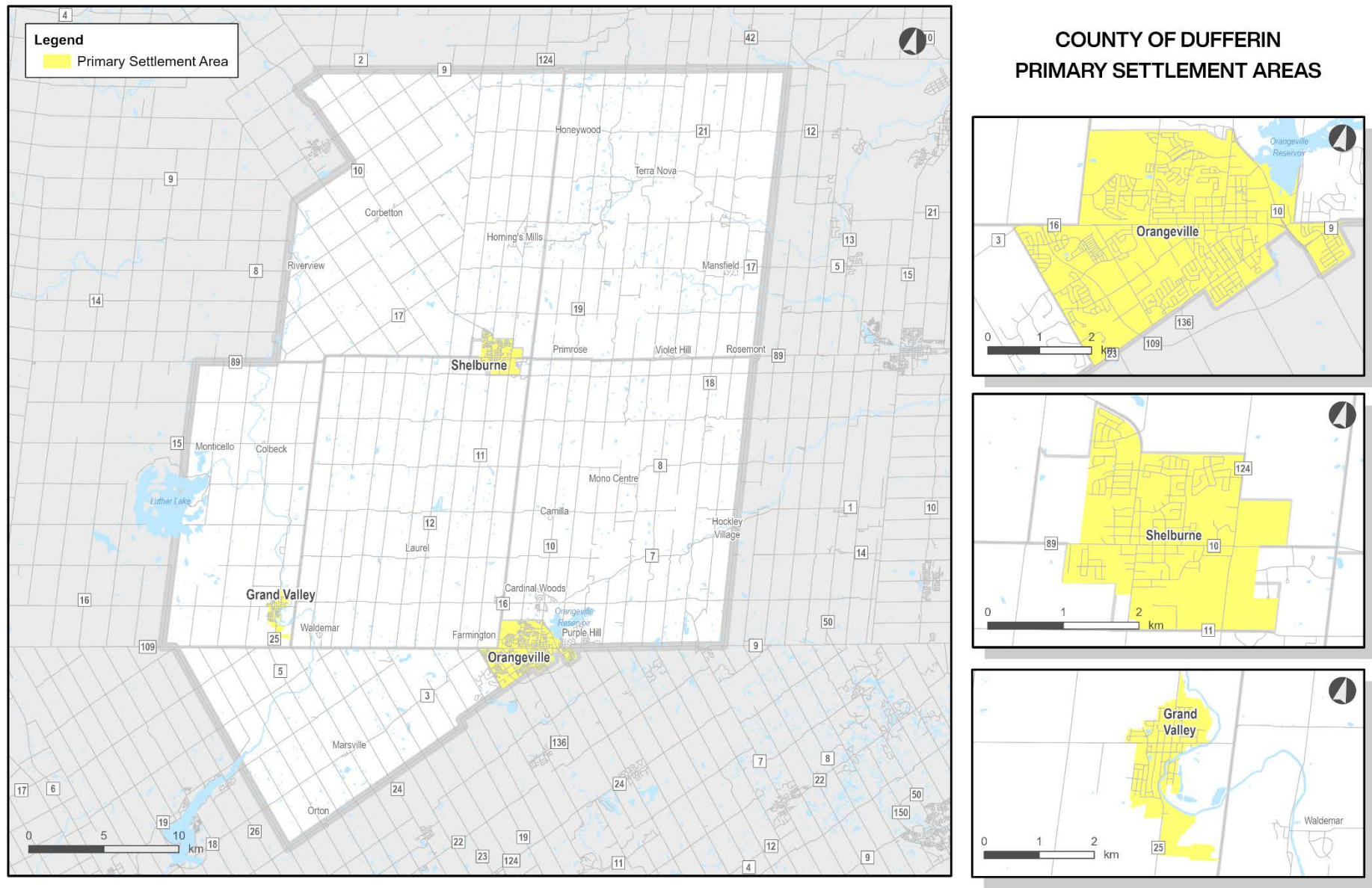
The study team reviewed a comprehensive selection of County and Local Municipality transportation and transit policies, initiatives and background studies and found a broad support for introducing transit in the region to address the current barriers to transportation.

2.2.3 Key Findings

The key findings from these policies and initiatives include:

- There is strong provincial investment in transit in rural areas through the Community Transportation Grant and the emphasis placed on transit availability and solutions for smaller communities in the GGH Transportation Plan Discussion Paper;
- The County's Official Plan supports the future implementation of transit through the policies that protect for transit infrastructure rights-of-way and recommend a more efficient use of the road network; and
- Some of the existing studies done at the County and lower-tier municipal level identify transit as a priority for Dufferin. The studies discuss initiatives in similar rural municipalities such as RIDE WELL, Grey Transit Route, and Innisfil's partnership with Uber as opportunities for feasible transit service in Dufferin.

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Exhibit 2.2: Map of Dufferin County and Primary Settlement Areas



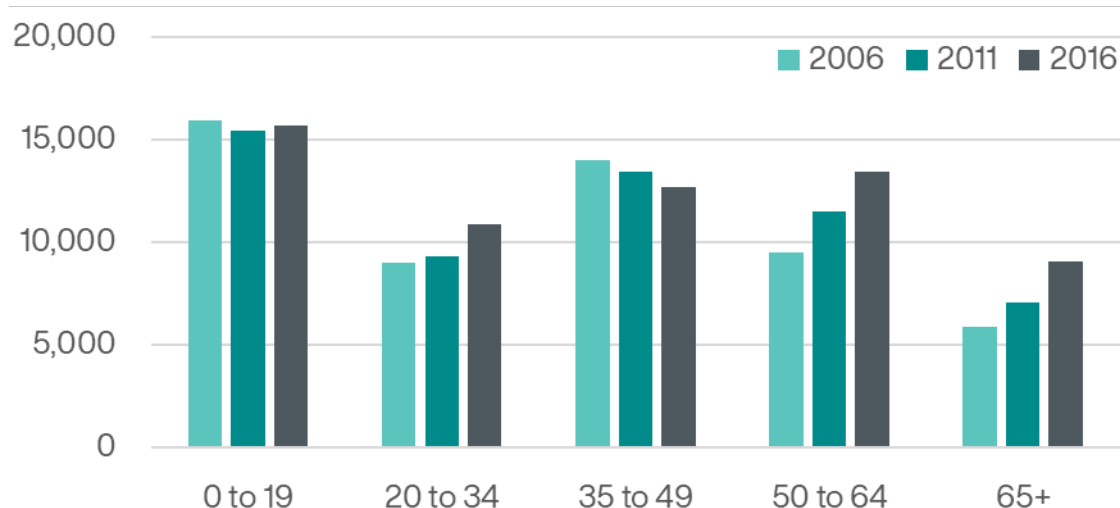
2.3 Demographic Analysis

As of 2016, Dufferin County was home to 61,735 residents and 24,354 jobs.² The County experienced strong population growth of 8% between 2011 and 2016, which is almost double compared to the provincial growth rate of 4.5%.

2.3.1 Population Characteristics

Exhibit 2.3 shows population by age cohort from 2006 to 2016 for the County. Approximately 15% of Dufferin's residents are above the age of 65 and 36% of residents are above the age of 50. Between 2011 and 2016, the age cohort of 65+ saw the most growth at 22%, while the 20-34 and 50-64 cohorts grew at the same rate of 14%. As the County's population continues to grow, an effective transit model would need to serve a range of users and provide an essential form of mobility to the senior population.

Exhibit 2.3: Population by Age Group and Census Year



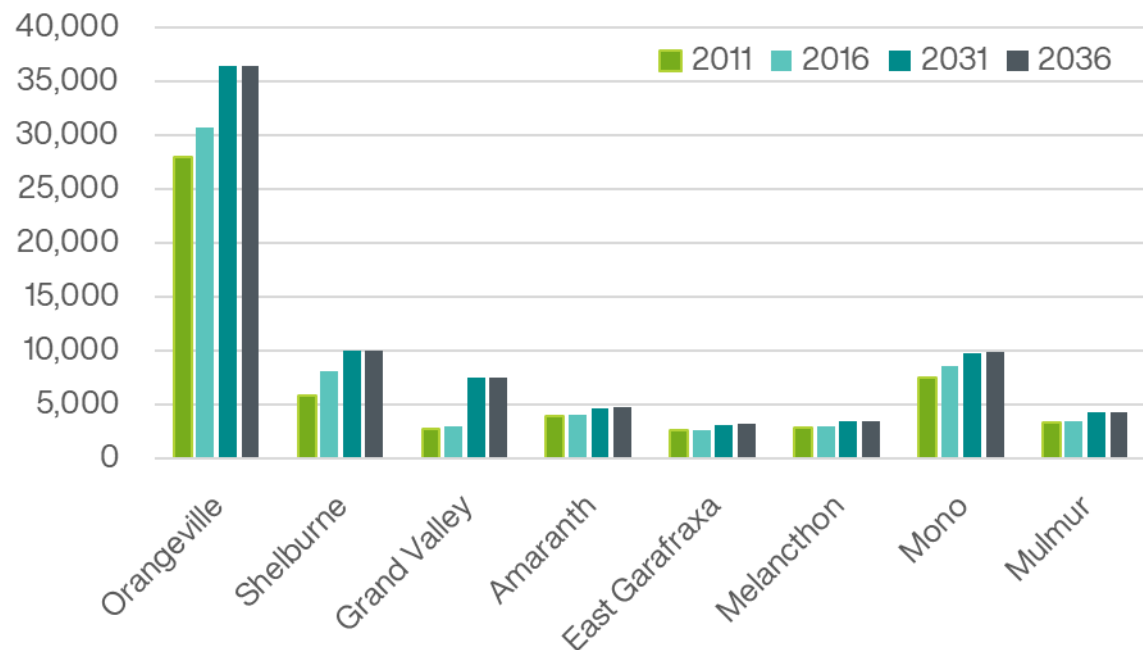
Source: IBI Group Analysis of Census Data for Dufferin Division

The County is expected to see rapid growth in the coming decades—some 30% more residents and 25% more jobs between 2016 and 2041 according to the Provincial Growth Plan for the GGH. As of 2016, the primary population centres in the County include Orangeville, Shelburne, and Mono. The County's Official Plan growth projections for 2036 indicate that these three municipalities will remain the largest with expected growth between 13-20%. However, to accommodate future

² Source: Statistics Canada, 2016 Census of Population and Dufferin County Economic Development Strategic Plan (2017).

population the County also projects Grand Valley to grow by over 60% by 2036. Short- and long-term transit solutions for the County will need to consider how and where the County is growing to reach current and future demand for the service. Current and projected population by lower-tier municipality is shown in Exhibit 2.4.

Exhibit 2.4: Historic and Forecast Population by Lower-Tier Municipality



Source: IBI Group Analysis of Census Data for Dufferin Division and the Dufferin County Official Plan

2.3.2 Vulnerable Residents

Transit can also provide an essential mobility service to those who can not afford to drive, cannot drive due to age (e.g. younger and older residents) or choose not to drive for safety or other concerns (e.g. older residents). Exhibit 2.5 presents age and low-income statistics for Ontario, Dufferin County, and the lower-tier municipalities. In comparison to the province, the County has a younger population on average, a lower share of older adults (65+) and less residents that fall under the low-income cut-off, after tax measure. With respect to the older population, Mono and Mulmur have a higher percentage of residents aged 65+ compared to the rest of the County and the province. Of the lower-tier municipalities, Orangeville, Melancthon and Mulmur have more than four percent of their population classifying as low-income, based on the 2016 Census low-income cut-off, after tax measure.

Exhibit 2.5: Age and Low-Income Statistics

Location	Average Age	65+ Population (%)	Low-Income Cut Off (%)
Orangeville	38.7	14.7	4.6
Shelburne	37.3	14.3	3.7
Grand Valley	39.2	12.3	3.7
Amaranth	40.4	14.5	3.1
East Garafraxa	41.0	14.5	1.9
Melanchthon	38.9	12.6	4.3
Mono	42.7	17.5	2.7
Mulmur	43.7	18.1	4.2
Dufferin County	39.6	14.7	3.9
Ontario	41.0	16.7	9.8

Source: Statistics Canada, 2016 Census of Population

2.3.3 Key Findings

Dufferin County is experiencing strong population growth that is projected to continue in the next 20-30 years. The demographic composition of the County can be described as follows:

- Between 2011 and 2016, the County saw 8% population growth, which is almost double compared to the province. A large portion of the population growth is a result of the aging population (50+), but the County did experience growth in the 20 to 34 age range suggesting more younger families are moving to the County.
- Dufferin County is projected to increase its population and employment by more than 30% and 25%, respectively, between 2016 and 2041. Majority of the population growth will be focussed in the urban areas of Orangeville, Shelburne, Mono and Grand Valley. To accommodate the future population in urban settings, Grand Valley is projected to grow by over 60% by 2036.
- Compared to the province, the County has a younger population on average, a lower share of older adults (65+) and less residents that fall

under the low-income cut-off, after tax measure. Mono and Mulmur have a larger share of older adults compared to the County.

2.4 Existing and Planned Service Review

There are several existing transportation service providers currently operating within the boundaries of Dufferin County. Municipal transit, regional transit, and other specialized transportation providers in Dufferin County present opportunities for any future Dufferin transit service.

Major trip generators for transit in small communities are focused on areas that provide essential goods and services, community connections and employment. For Dufferin County, most of these trip generators are in the northeast and southwest ends of Orangeville. Shelburne has some trip generators that serve a portion of the community's daily trips are generally located in the downtown area or along County Road 124.

2.4.1 Orangeville Transit

Orangeville Transit is the municipal transit service for the Town of Orangeville. It operates a fleet of smaller midibus vehicles on three routes: Orange, Blue, and Green. The three routes serve different areas of the town, intersecting together at a central transfer point on Fourth Street north of Broadway. A future transfer point is planned at the Edelbrock Centre on Centre Street. All three routes operate from 7:15 AM until 8:15 PM on weekdays, and until 5:45 PM on Saturdays. Each route is scheduled to leave the main transfer point at the same time, making it easier for customers to connect from one route to another.

2.4.2 GO Transit

GO Transit operates one route in Dufferin County, Route 37, which connects Orangeville to Brampton GO Station via Highway 10. This route stops only at major arterial streets within the City of Brampton; on Highway 10, the bus stops at major crossroads and in Caledon Village before making its way to Orangeville.

Within Orangeville, Route 37 operates a similar counterclockwise loop as the Green Route of Orangeville Transit along Hansen Boulevard, Blind Line, and Broadway. A Park & Ride facility is provided at the last stop on the loop, at a historic train station on Townline near the intersection with Mill Street. As of July 2021, GO Transit

operates eight daily trips from Orangeville to Brampton, and six daily trips from Brampton to Orangeville.

2.4.3 Grey Transit Route

Grey County's transit service operates a service along Highway 10 within the boundaries of Dufferin County. Routes 1 & 2 of the Grey Transit Route (GTR) travel on Highway 10 between Owen Sound and Orangeville, with stops including Chatsworth, Markdale, Flesherton, Dundalk, and Shelburne. The two routes are split at Dundalk; Route 1 travels from Owen Sound to Dundalk, while Route 2 travels from Dundalk to Orangeville.

GTR operates three trips per day on Route 1, and four trips per day on Route 2, from Monday to Friday. Some trips allow for continuous travel through Dundalk with synchronized departure times, but that is not possible on all trips. As of July 2021, provincial funding has been extended to allow the service to operate until at least 2025.

2.4.4 Dufferin County Community Support Services

Dufferin County Community Support Services (DCCSS) is a non-profit agency funded by Central West Local Health Integration Network, and operated by Dufferin County. The main office of DCCSS is located in Shelburne. DCCSS provides many services to seniors and people with disabilities in Dufferin County, including transportation to and from medical appointments.

2.4.5 TOK Coach Lines

TOK Coach Lines is a private intercity coach bus operator. TOK operates routes connecting Union Station in downtown Toronto with other municipalities in Ontario, including Orangeville. One route operated by TOK serves both Orangeville and Grand Valley within the boundaries of Dufferin County. This route connects to Union Station, Pearson Airport, and other localities such as Hanover, Walkerton, Kincardine, Port Elgin, and Southampton.

The COVID-19 pandemic has reduced TOK Coach Lines to operating their service four days per week: Monday, Wednesday, Friday, and Sunday. The Southampton-Toronto route operates one westbound trip and one eastbound trip per day of service.

2.4.6 Key Findings

There are numerous providers of public transportation and specialized transit options that currently exist in Dufferin County, including:

- Local transit service in Orangeville provided by Orangeville Transit;
- Regional transit service connecting Orangeville to Brampton, Owen Sound, and Pearson Airport/Toronto provided by GO Transit, Grey Transit Route, and TOK Coach Lines;
- Specialized medical transportation provided by DCCSS and The Shelburne Transporter; and
- Student transportation provided by Wellington-Dufferin Student Transportation Services.

These services present an opportunity for collaboration and partnership with any new public transportation system operated by the County.

2.5 Travel Pattern Analysis

2.5.1 Trip Generators

This subsection of the travel pattern analysis considers the major trip generators within Dufferin County that shape some of the travel patterns discussed below. The purpose of identifying the trip generators is to ascertain where a future transit service would be most beneficial. The majority of trip generators are located in established urban areas of the County (i.e. Orangeville, Shelburne) as these are the regional centres that provide access to essential goods and services and employment to the urban communities and adjacent rural municipalities.

Major trip generators include large format retail, employment clusters, community facilities and institutions. These land uses are considered major trip generators for transit in small communities because they provide essential goods and services to residents and are a source of traditional and service-based employment. Senior centres can also be considered major trip generators for transit service as the older population can face greater barriers to driving.

2.5.2 The Transportation Tomorrow Survey

The 2016 Transportation Tomorrow Survey (TTS) provides insight into the travel patterns within the Greater Toronto and Hamilton Area (GTHA) and broader Greater Golden Horseshoe (GGH), including Dufferin County. Exhibit 2.6 provides a high-level summary of where, when and how residents of Dufferin County travel and where residents work. The analysis defines Dufferin Residents as those living in Dufferin County, excluding the Town of Orangeville.

The majority (67%) of trips by Dufferin residents that start in Dufferin also end in the County, suggesting that residents can access employment and services without leaving the region. Likewise, the majority of residents (54%) also work within Dufferin County, followed by rest of GGH and Peel Region.

Time of travel is also important to highlight as it can inform the design of a future transit service. Almost all travel within the County (87%) occurs between 6 a.m. and 7 p.m., with the greatest share of trips occurring within a shorter time interval between 3 p.m. and 7 p.m. (30%).

2.5.3 Key Findings

Travel in Dufferin County is described by the following patterns:

- Major trip generators for transit in small communities are focused on areas that provide essential goods and services, community connections and employment (i.e. Orangeville, Shelburne). This means that the travel patterns to be served by a new transit service would be predominantly oriented towards moving rural residents to or from larger centres;
- Majority of trips (67%) by Dufferin residents start and end in the County and their primary mode of travel is by car, including auto passengers; and
- More than half of Dufferin Residents (54%) work within the County.

Exhibit 2.6: Travel Pattern Analysis for Dufferin County

Where do Dufferin Residents Travel?

45% within Dufferin County

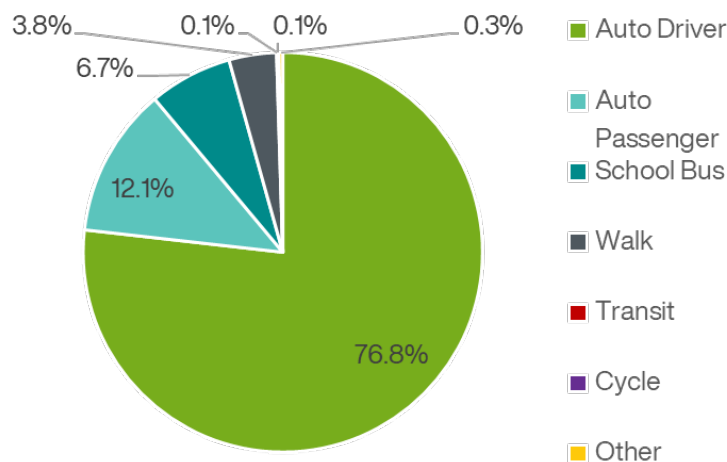
- 23% start and end in the same municipality
- 22% start and end in a different municipality

22% to Orangeville

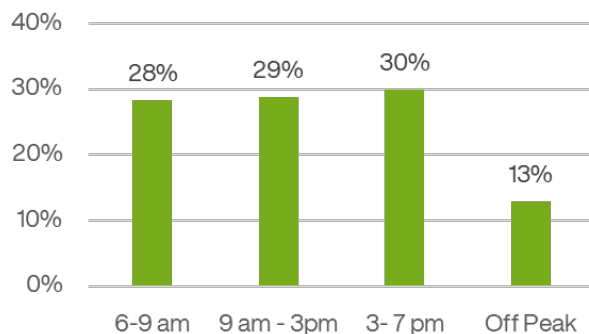
13% to Peel Region

20% to Rest of GGH

How do Dufferin Residents Travel?



When do Dufferin Residents Travel?



Where do Dufferin Residents Work?



54% within Dufferin

- 26% work and live in the same municipality
- 15% in Orangeville
- 13% work and live in a different municipality



19% in Peel Region



27% in Rest of GGH

Note: Dufferin Residents in this analysis is defined as those living in Dufferin County, excluding the Town of Orangeville.

Source: IBI Group Analysis of 2016 Transportation Tomorrow Survey

2.6 Needs and Opportunities

The first study objective was to determine whether there is case for the County to provide its own transit service. The preceding sub-sections highlight a number of important findings about recent trends, current operations, and general context that help to justify the need for such a service, as highlighted below.

2.6.1 The Need for Transit

- **Gaps in existing transportation system:** Current transportation offerings create an equity barrier to low-income, senior and rural residents in the County. There are limited reliable and affordable options for transportation into urban areas (i.e. Orangeville and Shelburne) and non-medical transport in the County.
- **Meeting the needs of an aging population:** Residents aged 65 and older represent the County's fastest-growing demographic and, while many of these residents will continue to drive into old age, they represent a potential market for transit. In fact, the Age-Friendly Needs Assessment conducted by urban Metrics for the County identified transportation as the top priority to improve age-friendliness in Dufferin County. As such, the design of any potential transit system will need to be cognizant of the unique needs of this demographic group in terms of destinations of interest, service design, and other dimensions.
- **New technologies:** Recent advances in mobile computing, vehicle dispatching algorithms, and the near-ubiquity of smartphones have resulted in an increase in the efficiency of certain types of rural public transit. This means that some services that would not have been feasible in the past can now be offered more cost-effectively to the benefit of rural municipalities and their residents.
- **Supportive policy framework:** The Dufferin Climate Action Plan emphasizes the need to shift to active and public transportation modes by expanding public transit options within and between local and regional municipalities. The Official Plan is supportive of transit and building a road network that enables efficient movement of people and goods. The Provincial Growth Plan and transportation plans underway

for the GGH and southwestern Ontario support transit initiatives to improve mobility and create more sustainable communities.

2.6.2 Opportunities

- **Leveraging supportive policies:** The regional and Provincial policy environment is supportive of transit, and recent initiatives by the Provincial and Federal governments have introduced funding for rural transit specifically. This environment is conducive to the initiation of new transit service, provided there is sufficient local interest and investment to fund the service.
- **Building on the success of other rural systems:** The aforementioned interest in rural public transportation has resulted in a growing number of rural transit service offerings, including Grey Transit Route that operates in Dufferin and Wellington County's RIDE WELL service. These systems present valuable case studies for the potential deployment of transit in Dufferin County to inform the development of financial projections, marketing and communications, service design, and several other elements of a potential future transit system.
- **"Priming the pump" in developing communities:** The number of residents in the County is forecast to grow by 30% by 2041, with the potential for more rapid growth as settlement patterns change in the fallout of the COVID-19 pandemic. These residents represent a new market for transit, and providing service to developing communities presents an opportunity to build a rider base as these communities grow.
- **Responding to local travel patterns:** Two thirds of trips by Dufferin residents (excluding Orangeville residents) start and end within the County. Of those trips, more than a third end in Orangeville. These travel patterns suggest an environment that is conducive to effective and efficient transit service, one in which residents make, on average, relatively short trips to a relatively small area.
- **Building on an existing foundation:** Between local service in Orangeville, GO Transit, and the Grey Transit Route inter-community service, County residents are accustomed to seeing public transit in

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their community. The presence of these services means that transit is not an entirely new concept to a substantial portion of the County, and also presents an opportunity to build off and complement a successful base.

These findings confirm the need for transit in Dufferin County and highlight opportunities associated with the development of a potential transit system.

3 Strategic Framework

A Strategic Framework, including the Vision, Goals Objectives, was developed to describe the future state of transit in Dufferin County. The Vision, Goals and Objectives are based on industry best practices and informed by the policy review conducted in the needs and opportunities assessment and the stakeholder engagement session as part of the first phase of engagement.

3.1 Vision

The **Vision** is focused on describing the overall outcome of the transit service and is as follows:

The future public transportation service will help urban and rural residents sustainably meet their essential transportation needs by providing an equitable and accessible service in a manner that is fiscally responsible.

The Vision was updated following the second phase of stakeholder engagement to better reflect the consideration for urban and rural residents.

3.2 Goals

The **Goals** are separate aspects of the future outcome that map back to the vision and are used to evaluate transit service delivery approaches (Section 5).

Equitable: Enables all residents to access basic services at an affordable price.

Connected: Sustainably connects residents to essential goods, services and community hubs and increases the number of places that people have access to by connecting to other transit providers.

Accessible: Meets the needs of people with mobility issues or other challenges that impact the ability to use personal vehicles.

Affordable: Represents cost-effective County and tax-payer spending on capital and operating costs and leverages partnership and grant opportunities.

3.3 Objectives

The **Objectives** are specific ways of measuring the outcome of the Goals and are used to evaluate transit service design options to arrive at a preferred design (Section 6).

Equitable:

- Provides an affordable transit service that reflects customers' ability to pay.
- Connects residents to "lifeline" services throughout Dufferin County.

Connected:

- Connects to community hubs within the built-up areas of Dufferin County.
- The service design limits non-revenue travel and facilitates direct routing to mitigate the environmental impact.
- The service connects to other transit service providers including Orangeville Transit, GO Transit and Grey Transit Route.

Accessible:

- Transit vehicles are low-floor accessible for all transit routes, or a parallel accessible transit service is provided.
- Transit signage, information and booking are designed to be accessible and user-friendly.
- Transit information and booking is available for customers with and without access to the internet.

Affordable:

- The service minimizes capital, operating and operating costs per passenger.
- The service leverages funding and partnership opportunities.

4 Service Approach

4.1 Service Type

The following service types were evaluated for their applicability to Dufferin County, and rated according to how well they could accomplish the vision and goals of the future transit service:

- Conventional fixed route;
- Flexible route;
- On-demand transit;
- Hybrid fixed route/on-demand;
- Rideshare and taxi vouchers;
- Specialized transit (exclusively); and
- Volunteer driver networks.

4.1.1 Conventional Fixed Route

This type of service is characterized by a defined route and a defined schedule. Customers can determine where and when the bus is coming by consulting its schedule. The bus will not depart from its route to reduce customer walk distance, as that would compromise its reliability. Fixed transit routes are good for connecting major centres and destinations and in built-up urban areas, but are less effective in dispersed areas, where the number of potential customers is lower and walking distances to stops higher.

Exhibit 4.1: Orangeville Transit Bus



A system based around fixed routes is unlikely to be able to serve all residents of Dufferin County, due to its dispersed population. Many rural fixed-route transit systems, such as Ride Norfolk, are based around connecting towns with a critical mass of residents and jobs. Dufferin has a low population density outside of Orangeville and Shelburne, and fixed routes are unlikely to generate enough ridership to be viable. Furthermore, the two corridors that are most able to sustain fixed-route service are already served by GTR (Orangeville-Shelburne-Dundalk) and GO Transit (Orangeville-Caledon-Brampton).

4.1.2 Flexible Route

A flexible route is similar to a fixed route, as it normally follows a defined route on a defined schedule. However, the bus is able to deviate a certain distance away from the normal route if a customer asks the operator to do so, or if the customer books the deviation ahead of time. Departure times are typically provided from a series of set time points that the route will always serve. Deviation requests are easier for a transit provider to accommodate if they are made further in advance. A flexible route will allow for wider service coverage than a fully fixed route, but the deviations made by a flexible route can also cause travel time impacts for other customers on the bus. An example of this type of service is provided by Muskoka Community Transit with its Rural Community Connector service.

Exhibit 4.2: Muskoka Community Transit Vehicle



A system of flexible routes could serve the County's dispersed population more equitably than a system of fixed routes, but this service type otherwise encounters many of the same challenges. Flexible routes would be able to serve an increased coverage area compared to fixed routes, but a route can only deviate so much before its reliability is compromised. As such, a flexible route system would not be able to cover all residents of the County in a sustainable way; it could only serve some corridors and some residents within walking distance.

4.1.3 Demand Responsive (On-Demand) Transit

Demand responsive, or on-demand transit is a type of transit service that does not operate on a fixed route or a fixed schedule. Customers request or book trips using either an app on a mobile device, or by calling a customer service centre. On-demand transit has less certainty for a customer in terms of when the bus arrives, but it has more flexibility in its routing, which may allow for a customer to travel more directly to their destination. On-demand transit services can be more cost-efficient in lower-density, lower-demand areas, as the bus will only go out to a pickup or drop-off location if a customer requests it. An example of this type of service is provided by the City of Stratford Transit on Saturdays, when the fixed-route network is replaced by a demand-responsive service.

Exhibit 4.3: Stratford Transit On-Demand Bus



Demand responsive, or on-demand transit is good at serving lower-demand, lower-density areas like Dufferin County in a cost-effective manner. Vehicles only go out when and where they are needed, and vehicles which allows them to be utilized more effectively than a bus that must follow a fixed route and schedule regardless of where customers need it to be. Longer trips on demand responsive transit are more expensive to operate, and a customer's wait time will be limited by the number of vehicles in service at once, so these are important considerations in how the service should be designed. Each hour of in-service or on-call time for an operator and vehicle adds cost to operating the system.

4.1.4 Hybrid Approach – Fixed Route & On-Demand

Different types of transit services can be combined into one system. Fixed-route transit works best in areas of higher demand, while on-demand transit works better in areas of lower demand. As a regional transit operator, York Region Transit is an example of this—on-demand transit “zones” fill in the gaps between transit routes that run on higher-demand corridors. This type of service model can be a reasonable solution where lower-demand areas exist between higher-demand corridors. An example of this type of service is provided by York Region Transit, which operates a mixture of fixed routes on high-demand corridors, and on-demand service areas where demand is lower.

Exhibit 4.4: Vehicles Operated by York Region Transit



A system that combines fixed routes on higher-demand corridors with demand responsive transit in more dispersed areas can provide additional service to higher-demand areas while providing service coverage to lower-demand areas. Every vehicle that is operating at a given time adds an additional cost to operating the system, so the two types of service would each need to be viable in terms of ridership. Highway 10, the busiest corridor in the County, already has transit service at this time.

4.1.5 Rideshare & Taxi Vouchers

Municipalities may also partner with existing private transportation providers that are already operating in their jurisdiction, such as rideshare and taxi companies. These companies employ drivers who can be hired by anyone, either by booking a trip on a mobile app (rideshare) or calling a dispatch office (taxi). The cost of hiring a rideshare vehicle or a taxi exceeds that of a typical transit fare. Municipalities partnering with these companies can subsidize customers' trips in order to bring down the cost to the customer to a level more in line with a public transit service. An example of this type of service is provided by the Town of Innisfil, which has partnered with Uber for its transportation service.

Exhibit 4.5: Customer Boarding a Rideshare Vehicle



Rideshare systems and taxi vouchers have similar positive and negative attributes; the main difference between the two is the booking interface. Rideshare apps also allow for the pooling or sharing of customer trips, though this capability isn't currently being used due to COVID-19. Contracting service to a rideshare or taxi company provides a similar service to customers as demand-responsive transit but requires less start-up infrastructure from the municipality. Rather than paying to operate a service, the County would subsidize the trips of an individual customer.

In Innisfil's example, customers are limited to a maximum of 30 trips per month to keep costs down. Due to the COVID-19 pandemic, Uber trips in Innisfil are not currently being shared between customers, which does increase vehicle miles travelled per customer. There are pros and cons to this approach. It requires less direct involvement from the County but depends on factors such as vehicle and

driver availability that are outside the County's control. This can make finding wheelchair-accessible vehicles more complex, as it is up to an individual rideshare driver to determine their vehicle.

4.1.6 Specialized Transit (Exclusive)

A specialized transit service is similar to an on-demand transit system, but it requires customers to meet eligibility criteria. Specialized transit systems are designed to be fully accessible for people with disabilities and will often transport customers door-to-door. Because the cost per trip of a specialized transit service is very high, access to the system is restricted to those who need it most. Many larger transit agencies will operate a parallel specialized transit system to provide service for those who cannot use other transit routes due to physical or other limitations. Under the AODA, it is mandatory for transit providers to provide specialized transportation for anyone who is not able to use conventional transit because of a disability. An example of a specialized transit system restricting potential customers is Bancroft Community Transit (BCT), which requires customers to be referred to BCT by a participating social agency in north Hastings County.

Exhibit 4.6: Bancroft Community Transit Vehicle



A specialized transit system may be necessary in parallel to a transit system in Dufferin County, depending on the accessibility of the chosen service delivery. A specialized transit service requires customers to be eligible. It would provide highly accessible door-to-door service to those who qualify, but would not provide transportation to all County residents. A system that only provides specialized transit service would be in line with the Bancroft approach of allocating limited resources to those with the highest need.

4.1.7 Volunteer Driver Networks

Networks of volunteer drivers are another potential way to transport residents in rural municipalities. Rural Rides, a registered charity operating near Moncton in New Brunswick, employs a network of volunteer drivers to transport clients to medical appointments, shopping, and appointments with government or social programs. As with specialized transit systems, Rural Rides requires clients to be eligible for the service and registered as a client. The service provided by Rural Rides is a very worthwhile cause, but it is not recommended for a public service agency to depend on volunteers to provide a public service, as the availability of drivers cannot be guaranteed. Carpooling incentives, or other types of travel demand management, could be an option for Dufferin County to pursue in order to address some demand for transportation in the County, particularly for work purposes.

4.2 Service Type Evaluation

The service types are evaluated in Exhibit 4.7 using Harvey Balls (○◐◑◒◓) to determine how well a potential service type aligns with each goal. The more filled-in a circle is, the more it accomplishes the goal.




































- **Fixed routes** could serve major destinations, but would not serve all residents of Dufferin County equitably. A fixed-route service that was designed to not duplicate the existing services would be too expensive for the level of demand due to the low population density of the County, and some residents would not have access to the service. **Overall low suitability.**
- **Flexible routes** would provide slightly more service coverage for customers, but still could not serve all residents of the County. Customer trips would be slower overall due to the need to build flexibility into the route schedule. The cost would be too high relative to the level of demand. **Overall moderate suitability.**
- **Demand-responsive**, or on-demand transit would be able to cover the whole County with a lower number of vehicles compared to a system based around fixed routes. Costs would be lower due to the flexibility of vehicle routing, as they would only go where they are needed at a given time. A start-up cost would be required to set up the technology

required for such a system. **Overall high suitability. Carried forward to service design.**

- **A hybrid system** based on fixed routes and on-demand could provide similar service coverage as an on-demand system, but different vehicles would be required for each of the fixed route and on-demand components. The cost of operating such a system would be too high for the level of demand that exists. This approach could be considered in the future if clear corridors of high demand emerge. **Overall moderate suitability.**
- **Rideshare or taxi voucher** transportation, like on-demand transit, could cover the large area of Dufferin County with a smaller number of vehicles and at a lower cost. Rather than following a fixed schedule, vehicles would only go out to where a customer is waiting at a given time. Overall cost would be reduced due to the lower amount of start-up infrastructure required. **Overall high suitability. Carried forward to service design.**
- An exclusively **specialized transit** system would limit services to only residents with the highest amount of need. The system would operate in a manner similar to on-demand, but the eligibility of potential customers would be restricted. It is important to provide a service that addresses the unique needs of residents who are disabled, but operating a system exclusively for these customers would restrict the overall utility of the service. **Overall moderate suitability.**
- **Volunteer driver networks** would provide a system that is very low-cost to the County, but could not reliably or consistently serve County residents. This type of service is not recommended. **Overall low suitability.**

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Exhibit 4.7: Service Type Evaluation

Service Type	Equitable	Connected	Accessible	Affordable	Overall
Fixed Route					
Flexible Route					
Demand Responsive					
Hybrid (Fixed + On-Demand)					
Rideshare & Taxi Vouchers					
Specialized Transit Exclusive					
Volunteer Driver Networks					

5 Service Design and Evaluation

The purpose of this section is to detail the development and evaluation of service design options based on the two highest-ranking service delivery approaches from Section 4: Demand Responsive Transit and Rideshare/Taxi Vouchers. The evaluation informs the recommended public transportation service for the County.

5.1 Service Design Development

Three service designs were developed to intentionally conceptualize a low, medium and high investment scenario for the County. The service options were designed for an open-ended Request for Proposals (RFP) process to allow transportation network companies (e.g. Uber, Lyft), taxi companies or partnerships between vehicle operators and software platforms to respond. All three options are based on providing users with curb-to-curb travel and have varying service characteristics:

- **Option 1** is a demand-responsive system. It has the longest service span (7 days/week) and the lowest general fares (\$5 per trip). It is the most expensive to operate.
- **Option 2** is a rideshare/taxi voucher system. It has the shortest service span (4 days/week) and the highest general fares (estimated at \$1.96/km with a \$10 subsidy). It is the least expensive to operate, as the County would only be subsidizing individual customer trips.
- **Option 3** is a demand-responsive system. It has an average service span (5 days/week) and zone-based general fares (\$10 or \$15 per trip) that are in between Options 1 and 2. It requires a moderate investment from the County to operate.

Exhibit 5.1 outlines the three service design options in terms of the following service parameters:

- Route network and stops;
- Service schedule including days, hours and frequency;
- Infrastructure requirements;

- Fare policies, rates and fare collection requirements; and
- Capital, operating and maintenance costs.

The service designs, including service schedule, fare structure and rates, were informed by peer transit systems and were intentionally selected per option to generate a low, medium and high investment scenario for the County.

5.2 Service Design Evaluation

An evaluation of the three service design options presented in Exhibit 5.1 was conducted to identify the design that will best meet the needs of the County. Evaluation criteria that align with the Goals and Objectives, as discussed in Section 3, were developed to assess the design options. The evaluation is summarized in Exhibit 5.2.

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Exhibit 5.1: Service Design Concepts

Service Parameter	Option 1	Option 2	Option 3
Route Network and Stops			
Service Area	County of Dufferin but restricts service within Orangeville.		
Pick-up and Drop-off restrictions	Curb-to-curb Service Able to pick-up and drop-off in Orangeville but cannot provide service within Orangeville itself.		
Service Schedule			
Service Span	Mon-Fri: 6:30 a.m. - 8 p.m. Sat-Sun: 7:30 a.m. - 6:30 p.m.	Mon, Wed, Fri: 9 a.m. - 6 p.m. Sat: 10 a.m. - 5 p.m.	Mon-Fri: 8 a.m. - 6 p.m.
Infrastructure Requirements			
Stops	Stops are not needed. Could make use of Orangeville Transit and GO Transit stops and shelters as necessary.		
Fare Policies and Rates			
Fare Policies	Residents are not restricted by distance but are restricted to 30 trips per month (one-way trips)		
Fare Rates (one-way trip)	\$5 general fare \$4 concession fare	\$1.96 per km \$10 general subsidy \$15 concession subsidy	General zone-based fare of \$10 or \$15 Concession zone-based fare of \$8 or \$12
Fare Collection	Booking for people with and without access to smart phones required. Third party service provider to set up and maintain booking platform.		
Annual Ridership and Revenue			
Ridership	10,100	3,800	5,600
Revenue	\$46,000	\$0	\$57,000
Capital and Annual Operating Costs			
Setup Costs	\$15,000-\$25,000		
Operating Cost	\$636,000	\$45,000	\$353,000
Net Operating Cost	\$590,000	\$45,000	\$296,000

Exhibit 5.2: Service Design Evaluation

Goals and Objectives	Evaluation Criteria	Option 1	Option 2	Option 3
Equitable				
Provides an affordable transit service that reflects customers’ ability to pay.	Average fare per one-way trip	\$5 general fare \$4 concession fare \$4.60 average fare	\$23.50 estimated average fare (\$10 general subsidy and \$15 concession subsidy)	General zone-based fare of \$10 or \$15 Concession zone-based fare of \$8 or \$12 \$10.20 average fare
Connects residents to “lifeline” services throughout Dufferin County.	Number of “lifeline” services accessible to users	All options connect residents to any location within the County.		
Connected				
Connects to community hubs within the built-up areas of Dufferin County.	Number of community hubs accessible to users	All options connect residents to any location within the County.		
The service design limits non-revenue travel and facilitates direct routing to mitigate the environmental impact.	Service design efficiency	Demand-responsive transit can pool rides with users generally travelling in the same direction. This is made easier for the scheduling software when trips are booked ahead of time.	Rideshare service can pool rides with users generally travelling in the same direction. This is possible with taxi companies, but less common. There is a risk to the model that a taxi company may not be able to provide ride pooling, which would reduce the service efficiency and increase the environmental impact.	Demand-responsive transit can pool rides with users generally travelling in the same direction. This is made easier for the scheduling software when trips are booked ahead of time.
The service connects to other transit service providers including Orangeville Transit, GO Transit and Grey Transit Route.	Number of connections to other transit service providers	All options connect residents to all transit service providers within the County, including Orangeville Transit, GO Transit and Grey Transit Route.		

Goals and Objectives	Evaluation Criteria	Option 1	Option 2	Option 3
Accessible				
Transit vehicles are low-floor accessible for all transit routes, or a parallel accessible transit service is provided.	Transit vehicles are low-floor accessible or a parallel accessible transit service is provided.	The evaluation criteria would be requirements in the RFP, and as such all feasible proposals will need to meet the accessible objectives established by Dufferin County.		
Transit signage, information and booking are designed to be accessible and user-friendly.	Communications materials are AODA compliant and the booking platform is accessible.			
Transit information and booking is available for customers with and without access to the internet.				
Affordable				
The service minimizes capital, operating and operating costs per passenger.	Capital costs Operating costs (annual) Net operating cost per passenger	\$15,000-\$25,000 \$636,000 \$58 per passenger	\$15,000-\$25,000 \$45,000 \$12 per passenger	\$15,000-\$25,000 \$353,000 \$53 per passenger
The service leverages funding and partnership opportunities.	Project eligibility for provincial and federal grants	All three options could be eligible for provincial and federal funding for transportation grants.		

Connected and Accessible

The three options are equivalent in their ability to meet the objectives of the Connected and Accessible goals because the service model is unchanged between the options. It is worth noting that an operator that uses an advanced routing software to pool trips occurring in generally the same direction will better meet the objective of limiting non-revenue service travel, which could limit the overall environmental impact of the system. This software is standard for transportation network companies and not as common for taxi companies, but there is the possibility of an existing taxi company pairing with a software provider to enhance the quality of the service that could be offered.

Although the fare structure is not directly evaluated under the connected goal, the three differing fare options could impact residents' perceived connectedness to the entire County. With Option 1 residents are not impacted because the trip cost is the same for all destinations. With Option 2 there is a greater barrier associated with destinations that are farther away because the user cost increases with distance, possibly impacting some residents' ability to travel farther or more frequently within the County. With Option 3 residents are only somewhat impacted if they choose to travel farther than within their municipality or the closest urban centre.

Equitable and Affordable

In terms of equitable and affordable service, the first option provides the most affordable fare for customers but requires the greatest annual operating investment from the County. The annual investment is a direct product of the fare subsidy and the annual operating hours, which constitutes the highest level of investment compared to the other options. Operating hours for Option 1 are 89.5 hours per week compared to 50 hours per week for Option 3, while the predicted revenue is the lowest overall due to the affordable fare structure. Subsidies are lower for Option 3, which collects a higher fare from customers, and for Option 2, which significantly limits the subsidy paid by the County. Operating seven days a week at 11-13.5 hours per day can provide a comprehensive service but is uncommon to launch a new service at such a level. The uptake in ridership during off-peak hours and days (i.e. night time and weekend service) could be limited and result in lower service efficiency.

The second option provides the least equitable service as the general per trip subsidy of \$10 does not substantially cover the cost of an average trip (estimated at \$23.50 after incorporating the fare subsidy). This service would not sufficiently address the current barriers to transportation, aside from providing a better source of reliability compared to the existing offerings. The projected ridership is lower compared to the other options because it is directly linked to the proposed service span. However, it does not provide an equitable transportation service for potential customers, as travel within Dufferin County would remain expensive. Although Option 2 requires the least annual investment from the County, the service will not meet the needs of residents to be a worthwhile investment.

Option 3 provides the greatest balance between providing equitable service and maintaining County affordability. The fare by zone model yields greater revenue to the County compared to Option 1, while also providing a substantially lower per trip user cost compared to current transportation options. Launching a service at 40 hours per week Monday to Friday would allow ridership to gain traction before the County considers extending operating hours or adding weekend service.

The extent to which each option meets the strategic goals is qualitatively described at a high level in Exhibit 5.3 as well as evaluated based on qualitative scale (+, =, -). If the option meets the objective and evaluation criteria, its score is equal. If the option goes beyond the objective or falls short of meeting the objective, its score is positive or negative, respectively.

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Exhibit 5.3: High-level Evaluation

Project Goal	Option 1	Option 2	Option 3
Equitable	Lowest fare of considered options Most affordable to all potential customers	Highest fare of considered options Not affordable to many potential customers	Mid-range fare compared to other options Affordable to many potential customers
Score	+	-	=
Connected	Connects rural Dufferin County to important services Residents can travel throughout County with minimal restrictions	Connects rural Dufferin County to important services Residents are incentivized to travel to closer destinations as fares increase by distance	Connects rural Dufferin County to important services Residents can travel throughout County, but travel close to home is cheaper
Score	=	=	=
Accessible	Accessible vehicles for customers with mobility needs Curb-to-curb service	Accessible vehicles for customers with mobility needs Curb-to-curb service	Accessible vehicles for customers with mobility needs Curb-to-curb service
Score	=	=	=
Affordable	Highest cost to municipality Lowest revenue collected by municipality Cost may increase if additional vehicle is needed	Lowest cost to municipality Highest revenue collected by municipality Cost may increase if additional vehicle is needed	Moderate operating cost and total revenue for municipality Cost may increase if additional vehicle is needed
Score	-	+	=

Option 3 provides an equitable service to residents at a relatively affordable level of investment from the County. The option meets all the project goals and would substantially reduce the barriers to transportation that currently exist in Dufferin.

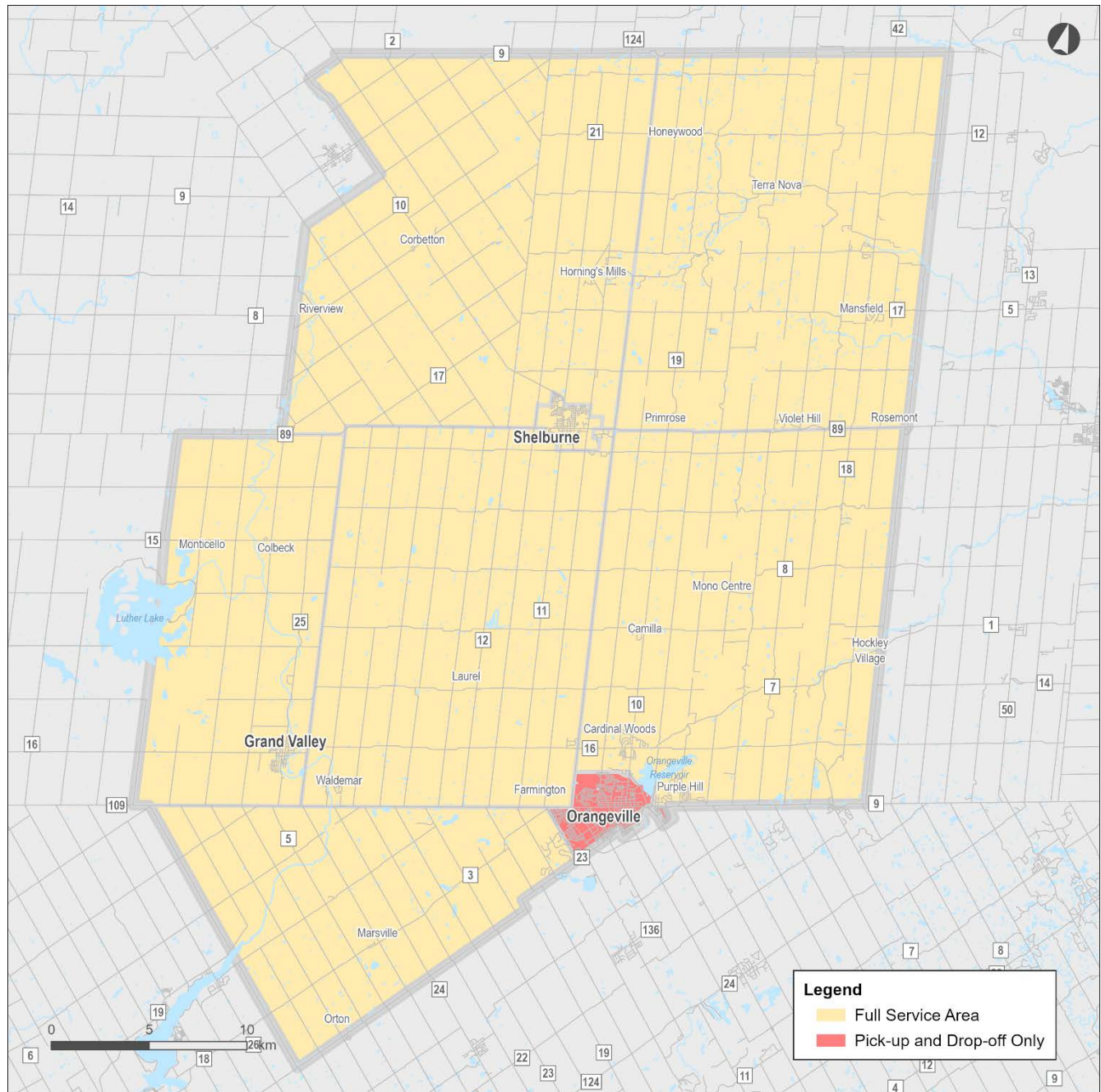
6 Proposed Service

The proposed transportation service is Option 3: a curb-to-curb on-demand service that is available to all residents in Dufferin County. It would operate five days a week (Monday to Friday) for a ten-hour service span between 8:00 a.m. and 6:00 p.m., totalling 2,520 annual operating hours. The span takes into consideration operating hours of the existing transit services in the County, peer transit systems and services and institutions in the County. Service would not operate on statutory holidays.

6.1 Coverage Area

One of the goals of the future transit service is to enable all residents to access basic services at an affordable price. To meet this goal, the coverage area for the proposed service is the entirety of Dufferin County, not including trips both starting and ending within the Town of Orangeville, as shown in Exhibit 6.1. The purpose of this exclusion is to not duplicate or compete with the existing Orangeville Transit service. The service population would therefore be all residents in Dufferin County, excluding those that live in Orangeville, or approximately 31,001 people as of the 2016 Census.

Exhibit 6.1: Coverage Area



6.2 Booking Protocol

Demand response services typically offer two types of trips: recurring trips, to and from specific locations at the same time, or one-time trips. These are typically referred to as subscription trips and casual trips, respectively. A prevalence of subscription trips can be detrimental to the system as it may limit opportunities for

spontaneous travel. The proportion of subscription to one-time trips can be an indicator of high demand.

The booking protocol should require that users provide:

- a day and date of travel;
- a pick-up address;
- a drop-off address;
- the trip purpose (should identify if the trip is a subscription or casual trip);
- a preferred arrival time (if the purpose of the trip is an appointment);
- additional passengers; and
- any special instruction (e.g. related to pick-up or drop-off location; mobility device accommodation etc.).

Return trips should be booked as two separate trips. This information will be used in the ride prioritization and scheduling process. Booking should be available on a mobile application, website or over the phone. Booking requirements should be refined through discussions with the service operator, but must meet AODA requirements.

Same-day, on-request booking should be available to improve attractiveness of the service. For pre-scheduled trips, cancellations should be made at least 24 hours before the scheduled trip, during regular operating hours to allow for scheduling to accommodate other trips. Any cancellations outside the cancellation window or no shows for both pre-scheduled or casual trips should be penalized to limit reoccurrence. Conversely, if trips are delayed more than 10 minutes after the scheduled pick-up window, the user should contact the driver via the booking platform or the dispatcher.

6.3 Ride Prioritization

Although the proposed service will have no restrictions on trip type, trip prioritization can be applied to ensure essential travel is accommodated as a first priority. Trips for medical appointments, education and work trips, grocery shopping and other necessities of life should be prioritized over social trips, and trips will be grouped whenever possible to increase productivity. Subscription trips

should also be evaluated periodically if they impact the capacity to accommodate casual trips. Trips will be prioritized on a first come, first-served basis based on the trip purpose, attributes of the user, and whether or not the trip is a recurring trip as shown in concept in Exhibit 6.2. The details of this prioritization framework can be established in consultation with the service provider and adjusted to reflect emerging ridership patterns..

Exhibit 6.2: Conceptual Ride Prioritization Framework

Priority Rank	Trip Purpose	User Attributes	Trip Type
1	Medical Appointments Social services Prescribed therapy (e.g. occupational therapy, physiotherapy)	Users with mobility difficulties (e.g. cognitive, physical and sensory impairments.), with or without attendants	One-time trip (one-way or return)
2	Essential shopping (groceries, prescriptions)	Users over the age of 55	Recurring trip (one-way or return)
3	Education or work trips Personal business (banking, legal services etc.) Advance ticketed events	All other users	
4	Recreational trips Social outings Grooming Religious services Non-essential shopping All other trip purposes		

6.4 AODA Requirements

This sub-section outlines the legislative requirements for providing public transportation services, and suggests supporting policies for the implementation of the service.

6.4.1 Legislative Requirements

The provision of public transportation in Ontario is guided by various regulations which outline the municipal obligations when providing public transportation service. The main regulations guiding the provision of a public transportation service and their requirements are:

- The **Accessibility for Ontarians with Disabilities Act (AODA)**, 2005, which requires that all public transportation services are compliant with the Act. AODA aims to have a fully accessible province by 2025. To be compliant with the Act, all public transportation services must work to remove barriers from their operations and provide convenient services for all users, including those with disabilities. The legal obligations for a public transportation service operating in the Province are outlined in Ontario Regulation (O. Reg.) 191/11 and include:
 - Providing an alternative accessible method of transportation if the conventional service provided is not accessible and a specialized service is not provided;
 - Providing information on the accessibility equipment and features on their vehicles, routes and services in an accessible format;
 - Accessibility training for employees and volunteers;
 - Developing public emergency preparedness and response policies that provide for the safety of all users;
 - Developing equitable fare policies including allowing support persons accompanying a person with a disability to travel for free;
 - Developing accessibility plans that include processes for managing, evaluating and taking action on customer feedback;
 - Ensuring there is clearly marked priority seating on all vehicles;

- Establishing booking policies that either provide same day service to the extent that it is available or accept booking requests up to three hours before the published end of the service period on the day before the intended day of travel; and
- Providing accessible means to accept bookings.
- **Accessible Vehicle Act**, 1990 O. Reg. 629 which identifies the features required to ensure a public transit vehicle is accessible;
- **Ontario's Canadian Content for Transit Vehicle Procurement Policy, 2008**, requires that all transit vehicles procured with provincial funding must have at least 25% Canadian content. Specialized transit buses are exempted from this requirement and instead the transit operator and entity (in this case the County) would apply a 5% price preference to the price for the submission with the highest percentage of Canadian content; and
- The **Municipal Freedom of Information and Protection of Privacy Act**, 1990, requires municipalities to protect the privacy of individual's personal information existing in government records, and gives individuals the right to request access to municipal government information, including most general records and those containing their personal information.

6.4.2 Actions

To support the implementation of the proposed public transportation service, the County should take the steps:

- Adopt accessibility training procedures for all staff associated with implementing the public transportation service, including those developing marketing and promotional materials;
- Adopt operating policies that are compliant with the O. Reg. 191/11 requirements for fare policies, booking procedures, and communications; and
- Establish policies and procedures for the monitoring the compliance of the service with the legislative requirements outlined in Section 6.4.1.

6.5 Fare Structure

When selecting a fare policy, a number of key principles should be considered:

- Public transportation benefits the community as a whole, and it is appropriate for the community to support the service financially;
- Fares are a source of revenue for the system, and the cost of collecting them should not be higher than the revenue;
- Fares should be kept low enough to be affordable and attractive for users;
- Cash fares should be allowed in consideration of occasional users of the service;
- If fare products are considered, they should offer a discount compared to cash fares to incentivize their purchase;
- Fares should be perceived by the public as supporting the level of service offered (i.e. users are more supportive of fare increases if level of service is improved); and
- Fares should be reviewed annually, or every two years to maintain small regular adjustments as opposed to occasional significant changes.

A zone-based fare structure is recommended and is consistent with many of the peer systems reviewed. Users can pay a lower fare to travel within a community and a higher fare to travel between communities. A zone-based fare is more equitable for a system covering a large service area because it more closely reflects the costs of operation and ensures that short trips do not have to subsidize long trips.

The proposed service would have a fare schedule as set out in Exhibit 6.3. The fare schedule divides the County into three fare zones, ensuring that all County residents can travel to either Orangeville or Shelburne for \$10.

Trips between municipalities and to the nearest urban area (Orangeville or Shelburne depending on the trip origin) would cost \$10 one-way and trips to other municipalities or the further urban area would cost \$15 one-way. There are some exceptions, where trips to or from Mono or Amaranth would cost \$10 one-way to Orangeville or Shelburne because of their central location within the County.

Concession fares would be offered to equity-deserving groups, including seniors, students, and low-income residents. All \$15 general fares are reduced to \$12 and all \$10 fares are reduced to \$8.

Exhibit 6.3: Proposed Fare Schedule for One-way Trips

To <-> From		General Fare	Concession Fare
Within the same municipality (except within Orangeville)		\$10	\$8
Melancthon Mulmur	Shelburne	\$10	\$8
Mono Amaranth	Orangeville Shelburne	\$10	\$8
East Garafraxa Grand Valley	Orangeville	\$10	\$8
All other trips		\$15	\$12

The proposed fare structure also includes a monthly cap of 30 one-way trips per customer. The purpose of a trip cap per rider is to ensure the service is available within the proposed service standards to all County residents. This has been implemented by peer systems as well. Residents from equity-deserving groups that rely on the service to meet their essential needs could apply for an exception to the monthly cap.

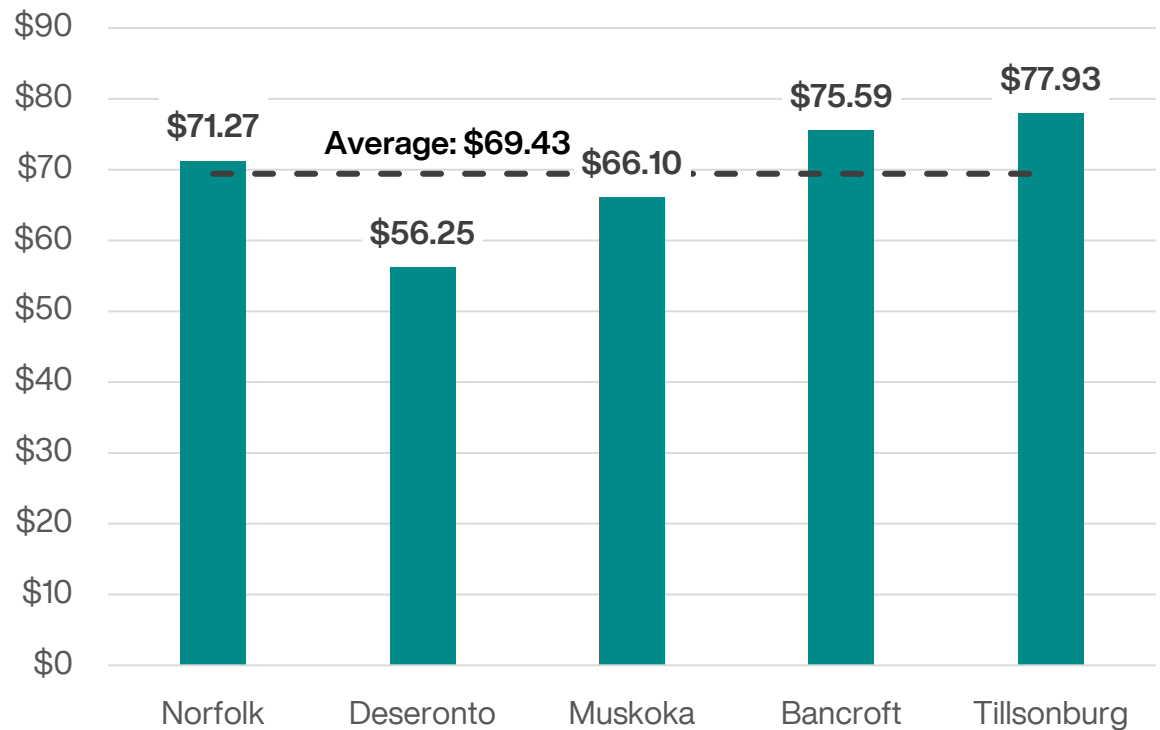
The proposed fare schedule takes into consideration the costs of current transportation offerings in the County, costs of rural peer transit systems, and the affordability to the County. It is not recommended to increase the fares as it would reduce the ability for the service to be equitable and address current transportation barriers in the County.

6.6 Operating Costs

Operating costs for the service have been estimated at \$70 per revenue vehicle hour, based on a review of the hourly operating costs of comparable peer systems. Five peer systems were considered in the projected hourly operating costs: Norfolk, Deseronto, Muskoka, Bancroft, and Tillsonburg. The average of these systems was calculated to be \$69.43 per hour, which was rounded up to \$70 for

the purpose of this analysis. Exhibit 6.4 summarizes the cost per hour of the reviewed peer transit systems.

Exhibit 6.4: Operating Costs Per Hour of Peer Systems



The proposed service would operate for an estimated 2,520 hours per year, based on a weekday service span of 8:00 a.m. to 6:00 p.m. The cost of operating this service over a full calendar year is estimated at \$353,000. With an estimated annual ridership of 5,500 trips, the service is projected to earn approximately \$57,000 in annual revenue to offset the operating cost. Exhibit 6.5 presents the estimated operating costs and projected revenues of the recommended system.

Exhibit 6.5: Summary of Service Characteristics, Revenue and Operating Costs

Proposed Transportation Service	Total
Population (2016)	61,735
Population excluding Orangeville (2016)	31,001
Days of Operation	5 days/week
Hours of Operation	10 hrs./day
Annual Operating Hours	2,520
Annual Ridership	5,500
Revenue and Cost Estimates	
Average Fare Paid (one way)	\$10.20
Annual Fare Revenue	\$57,000
Operating Costs (@ \$70/hr)	\$353,000

6.7 Vehicle Considerations

Given the recommended service span, estimated ridership and county geography, two light-duty vehicles would be appropriate for the service. One vehicle would not be able to provide adequate service with reasonable wait times and user reliability because of the expansive geography of the County. As well, only having one vehicle could result in service issues should unexpected maintenance be required.

The service must be accessible to users with mobility devices as it would be the only county-led public transportation service available. Therefore, the vehicles will need to be lift-equipped to accommodate users with mobility devices. The vehicles should have a capacity for two or more wheelchairs or mobility devices. A spare vehicle with similar characteristics should be available in the event of capacity constraints on the main vehicle, or for maintenance activities.

The County has the option to purchase or lease vehicles for the service or require the contractor to provide vehicles. The option for the County to own or lease the vehicles will incur expenses for procurement and could cause contractual issues. It is recommended that the County require the contractor to provide vehicles that meet the requirements of an accessible public transit vehicle.

6.8 Technology Considerations

Demand-response transit services require processes and procedures for booking, scheduling, and dispatching trip requests from users. Historically, these processes have been manual, requiring a user to call an operator to “book” a trip, which the operator/dispatcher then schedules and dispatches. This is consistent with how most taxi companies operate, although some are moving towards more automation. As the technology available for booking, scheduling and dispatching has become more sophisticated, it is possible for the process to become partially or fully automated. This is consistent with transportation network companies (e.g. Uber, Lyft) that use advanced software to increase ridesharing and routing efficiency. To compete with transportation network companies and provide more efficient service, taxi companies or vehicle operators can partner with software companies offer automated scheduling, dispatch and ridesharing.

As part of tendering the proposed transportation service, the County would require the proponent to provide a software system that provides automated scheduling and dispatch for both prescheduled and on-demand trips, options for driver communications, and user information applications (e.g. website or mobile application). The proponent would also be required to provide a phone-booking system for residents without access to a smartphone or the internet.

Initial start-up costs associated with the software system can range from \$15,000-\$25,000 based on providers that work within the province. An annual licensing fee is also required and is included within the \$70 per vehicle per service hour operating cost assumed for this study.

7 Implementation Plan

The purpose of this section is to provide guidance to the County on how to operate, market and monitor the proposed public transportation service, as well as provide a timeline for implementation.

7.1 Service Delivery Model

The proposed service delivery model is for a private firm to operate the service under contract to the County with the private contractor providing drivers, vehicles and overall management of the service. It is recommended that the County contract the service through a competitive RFP process.

The main benefits of utilizing a private firm under contract are the time and cost savings. The RFP process also allows the County the flexibility to invite respondents to propose “value added” services that may enhance the operation and delivery of the service. A competitive bid process also ensures that the cost to operate the service reflects market conditions while also providing the flexibility to modifying services without incurring high capital costs or to alter the level of service as needed.

The RFP would include a full description of the service to be provided, performance expectations and accountability. The RFP should be developed to be flexible and allow for various service providers to respond, including rideshare services, taxi companies and partnerships between vehicle operators and digital platform providers.

As part of project team and stakeholder discussions, sustainability is suggested to be included as part of the scoring criteria as it is not explicitly included in the goals and objectives of the future service.

With a contracted service, the County is responsible for oversight of the contract and service as well as some supportive administrative tasks as outlined in the delivery structure below.

7.1.1 Delivery Structure

This sub-section identifies the administrative and staffing needs required by the County to support the provision of the proposed public transportation service with input from other stakeholders as identified in Exhibit 7.1.

Exhibit 7.1: Recommended Administrative Roles and Responsibilities

Task	Province	Dufferin County	Local Municipalities	Contractor
Planning				
Approving a service strategy (including operating model, service levels and coverage areas)		✓	✓	
Developing supporting policies and procedures (e.g. fares, training, licensing)		✓	✓	
Marketing and Promotion		✓	✓	
Funding				
Gas Tax Funding	✓			
Local Funding		✓		
Operations and Management				
Scheduling and Dispatch				✓
Service delivery as specified by the County				✓
Contract Management		✓		
Operations Management		✓		✓
Fare Collection/Fare product distribution				✓
Customer Service		✓		✓
Fleet Maintenance				✓
Operator training, Labour relations				✓

7.1.2 Staff Resource Requirements

To support these tasks the County will require administrative staff resources for the planning, management, and marketing of the service. As there is currently no staff at the County level dedicated to these tasks, one full-time employee (FTE) would be required to initiate the service, coordinate operations with the contractor and fulfill reporting requirements. The main responsibilities of this position will include:

- Administration and monitoring of contracts and operating agreements. This may include periodic inspection of the vehicles used for service;
- Marketing and communications, including preparing and distributing customer information and promotional materials, communicating service disruptions, and updating (or coordinating updates to) the website;
- Coordinating the distribution of any fare products (e.g. passes, transit tickets);
- Responding to customer enquiries and feedback;
- Reconciliation of ridership and revenue – including coordinating the daily collection of fare revenues from the contractor. This task can be incorporated into the operator contract to streamline administrative costs;
- Regularly reviewing and updating supporting policies and procedures as needed;
- Preparing all necessary reports and documentation on the performance of the service for Council updates, the Ministry of Transportation (MTO), the Canadian Urban Transit Association (CUTA), and other agencies that request information on the service; and
- Reviewing the eligibility requirements for receiving funding from other levels of government (e.g. gas tax) and exploring additional funding options as required.

The resource commitment of 1 FTE will be required to launch of the service and during operations. Their time will be used to assist with contract management, marketing, and communication.

7.2 Marketing and Communications

A marketing and communications plan is integral to raising awareness of a future transit service. Increasing awareness of an on-demand service can be particularly challenging because their operating patterns make them less visible than fixed route services.

A simple way to make the service more visible is by developing recognizable branding. The purpose of branding is to develop an image of the service to potential users. It involves two key considerations:

- a brand message, which should convey the vision, goals and objectives of the services; and
- a visual identity, which makes the service recognizable and confirms its authenticity.

The brand message is communicated to users through their experience of the service (i.e. in the day-to-day operation) and influences their perception of the system. The vision, goals and objectives of the service should be communicated internally, so that all staff are aware of them, and the actions being taken toward meeting them. The visual identity should be applied to all the materials used for the service, including vehicle livery, marketing materials, and on-line communications.

For the launch of the service, branding should be paired with targeted marketing to make people more aware of the service. Targeted marketing can take two main forms: community based marketing, and media advisories or paid advertising. Community based marketing would primarily involve communicating with existing services that work with the demographic groups that would benefit most from the service, such as seniors and low-income residents. This is a more engaged form of promotion, and requires on-going two-way communication with community groups. In addition to communicating through existing service providers, it will be important for the service to be promoted at community events, such as festivals and farmers markets. Media advisories and paid advertising (including targeted social media advertising) can be a one-time undertaking to promote the launch of the service.

Following the launch of the service, it is important to communicate information about the service on an on-going basis to help grow ridership. The following tasks are recommended as part of the marketing and communications plan:

- **Develop Customer Information Materials** including a website and a transportation service brochure. These will incorporate all the essential information about the service, such as hours of operations, coverage area, fare structure and where to purchase fare media.
 - **Website:** The website should also include a trip booking form, contact information, service policies, a feedback form and rider alerts. It should be promoted on the County's website landing page, as well as on the local municipalities' websites. Transit information can also be incorporated into the transportation webpages of the My Dufferin Service Directory, Headwaters Communities in Action, and the Central West Heath Line, among others.
 - **Print Brochure:** The brochure should be available on the vehicle, at service agencies and retailers, County offices and other municipal facilities, and should feature the visual brand.
- **Establish a Customer Information Line** for feedback. This should be a dedicated telephone number for customer information that is coordinated by the contractor and staffed during the regular business hours. An email address or comment form on the website can also be provided for the same purpose.
- **Update Council Regularly** regarding the performance of the transportation service and any other relevant occurrences.
- **Create Special Promotion Days** that allow people to try the service for special fares or to community-wide events.
- **Maintain Regular Community Involvement** to promote the benefits of a public transportation system and communicate service changes or disruptions. This can include regular communication with community agencies, and the media.

7.2.1 Resource Requirements

Financial and administrative resources will be required to support and implement the marketing and communications plan. The main cost will be developing the branding of the service, which will require retaining the services of branding professionals if none are available at the County. The typical cost to develop a

brand for this purpose and scale is approximately \$10,000. In addition to the branding, a special promotional budget of \$10,000 should be established for the launch of the service, including development and distribution of promotional materials. In terms of staffing resources, there should be expected to be high volumes of customer enquiries with the launch of the service, and for the first few months of service.

An annual budget for on-going promotional activities should be established based on the promotional activities selected (e.g. the special promotion days). The full-time employee will be required to manage and update the marketing and communication plan. This budget can be supplemented by cross-promotional activities with other County services and local businesses and community services.

7.3 Monitoring and Reporting

On the basis of contracting out the service to a third party, the County would be responsible for monitoring the operations and maintenance of the service, as well as reporting on the performance of the service to Council, residents and transit associations.

The contract for services should outline the information the contractor must provide, including usage metrics and public feedback.

Exhibit 7.2 identifies the recommended performance indicators that should be collected to monitor the performance of the system and who should be responsible for collecting it.

The purpose of collecting this data is to identify usage trends, including common destinations, usage peaks, service utilization, and the cost effectiveness of the service. In addition, these metrics can be shared by trade associations such as CUTA and the Ontario Public Transit Association (OPTA). It is useful for benchmarking the system against peer communities, and monitoring trends. It is also useful for regular updates to Council on the service, and for Gas Tax funding eligibility.

Exhibit 7.2: Recommended Performance Indicators

Recommended Performance Indicators	Collected By
Operating Data	
Revenue Vehicle Kilometres	Contractor
Total Vehicle Kilometres	Contractor
Revenue Vehicle Hours	Contractor
Total Vehicle Hours	Contractor
Passenger Data	
Total annual ridership	Contractor
Ridership by month	Contractor
Number of passengers by trip purpose	Contractor
Percentage of subscription trips	Contractor
Percentage of on-demand/day-of trip requests	Contractor
Passenger pick-up and drop-off locations	Contractor
Advance cancellations	Contractor
No shows/Cancelled at the door	Contractor
Unaccommodated trips	Contractor
Number and nature of complaints	Contractor
Operating Expenses	
Administrative costs (County)	County
Number of employees (by role)	County/Contractor
Contract costs (including software licensing)	County
Maintenance	Contractor
Fuel	Contractor
Capital Expenses	
Vehicles purchases	Contractor
Initial software configuration	County
Other capital expenses	County
Operating Revenue and Funding Contributions	
Total operating revenue	County
Federal contributions	County
Provincial contributions	County
Municipal contributions	County

7.3.1 Service Standards

Service standards provide the framework and support for decision-making for improving or modifying service. They guide resource allocation as the community changes, and can be used to evaluate the service to ensure it continues meeting the needs of the population. The following service standards are recommended for the system:

- **Service Span** should accommodate a majority of trip requests within the 10-hour day. If a significant portion of unaccommodated trips are requested outside of the hours of operation, the service span should be reviewed.
- **Service utilization** should eventually reach the projected 2.2 trips/hour. Some strategies to improve service utilization include minimizing no-shows and same-day cancellations by introducing penalties and improving scheduling and dispatch methods to allow same day trip accommodation.
- **Wait times** are defined by the length of the pick-up and drop off window. This window should be short enough to minimize in-vehicle travel time for users while allowing flexibility for operations. To begin, the service should aim to provide consistent wait times.

7.4 Implementation Timeline

The following implementation actions are outlined in Exhibit 7.3 to guide the County from the presentation of this report to Council in December 2021, tendering the service, and officially launching the proposed public transportation service. The time leading up to launching the service is estimated at eight months, dependent on Council approval and staff resources.

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Exhibit 7.3: Implementation Timeline

Action	Notes
Winter 2021/2022	
Present report to Council	
Council approval and budget approval	
Establish implementation date	
Development procurement strategy and refine service plan to develop RFP	
Prepare RFP and Contract Documents	
Council approval for RFP and Contract	
Issue RFP	Allow 4 weeks for responses
Spring 2022	
RFP Closes	
Evaluate bids and award contract	
Finalize contract with successful bidder	
Develop system branding	
Summer 2022	
Prepare communication and information materials	e.g. website, promotional materials
Targeted marketing	Paid advertising; community based marketing; promotional efforts to gain publicity
County to identify and prepare administrative roles related to the service	
September 2022	
Launch new public transportation service	Plan promotional events around service launch
On-going after launch	
Monitor performance and report to Council regularly	
Provide contract and service oversight	
Work with contractor to improve efficiency and consider service enhancements discussed in Section 9.2	

8 Financial Plan

8.1 Funding Opportunities

Federal and provincial funding opportunities for public transit projects are outlined in the following sub-sections.

8.1.1 Provincial Community Transportation Grant

The provincial Community Transportation Grant is a funding program to support areas of Ontario that are unserved or underserved by transit services. Municipalities can use the funding to plan, implement and operate public transportation services in their community. The program was initiated with a five-year funding term (2018-2023) and was subsequently extended in 2021 to provide funding until 2025. The application period for the grant program closed in 2018 and is **presently not a viable funding source**.

Given the provincial support for addressing transportation barriers and improving access and availability of transit in the GGH Transportation Plan Discussion Paper, there could be opportunities for the province to introduce a second intake to allow other municipalities to benefit from the grant. The Ministry of Transportation is exploring all options for an additional intake of the program. Communications from municipalities, such as Dufferin County, that are considering launching a rural transit system could help to support or influence the province's decision.

8.1.2 Federal Rural Transit Solutions Fund

The federal Rural Transit Solutions Fund is targeting the development of transit solutions in rural, remote, northern and Indigenous communities to improve mobility within and between communities. The fund is available for five years beginning in 2021. Eligible applicants can seek grants of up to \$50,000 in support of project planning; up to \$3 million to cover capital costs (e.g. purchase of a vehicle or digital platforms); and up to \$5 million to support zero-emission transit solutions (e.g. purchase of a zero-emission vehicle(s)). The federal contribution, from this program and other programs, is limited at 80% of capital expenses.

The application period for the planning program was open from August 6, 2021 to October 8, 2021. Subsequent calls for applications, including the capital program,

are planned to be released at a later date. Until such a time, this fund is **not a viable funding source**.

8.1.3 Canada Community-Building Fund

Canada Community-Building Fund, previously named the Federal Gas Tax Fund, is a source of infrastructure capital funding for provincial and municipal governments. The funding is distributed from the federal government to the province and then to AMO (Association of Municipalities of Ontario) before being distributed to the municipalities. Municipal allocation is based on population per capita. Dufferin County is scheduled to receive \$1.958 million in 2022 and \$2.043 million in 2023. Public transit infrastructure is eligible for funding under this program.

Dependent on the existing and planned allocation of the County's funding for 2022 and 2023, the County could recommend allocating a portion of the funding for any capital investment incurred from a future transit service. As such, this fund is a **viable funding source for capital expenditures**.

8.1.4 Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream

The Public Transit stream of ICIP provides funding for planning and feasibility studies and capital investments in public transit. The program was originally designed to allocate funding based on ridership and population for established transit systems. As part of the COVID-19 Resilience stream, funding eligibility was expanded to include inter-community transit projects that are not connected to an existing transit system. These projects were required to start construction by September 30, 2021. As such, this is **no longer a viable funding source**.

It is recommended that Dufferin County consider applying for funding under the Public Transit stream of ICIP if the future transit service requires capital investment.

8.1.5 Provincial Gas Tax Funding

Ontario's Dedicated Gas Tax Funds for Public Transportation Program (Gas Tax) supports public transit in municipalities across Ontario by providing two cents per litre of provincial gas tax to improve and expand transit. Funding can be used for capital and operating costs for public transit, but the program requires a transit system to be established before a municipality can apply for funding. The funding allocation is capped at 75% of the net municipal investment and is based on 70

percent ridership and 30 percent municipal population. **This is a viable funding source after the first year of operation.**

It is recommended that Dufferin County apply for the provincial Gas Tax program once a future transit service is in operation.

In order to be eligible for the Gas Tax program, the County must adopt a by-law or resolution committing to ongoing financial support of public transit. The by-law or resolution should include the expected municipal contributions that are being committed. MTO requires ridership data to be collected and reported to CUTA.

8.1.6 Other Considerations

The current federal funding initiatives for public transit are solely focused on capital investment in a new or existing system. It is worth noting that the County could consider the opportunity to acquire their own transit vehicles to supply to a private operator. This consideration is not recommended to be explored further due to potential risks and responsibilities for the County, including vehicle maintenance or expanded contract oversight, vehicle supply issues, and contractual conflicts with a future service provider.

As a long-term consideration that would require further analysis, the County could explore the opportunity to invest in electric vehicles for a transit system. In addition to the federal Rural Transit Solutions Fund for electric vehicles, the federal Zero Emission Transit Fund is a potential source of capital funding to acquire electric vehicles.

8.2 Budget Estimates

This section provides start-up capital costs, operating costs, and high level considerations for the recommended service and other considerations to expand the service in the medium and long term.

Given the operating model, the main County costs for start-up will be the software platform and website design and branding.

The main operating costs for the first five years will be:

- Administrative costs for 1.0 FTE;
- Marketing and communication costs; and

- Operator contract costs (which will include fuel, labour, maintenance, logistics and vehicles).

Exhibit 8.1 provides a multi-year estimate of the revenue and operating costs. The population growth rate is based on the Dufferin County Official Plan population projections for 2016-2036. The service area population represents Dufferin County residents excluding the Town of Orangeville. The annual revenue hours have been kept constant, assuming a 5-year operating contract. County staff wages are based on an estimate of similar positions in peer municipalities.

The maximum gas tax contribution (75% of net municipal investment) is assumed. The Gas Tax allocation formula is based on a 70/30 split between ridership and population, to accommodate for the disparities in funding between high growth and low growth areas. Changes in the Provincial Gas Tax Funding Program may have an impact on future allocations. The cost estimates below assume no changes to the program, and would need to be reviewed if that does not remain constant.

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Exhibit 8.1: 5-Year Budget Estimates for Proposed Service

Item	Plan Year				
	2022 ¹	2023	2024	2025	2026
Dufferin County Population	68,480	69,670	70,890	72,120	73,380
Service Area Population	35,560	36,380	37,210	38,050	38,920
Annual Revenue Hours	840	2,520	2,520	2,520	2,520
Annual Ridership	1,870	5,500	5,595	5,690	5,790
Revenue					
Fare Revenue	\$19,000	\$56,000	\$56,900	\$57,900	\$58,900
Capital and Operating Costs					
Operating Contract (@ \$70/hr, adjusted at 3% annual inflation)	\$118,000	\$353,000	\$363,000	\$374,500	\$385,700
County Staff (adjusted at 3% annual inflation)	\$49,200	\$76,000	\$78,300	\$80,650	\$83,050
Software Platform ²	\$20,000	\$ -	\$ -	\$ -	\$ -
Marketing and Communications ³	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Expenses	\$207,200	\$439,000	\$451,300	\$465,150	\$478,750
Gas Tax ⁴	\$0	\$62,714	\$193,414	\$199,350	\$205,179
Net Municipal Investment⁵	\$188,200	\$320,286	\$200,986	\$207,900	\$214,671
1. 4 months, effective September 1, 2022					
2. The cost to maintain the platform will be included in the operating contract					
3. Updating the marketing and communications plan is included in the County staff time.					
4. Available after one year of operation; amount to be confirmed					
5. Municipal Contributions assume maximum gas tax contributions (75% of municipal costs plus revenue)					

The net municipal investment for the calendar year 2022 will be approximately \$188,200, which includes a marketing and communications budget, 1.0 FTE, and the operating contract for 2022. This accounts for 4 months of service and approximately 4 months of County administrative staff time.

9 Future Considerations

This section identifies future considerations for the County prior to launching the proposed transportation service and during operations, including potential enhancements to the service.

9.1 Southwest Community Transit (SCT)

SCT is an association of member municipalities and non-profit organizations in Southwest Ontario and works with the South Central Ontario Region Economic Development Corporation (SCOR EDC) to increase travel connections between under-served areas, rural communities and urban areas. SCT's mandate involves the following actions:

- Promote inter-community connections between the member transportation services;
- Identify operating efficiencies and capital savings by pooling members' resources, and
- Present a unified voice to the province to support the sustainability of public transportation service in southwest Ontario.

Dufferin County should explore the opportunity to become a member of SCT to leverage the network's expertise in launching and operating rural transportation systems and benefit from pooling resources to increase operating efficiencies and incur potential savings. Grey County is currently a member of SCT.

9.2 Potential Service Enhancements

Following the launch of the service, the County will monitor and track service uptake in terms of total ridership, ridership per revenue service hour, total revenue, and revenue per service hour based on the performance indicators provided by the operator. Should the County experience substantial growth in users and frequency of trips, the following measures can be explored to enhance the service.

9.2.1 Future Fixed Route

If trip patterns and demand indicate a common set of origin-destination pairs, the County could explore augmenting service to provide a fixed route option. This would likely occur between the major urban centres of the County (i.e. Orangeville, Shelburne) and could provide operating efficiencies and improve user reliability.

The County should rely on the performance indicators of the system to evaluate the need to introduce a fixed route service. Full vehicle capacity, increased user wait times and observed common travel patterns with pick-up and drop-off locations and time of day travel consistencies could warrant the evaluation.

The introduction of a fixed route option would use one of the two vehicles already in service. The second vehicle would continue to fulfill on-demand service requests. Dependent on the number and frequency of the on-demand requests, user wait times could increase beyond the acceptable service standards. In this case and after detailed evaluation, the County could consider adding a third vehicle to the service. An additional vehicle would have an associated cost of \$70 per revenue vehicle hour for the entire service span or potentially for a shorter service span that aligns with observed travel patterns.

9.2.2 Operating Hours

The operating hours of the proposed service design concept are Monday to Friday, 8 a.m. to 6 p.m. The operating hours were informed by a peer review of similar ridesharing services and neighbouring transit systems and by balancing forecast ridership with County operating costs. The extension of service hours should be informed by performance indicators including ridership growth and frequent user requests for service outside of the existing operating hours. Each additional revenue service hour would incur a cost of \$70 per vehicle.

As part of the public engagement, some survey respondents indicated interest in potential service outside of the proposed operating hours. From the phase 1 survey, long operating hours (early morning and evening service) and weekend service were in the top four most important characteristics of a transit service.

9.2.3 Service Area Expansion

A third consideration for the County to explore is the expansion of the service area of the future transit system. The recommended option provides service within the municipal boundaries of Dufferin County. Travel within Orangeville is excluded, but

users can be picked-up and dropped-off in Orangeville. This restriction is intentional to not duplicate or compete with the existing Orangeville Transit service.

The County could explore expanding the service area to certain towns outside of the municipal boundaries to increase regional mobility and ridership potential. From the phase 1 survey, respondents indicated the most interest in Brampton and Alliston for locations outside of the County. It is not recommended to explore providing service to Brampton as it would duplicate the existing GO Transit service.

Providing service to Alliston could improve connectivity between Dufferin County and Simcoe County as Alliston is currently served by Simcoe County Linx Route 5 which connects Alliston to Bradford GO Station. Alliston may also appeal to potential customers due to its high concentration of employment. A more expensive fare may be warranted to account for the longer average trip distance between Dufferin County and Alliston and greater probability of non-revenue travel if trips are dispersed throughout the service hours. Longer trips from more distant parts of Dufferin County to Alliston may require a fare as high as \$25-\$30.

A service expansion including service to Alliston would likely require a third vehicle to be added to the service to maintain service standards. Consistent with the other considerations, the cost would be an additional \$70 per revenue service hour for the extra vehicle. The County could consider only introducing the expanded service on certain days of the week to reduce the total additional operating cost.

9.2.4 Additional Transit Partnerships

As identified earlier in the report, there are several other transit services that already operate in Dufferin County, but do not provide service coverage throughout the entire County. Notably, these services include GO Transit between Orangeville and Brampton, and Grey Transit Route (GTR) between Orangeville and Dundalk. The County may want to consider promoting these existing fixed-route services, or entering into a funding agreement to increase the level of service on these routes. This could provide additional benefits to transit users throughout the County, including users of a demand-responsive Dufferin transit system.

10 Public and Stakeholder Engagement

Consultation with the public and stakeholders in and surrounding the County of Dufferin was imperative to developing a comprehensive understanding of the transit needs in the area, feasibility of a service, and important considerations for the design of a future service. For this study, public and stakeholder engagement was organized in two phases, with the first phase occurring in August and October 2021 and the second phase occurring in late October and early November 2021. Both phases of engagement involved a stakeholder meeting and a public opinion survey. A full summary of the feedback received is detailed in Appendix A.

Phase 1 engagement focused on confirming needs and opportunities and receiving feedback on any gaps and areas for improvement. The feedback informed the development of the vision, goals and objectives and the service concepts and delivery options.

Phase 2 engagement focused on presenting the strategic framework, service delivery approaches, and service design options to the stakeholders and conducting a second public opinion survey on service preferences. The feedback from the stakeholders and public informed the selection of the preferred transit service design and the associated prioritization plan.

Due to COVID-19 pandemic restrictions and precautions, all consultation events and meetings throughout the study were hosted virtually.

The County set up a study webpage on the Join in Dufferin engagement platform to host study materials and the public opinion surveys.

Figure 10.1: Join in Dufferin Engagement Platform



10.1 Engagement Key Takeaways

Key takeaways from the public and stakeholder engagement in Phase 1 include:

- Accessible transit to connect rural areas of the County with urban areas would fill a current gap in the transportation system and benefit residents, especially seniors and people with disabilities, to access essential goods and services and maintain community connections;
- Key destinations include Orangeville, Shelburne and access to GO transit in Orangeville to travel to Brampton and the rest of the GTA; and
- Survey participants indicated that affordable fares, long operating hours, fixed schedule and weekend service are the most important transit characteristics.

Key takeaways from the public and stakeholder engagement in Phase 2 include:

- Safety and reliability are of utmost importance to potential users. Reliability is understood in terms of expected wait times, receiving a vehicle on time when booked in advance, and consistent fares (i.e. a trip between Grand Valley and Orangeville always costs the user the same price); and
- A future transit service should be available to all County residents, including those without access to a smartphone or the internet, and should focus on providing service within the County before expanding to neighbouring regions.

11 Conclusions and Recommendations

This section provides a summary of the Transit Feasibility Study and presents the recommendations for the County to initiate a public transportation service.

11.1 Conclusions

The purpose of the study was to determine whether there is a case for the County to provide its own transit service and develop a plan to initiate transit service should it be deemed feasible. The study has reached the following conclusions:

- **There is a need for a County-wide transit service:** The case for transit was determined through the needs and opportunities assessment that reviewed peer transit systems, existing transit in the County and the provincial, county and municipal policy framework to support such an investment. The assessment also analyzed current travel patterns and the demographic composition of the County to understand the potential ridership base. The need for transit is supported by the following key factors.
 - Gaps in existing transportation system create equity barriers to low-income, rural and senior residents, with the latter being the fastest-growing demographic in the County.
 - New technologies account for advances in mobile computing, vehicle dispatching algorithms, and the near-ubiquity of smartphones has resulted in the uptake of cost-effective rural transit systems.
 - Uptake of rural transit systems set a precedent for the province and can inform the County's deployment of its own system.
 - Population growth as a result of developing communities and the fallout of COVID-19 represents a new market for transit and providing service to developing communities presents an opportunity to build a rider base as these communities grow.

- Local travel patterns are conducive to transit as majority of trips stay within the County and a large portion end in Orangeville, indicating there is a market for county-wide service.
- A supportive policy framework at the County and Provincial level calling on the need to expand public transit options and funding opportunities from the federal and provincial governments.
- **An on-demand transit solution is the most appropriate service delivery approach:** This type of service delivery model provides the greatest benefit in dispersed areas with lower demand, limit County up-front investment, and can adapt to changing travel patterns.
- **The transit service should be delivered by a third-party contractor** retained via a competitive Request for Proposals process. Responses to the RFP should be open to private transit operators, taxi companies, and technology companies.
- **The preferred service design is a curb-to-curb on-demand model** operating from Monday to Friday, 8 a.m. to 6 p.m. within Dufferin County, but exclude travel within Orangeville itself. Users would be able to be picked-up and dropped-off in Orangeville. Annual ridership for the first full year of service is projected at 5,500 based on 2,520 annual service hours and a projected net municipal investment of \$320,286. Costs are expected to decrease thereafter with the introduction of gas tax funding.
- **County stakeholders and the public highlighting the need for accessible, affordable and reliable transit** that reaches all areas of the County and the desire for the service to connect with existing transit services.

11.2 Recommendations

The following recommendations provide a guide for the County to launch a county-wide public transportation service should Council decide to endorse the service.

- Dependent on approval from Council, the County should move forward with the development of an RFP as outlined in Section 7.1 Service Delivery Model.

- The development and tendering of the RFP and initiation of the proposed service should follow the implementation plan discussed in Section 7 and the timeline outlined in Section 7.4, which indicates an eight-month lead up to service launch.

The proposed service should have the following characteristics to best suit the County's needs:

- The County should adopt the strategic framework for the future transportation service as presented in Section 3;
- Booking protocol:
 - Booking should be available via a mobile application, website and over the phone and should be automated. Booking protocol must meet AODA requirements and details should be refined with the service operator;
 - Establish a cancellation policy that outlines a minimum window to cancel trips and penalties for late cancellations to reduce no-shows; and,
 - Consider adopting the ride prioritization framework outlined in Exhibit 6.1.
- Fare Policy:
 - Adopt a zone based fare with as outlined in Section 6.5, such that all residents can travel within their municipality or to the closest urban centre for \$10 (\$8 concession fare); and
 - The average fare should be approximately \$10.20.
- Vehicle Selection:
 - The County should require the contractor to provide two vehicles that meet the requirements of an accessible public transit vehicle; and
 - The maintenance of the vehicles will be the responsibility of the contractor and included in their operating costs.
- Operating Model:

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TRANSIT FEASIBILITY STUDY REPORT
Prepared for County of Dufferin

- Contract out the operation of the service to a third party through a competitive RFP process; and
 - Retain 1 FTE for the lead up to the launch of the service and for the operation oversight and administration of the service.
- Technology Directions:
 - Require the contractor to provide a software system that provides automated scheduling and dispatch for both prescheduled and on-demand trips, options for driver communications, and user information applications (e.g. website or mobile application).
- Marketing and Communications:
 - Establish an annual budget for on-going promotional activities; and
 - Dedicate the management and update the marketing and communication plan to the 1 FTE.
- Supporting Policies:
 - Adopt a by-law or resolution committing to ongoing financial support of public transit; and
 - Adopt accessibility training procedures for all staff associated with implementing the public transportation service, including those developing marketing and promotional materials.
- Regularly report the performance of the system to Council, CUTA, OPTA and other transportation agencies as required.

Appendix A – Engagement Summary

Engagement Summary

This section presents a summary of the two phases of engagement, including the purpose of each phase, the stakeholder sessions and the public opinion surveys.

Phase 1 Engagement

Phase 1 engagement focused on confirming the needs and opportunities identified in Task 1 and receiving feedback on any gaps and areas for improvement. The feedback informed the development of the vision, goals and objectives and the service concepts and delivery options.

Stakeholder Engagement Session 1

The first stakeholder engagement session was held on August 18th, 2021 from 1:30 – 3:00 p.m. The session was hosted by IBI Group and the County of Dufferin on Microsoft Teams. 15 stakeholders attended the session and represented a variety of stakeholders in the County including: elected government, County departments, lower-tier municipal staff, community services, public health services, and post-secondary education.

Stakeholders identified the following transit needs, including issues and gaps with the current services, during the engagement session:

- Residents face challenges with accessing services and employment in urban areas (Orangeville, Grand Valley and Shelburne) if they do not have their own transportation;
- The current accessible transportation services do not have enough capacity to meet the demand and the services require users to book in advance (up to 2-3 weeks in some cases);
- There is a need for on-demand service that is not restricted to healthcare access and is available to all residents in the County;
- Affordability is a key concern for lower-income and vulnerable residents; and
- Access to other transit services including Orangeville Transit and GO Transit is important.

Stakeholders identified the following opportunities during the engagement session:

- Better access to Orangeville would help residents meet their shopping needs and could support local businesses;
- Accessible transit service would help rural areas that have been historically underserved and help older residents maintain community connections;
- Better transportation connections between communities would increase housing opportunities for post-secondary students; and
- Electric vehicles, although likely more expensive, could help meet the County's climate goals and the federal government's Zero Emission Transit Fund could be a potential source of funding.

Public Engagement and Survey Findings

The study webpage, hosted on the County's engagement platform, was launched for the first phase of engagement on October 1, 2021. Project materials were uploaded to the webpage to provide an overview of the study and inform the public of the findings from the needs and opportunities assessment.

A public opinion survey was hosted on the Join in Dufferin engagement page from October 1-15, 2021. Hard-copy surveys were also distributed by County stakeholders. The survey included nine multiple choice questions and one open-ended question.

The survey had a good level of participation with a total of 209 responses. 170 of the responses were submitted via the Join in Dufferin platform and the remaining 39 responses were hard-copy surveys that were submitted to the project team via County stakeholders.

Exhibit A.1 shows the distribution of the home location of survey respondents in comparison to the municipality's population proportionate to the total population of Dufferin County. Shelburne, Mono and Amaranth have the great variances with Shelburne being over represented in the survey responses and Mono and Amaranth being underrepresented.

In analysing the responses, it should be kept in mind that the survey results may show bias toward transit needs and priorities of those living in Orangeville and

Shelburne, which are already served by transit via Orangeville Transit and Grey Transit Route. This does not align with part of the study objective to determine the need for transit in areas of the County that are not already served by transit.

Exhibit A.1: Survey Respondent Location Distribution

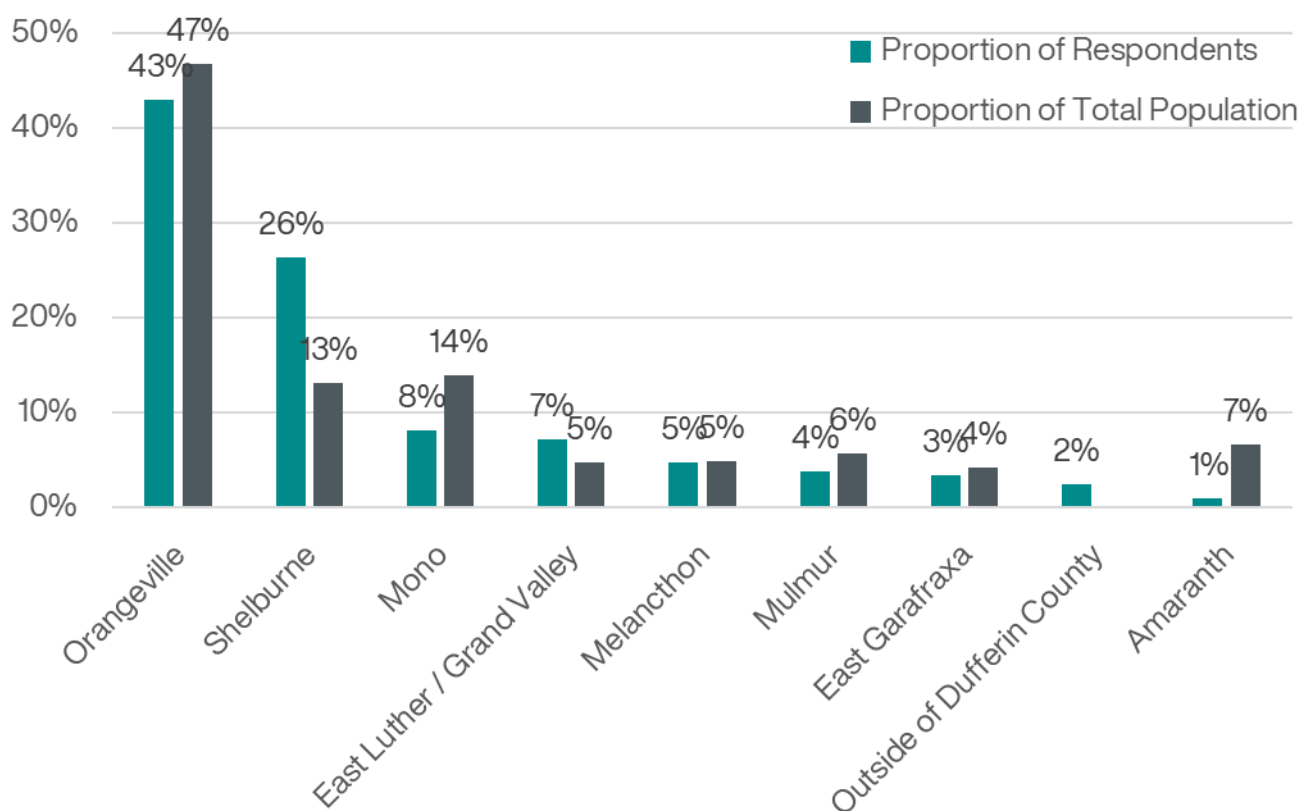
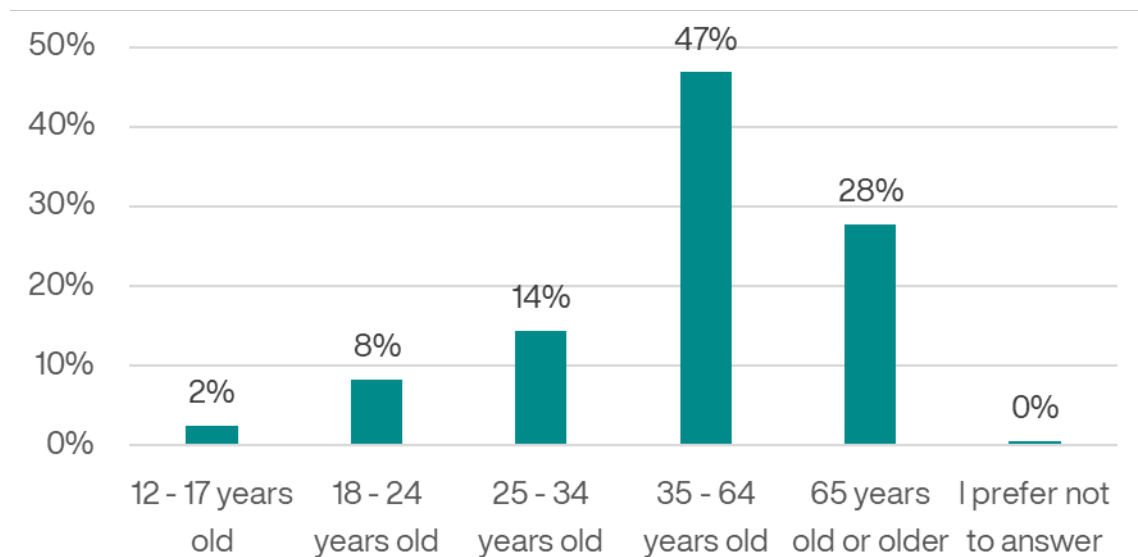


Exhibit A.2 shows the population distribution of the survey respondents. Majority of respondents were 35 years and older. Almost all of the hard-copy surveys were filled out by respondents aged 65 years and older, indicating the importance of providing an alternative to the online survey to engage with seniors in the County.

29% of survey participants indicated that they do not have access to a vehicle, while 18% inconsistently have access and 53% always have access.

Exhibit A.2: Survey Respondent Age Distribution



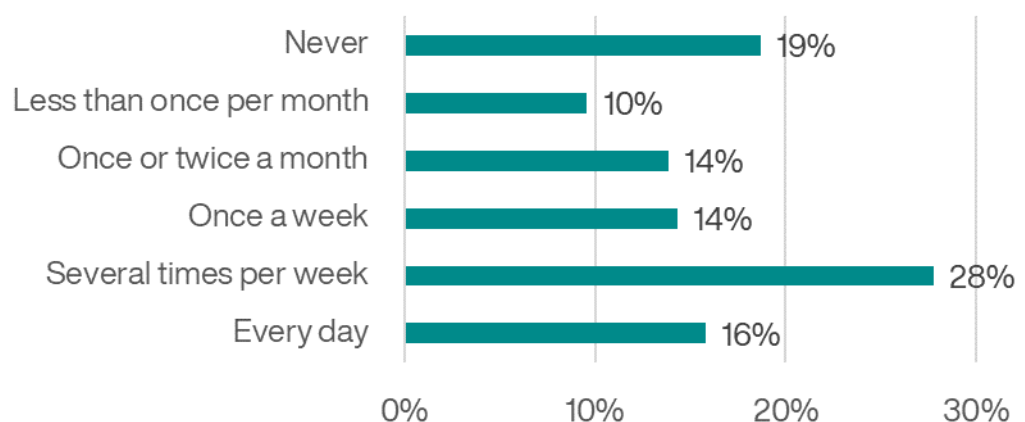
Transit Needs

89% of participants responded that they thought Dufferin County needs a transit service in addition to Orangeville's transit service.

Survey participants were asked, **"How often would you use public transit if it was introduced? Choose one option below."** Responses are summarized in Exhibit A.3, with majority (58%) of respondents indicating they would use public transit at least once a week if it was introduced. Some participants that responded that they would never use transit noted that they know family, friends and/or clients who would use transit if it was introduced.

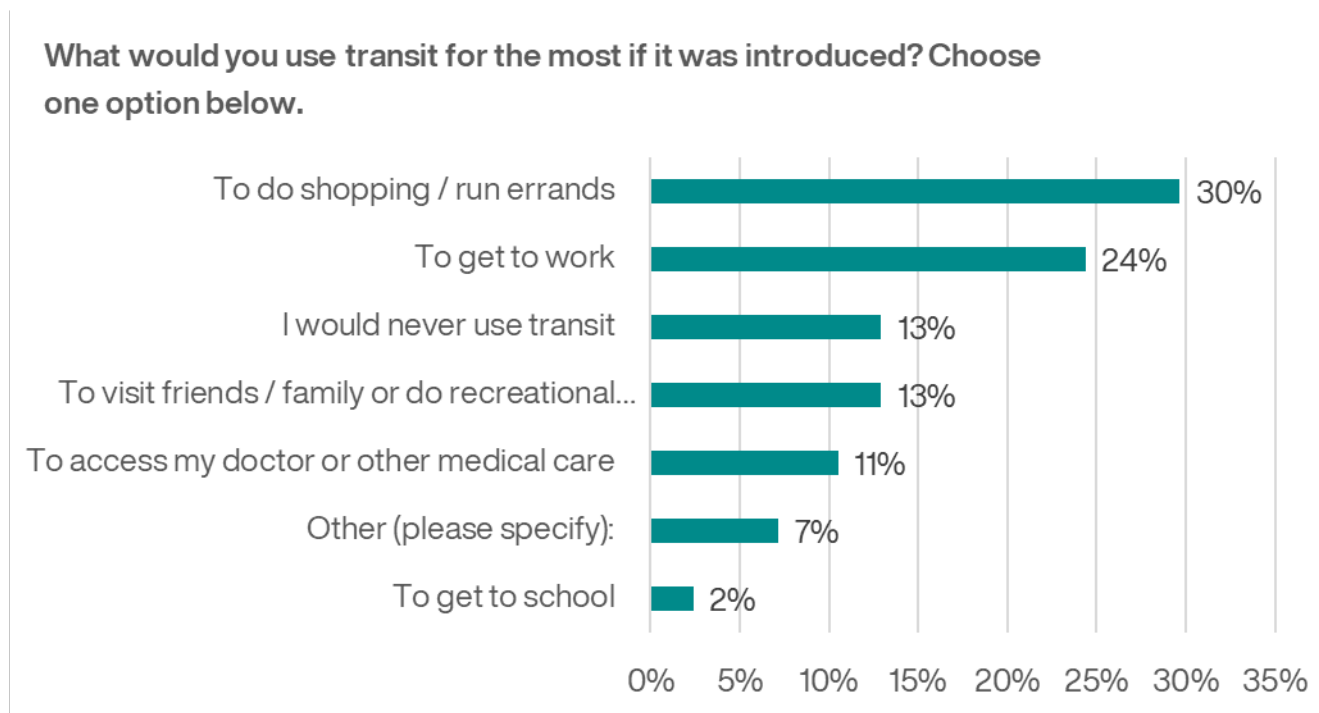
Exhibit A.3: Response to Predicted Transit Use

How often would you use public transit if it was introduced?



Survey participants were asked, **“What would you use transit for the most if it was introduced? Choose one option below.”** The top responses, as shown in Exhibit A.4, include to do shopping/run errands and to get to work. Of the respondents that selected “Other (please specify)”, their responses included: travel to/from appointments; to provide travel options for family members; to access GTA and the airport; and for shopping.

Exhibit A.4: Response to Predicted Purpose for Transit



Transit Preferences

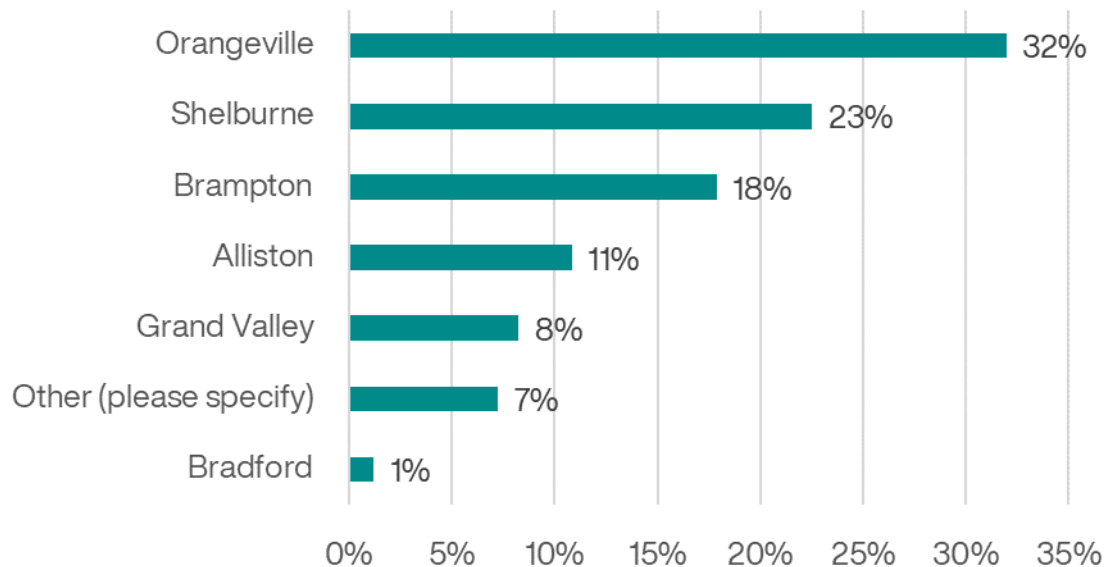
One of the questions was focused on gauging whether respondents are more interested in a fixed schedule or a door-to-door and on-demand transit service.

- 69% of respondents prefer transit to follow a fixed schedule, even if that means walking to a bus stop.
- 31% of respondents prefer transit to pick them up as close to their home as possible, even if that means the time the bus arrives varies.

Survey participants were asked, **“What destinations would be the most important for you to get to on transit if it was introduced? Choose up to 3.”** Orangeville and then Shelburne were selected as the top locations, as shown in Exhibit A.5.

Exhibit A.5: Response to Transit Destinations

What destinations would be the most important for you to get to on transit if it was introduced? Choose up to 3.



Respondents that selected “Other” specified interest in the following locations, with number of respondents indicated in parentheses:

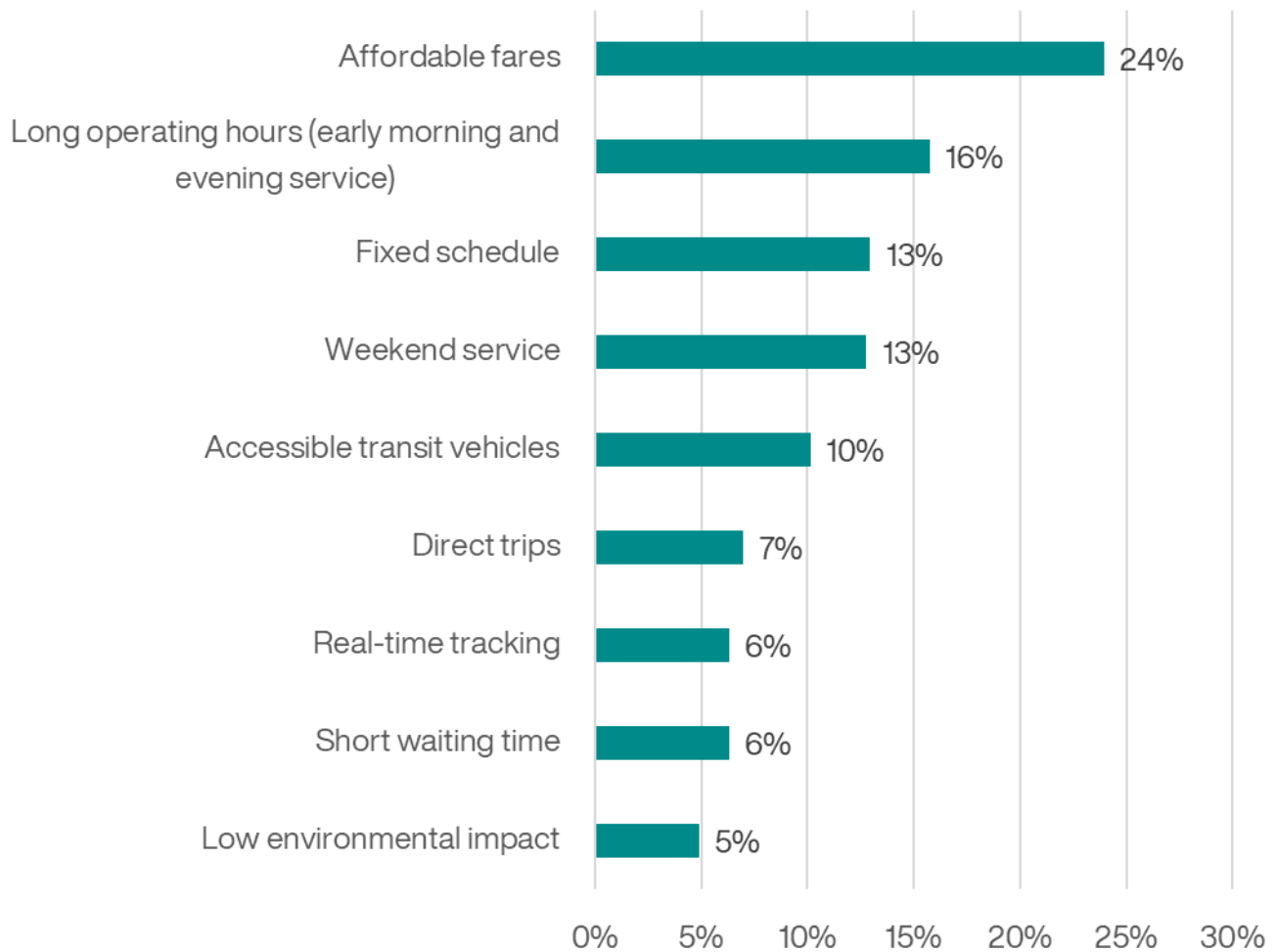
- Toronto and subway connections (10);
- Newmarket (4) and Barrie (3);
- Guelph (3), Fergus, and London/Cambridge;
- Mississauga (2), Vaughan and the airport;
- Dufferin County municipalities including Mono, Amaranth, and East Garafraxa; and
- Rural towns including Dundalk (2), Arthur, Erin and Creemore.

Survey participants were also asked, **“Which of the following transit characteristics would you consider to be the most important? Choose up to 3.”**

Responses are summarized in Exhibit A.6, with survey participants valuing affordable fares, long operating hours, fixed schedule, and weekend service the most. Respondents were less interested in a short waiting time and a low environmental impact.

Exhibit A.6: Response to Transit Characteristics

Which of the following transit characteristics would you consider to be the most important? Choose up to 3.



Lastly, survey respondents were asked, “If there is anything else you would like to share about a future transit service, please add it here.” Responses are summarized as follows:

- Connections between rural areas in the County and built-up areas (Orangeville, Shelburne) are very important for accessibility and maintaining community;
- Service within Shelburne and between the built-up areas of the County is important;

- Connections to GO service in Orangeville is important. Enhanced GO service is wanted in the County to reach Brampton faster;
- Weekend service would be beneficial;
- Transit service needs to be accessible; and
- There are some concerns with the feasibility of the service and cost to the County and tax payers.

Phase 2 Engagement

Phase 2 engagement focused on presenting the strategic framework, service delivery approaches, and service design options to the stakeholders and conducting a second public opinion survey on service preferences. The feedback from the stakeholders and public informed the selection of the preferred transit service design and the associated prioritization plan.

Stakeholder Engagement Session 2

The second stakeholder engagement session was held on October 27th, 2021 from 10:00 – 11:30 a.m. The session was hosted by IBI Group and the County of Dufferin on Microsoft Teams. 11 stakeholders attended the session and represented a variety of stakeholders in the County including: elected government, County departments, lower-tier municipal staff, community services, public health services, and regional economic development.

Stakeholders provided the following input during the engagement session:

- The vision does not explicitly address rural residents;
- Environmental considerations of a future transit service are important to the County, but it is understood that a future service would be more focused on providing essential transportation to residents who need it most. Including sustainability criteria in the tendering process is a consideration;
- Safety and reliability are of upmost importance to potential users. Reliability is understood in terms of expected wait times, receiving a vehicle on time when booked in advance, and consistent fares (i.e. a trip

between Grand Valley and Orangeville always costs the user the same price);

- Eligibility-based systems are not preferred because they can lead to further barriers in accessing transportation;
- A future service must be able to be booked without the use of a smartphone; and
- A future service should focus on providing service within Dufferin County only, unless a substantial number of survey respondents indicated a preference for service outside of the County.

Public Engagement and Survey Findings

A second public opinion survey was hosted on the Join in Dufferin engagement page from November 1-10, 2021. Hard-copy surveys were also distributed by County stakeholders. The survey included seven multiple choice questions and one open-ended question.

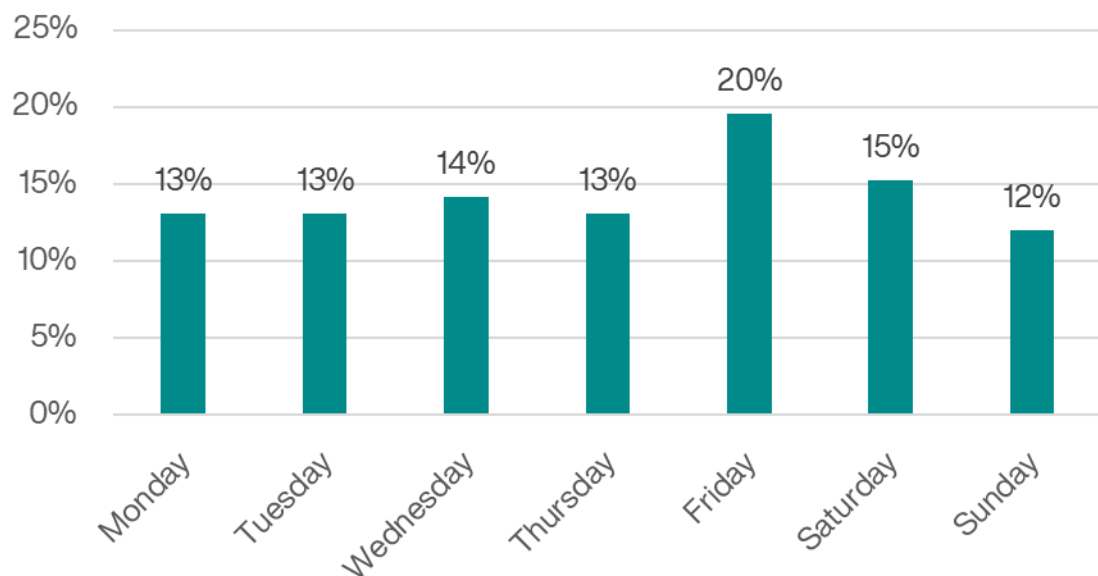
The second public opinion survey only received 22 responses. The responses are presented in the section with the acknowledgement that it does not represent a large enough sample of the County to inform substantive trends or conclusions.

Of the 22 respondents, 17 were 35-64 years old, two were 65 years or older, and the remaining three respondents were each in the younger age categories of 12-17, 18-24, and 24-34. 77% respondents indicated that they have access to a vehicle, while the remaining 23% have access sometimes, but not consistently.

Participants were asked, **“If Dufferin County introduces a public transit service, which days of the week would be most important for your travel needs?**

Choose up to 5 days.” Responses are summarized in Exhibit A.7. Friday and Saturday were selected as the most important days for the respondents’ travel needs.

Exhibit A.7: Response to Preferred Travel Day of the Week



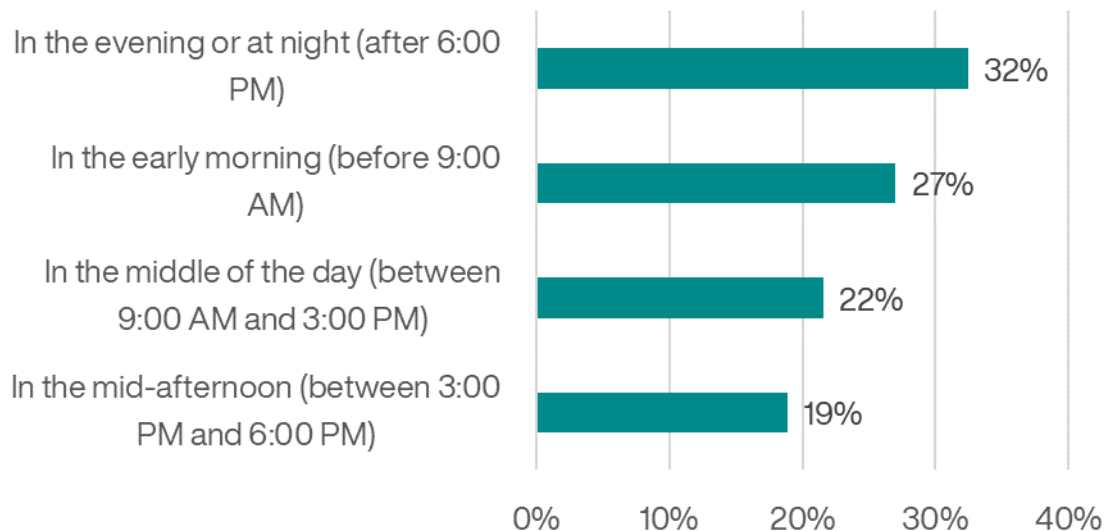
Participants were asked to indicate their preference on the frequency of service:

- 60% indicated that they need transit to run as many days of the week as possible, even if that means it doesn't run all day; and
- 40% indicated that they need transit to run all day and into the evening, even if that means it doesn't run every day of the week.

Participants were also asked, "**If Dufferin County introduces a public transit service, what time of day would you expect to use it most?** Choose up to 2 options." Responses are summarized in Exhibit A.8, with late evening and early morning selected as the most expected times of the day for transit use.

Exhibit A.8: Response to Expected Time of Use

If Dufferin County introduces a public transit service, what time of day would you expect to use it most? Choose up to 2 options.



The last two questions asked survey participants about their need for affordable fares and their position on a zone-based fare structure.

- 77% of participants indicated that they need fares to be affordable, even if that means I have to share a trip with others.
- 73% of participants agreed that longer trips should pay higher fares, and shorter trips should pay lower fares.



INFRASTRUCTURE & ENVIRONMENTAL SERVICES COMMITTEE MINUTES

Thursday, November 25, 2021 at 9:00 a.m.

The Committee met at 9:00 a.m. by video conference.

Members Present: Councillor Sandy Brown (Chair)
Warden Darren White
Councillor John Creelman
Councillor Bob Currie
Councillor Earl Hawkins
Councillor Wade Mills
Councillor Steve Soloman

Alternate Members Present: Councillor Debbie Sherwood

Members Absent: Councillor Andy Macintosh (prior notice)

Staff Present: Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Scott Burns, Director of Public Works/County Engineer
Rebecca Whelan, Deputy Clerk

Chair Brown called the meeting to order at 9:00 a.m.

LAND ACKNOWLEDGEMENT STATEMENT

Chair Brown shared the Land Acknowledgement Statement.

ROLL CALL

The Clerk verbally took a roll call of Councillors in attendance.

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

PUBLIC QUESTION PERIOD

There were no questions from the Public.

REPORTS

1. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #1
Amendment to Electric Vehicle Charging Station User Fees

A report from the Director of Public Works, dated November 25, 2021, to notify Committee of an amendment to the User Fees by-law for the use of County-owned electric vehicle charging stations.

Moved by Councillor Hawkins, seconded by Councillor Creelman

THAT Report, Amendment to Electric Vehicle Charging Station User Fees, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the user fee by-law be amended to the updated fee structure for the use of County-owned electric vehicle charging stations.

AND THAT the corresponding sections of the Electric Vehicle Policy be amended to reflect the changes to the user fee by-law.

-Carried-

2. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #2
Electric Vehicle Charging Network – Update and MOU November 2021

A report from the Director of Public Works, dated November 25, 2021, to update Committee on progress related to the development of a Dufferin electric vehicle (EV) charging network, *Charge Up in Dufferin*.

Moved by Councillor Mills, seconded by Councillor Creelman

THAT Report, Electric Vehicle Charging Network – Update November 2021, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the Memorandum of Understanding between the County and each local municipality and/or property owner be approved in substantial form.

-Carried-

3. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #3
Capital Project Update – November 2021

A report from the Director of Public Works, dated November 25, 2021, to provide Committee and Council with an update regarding the 2021 Public Works - Transportation Capital Projects.

Moved by Councillor Mills, seconded by Councillor Hawkins

THAT Report, Capital Project Update – November 2021, from the Director of Public Works/County Engineer, dated November 25, 2021 be received.

-Carried-

4. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #4
Dufferin County Forest Recreational Use Policy Public Review

A report from the Director of Public Works, dated November 25, 2021, to provide Committee and Council with information on the planned process to review the Recreational Use Policy for the Dufferin County Forest.

Moved by Councillor Creelman, seconded by Councillor Solomon

THAT Report, Dufferin County Forest Recreational Use Policy Public Review, dated November 25, 2021 from the Director of Public Works/County Engineer be received.

-Carried-

ADJOURNMENT

The meeting adjourned at 9:18 a.m.

NEXT MEETING: To be determined
Video Conference

Respectfully submitted,

.....
Councillor Sandy Brown, Chair
Infrastructure & Environmental Services Committee



GENERAL GOVERNMENT SERVICES COMMITTEE MINUTES

Thursday, November 25, 2021 at 11:00 a.m.

The Committee met at 11:00 a.m. by video conference.

Members Present: Councillor John Creelman (Chair)
Warden Darren White
Councillor Guy Gardhouse
Councillor Chris Gerrits
Councillor Wade Mills
Councillor Philip Rentsch (joined at 11:13 a.m.)
Councillor Steve Soloman

Alternate Members Present: Councillor Debbie Sherwood

Members Absent: Councillor Andy Macintosh (prior notice)

Staff Present: Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Aimee Raves, Manager of Corporate Finance,
Treasurer
Peter Routledge, Manager of Information Technology
& Geographic Information Systems

Chair Creelman called the meeting to order at 11:00 a.m.

LAND ACKNOWLEDGEMENT STATEMENT

Chair Creelman shared the Land Acknowledgement Statement.

ROLL CALL

The Clerk verbally took a roll call of the Councillors in attendance.

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

PUBLIC QUESTION PERIOD

There were no questions from the Public.

REPORTS

1. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #1
Municipal Emergency Readiness Fund Grant Request - Grand Valley

A report from the Emergency Management Coordinator, dated November 25, 2021, to present a grant request to committee and council for funding to assist with acquisition and installation of a back-up generator and automatic transfer switch at the Grand Valley and District Community Centre.

Moved by Councillor Gerrits, seconded by Councillor Gardhouse

THAT the report of the Emergency Management Coordinator dated November 25, 2021, regarding a Municipal Emergency Readiness Fund Grant Request – Grand Valley be received;

AND THAT, a grant in the amount of \$10,000 to purchase and install a backup generator and automatic transfer switch for the Town of Grand Valley, be approved.

-Carried-

Councillor Rentsch joined at 11:13 a.m.

2. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #2
Streamline County IT/GIS Services with Local Municipalities

A report from the Manager of Information Technology & Geographic Information Systems, dated November 25, 2021, to provide Council with an update on Strategic Action Plan Item Service Efficiency and Value 2.2. Streamline County IT/GIS Services with local municipalities.

Moved by Councillor Mills, seconded by Councillor Sherwood

THAT the Report from the Manager of Information Technology & Geographic Information Systems dated November 25, 2021 titled Streamline County IT/GIS services with local municipalities, be received;

AND THAT an updated IT phased-in cost recovery model, reflecting 35% for the first year, 65% for the second year and 100% for the third year, be adopted;

AND THAT a permanent IT/GIS partner working group be established and that the terms of reference includes an annual report to committee;

AND THAT new memoranda of understanding with municipal partners be created reflecting the new costing model;

AND THAT the Manager of Information Technology & Geographic Information Systems continue to work with the current partners to determine options to phase in the new agreements;

AND THAT staff report back to the committee with an update in January 2022.

-Carried-

3. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #3
2022 Development Charge Indexing

A report from the Manager of Corporate Finance, Treasurer, dated November 25, 2021, to provide Council with information related to the 2022 Development Charge Index.

Moved by Councillor Gardhouse, seconded by Councillor Gerrits

THAT the report of the Manager of Corporate Finance, Treasurer, dated November 25, 2021, regarding 2022 Development Charge Indexing be received.

-Carried-

4. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #4
OMERS Performance 2020

A report from the Chief Administrative Officer, dated November 25, 2021, to provide Committee and Council with information regarding concerns about OMERS investment performance in 2020.

Moved by Warden White, seconded by Councillor Mills

THAT the Report from the Chief Administrative Officer dated November 25, 2021 with respect to OMERS performance 2020 be received;

AND THAT Dufferin County Council support the call from the City of Toronto on July 14, 2021 for greater disclosure from OMERS with respect to investment performance and management;

AND THAT, staff be directed to notify OMERS and CUPE Ontario of Council's support for the City of Toronto resolution;

AND THAT, staff be directed to notify CUPE Ontario that Council does not also support the request for an independent third party review.

Moved by Councillor Rentsch, seconded by Councillor Gerrits IN AMENDMENT

AND THAT, staff be directed to notify CUPE Ontario that Council also supports the request for an independent third party review.

-Carried-

MAIN MOTION AS AMENDED:

THAT the Report from the Chief Administrative Officer dated November 25, 2021 with respect to OMERS performance 2020 be received;

AND THAT Dufferin County Council support the call from the City of Toronto on July 14, 2021 for greater disclosure from OMERS with respect to investment performance and management;

AND THAT, staff be directed to notify OMERS and CUPE Ontario of Council's support for the City of Toronto resolution;

AND THAT, staff be directed to notify CUPE Ontario that Council does also support the request for an independent third party review.

-Carried-

ADJOURNMENT

The meeting adjourned at 11:32 a.m.

NEXT MEETING: To be determined
Video Conference

Respectfully submitted,

.....
Councillor John Creelman, Chair
General Government Services Committee

COMMUNITY DEVELOPMENT AND TOURISM COMMITTEE MINUTES

Thursday, November 25, 2021 at 3:00 p.m.

The Committee met at 3:00 p.m. by video conference.

Members Present: Councillor Janet Horner (Chair)
Warden Darren White
Councillor Sandy Brown (joined at 3:06 p.m.)
Councillor Bob Currie
Councillor Chris Gerrits
Councillor Fred Nix

Members Absent: Councillor Steve Anderson

Staff Present: Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Cody Joudry, Director of Development and Tourism
Karisa Downey, Manager of Economic Development
Terrilyn Kunopaski, Tourism Manager

Chair Horner called the meeting to order at 3:01 p.m.

LAND ACKNOWLEDGEMENT STATEMENT

Chair Horner shared the Land Acknowledgement Statement.

ROLL CALL

The Clerk verbally took a roll call of Councillors in attendance.

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

PUBLIC QUESTION PERIOD

There were no questions from the Public.

PRESENTATION

1. COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #1
Economic Development & Tourism Staffing and Workplan

The Manager of Economic Development, Tourism Manager and Director of Development & Tourism provided a presentation to update the committee regarding the Economic Development & Tourism staffing and workplan. They discussed current projects, capacity, expectations and the impacts of COVID-19 on the workforce and community. A copy of the report/presentation will be circulated to the committee.

Councillor Brown joined at 3:06 p.m. during the presentation.

REPORTS

2. COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #2
Future of Economic Development Fund

A report from the Manager of Economic Development, dated November 25, 2021, to discuss the future of the Economic Development Fund.

Moved by Warden White, seconded by Councillor Gerrits

THAT the report of the Manager, Economic Development, dated November 25, 2021, with respect to the Economic Development Fund be received;

AND THAT the Economic Development fund be evaluated as to the community benefits generated;

AND THAT staff work with the local municipalities to use the Economic Development fund to build capacity and assist in realizing common objectives throughout the County.

-MOTION LOST-

Moved by Councillor Currie, seconded by Councillor Brown

THAT the report of the Manager, Economic Development, dated November 25, 2021, with respect to the Economic Development Fund be received;

AND THAT the Economic Development Fund be discontinued;

AND THAT staff address options to support local economic development through Economic Development Strategy Update.

-MOTION LOST-

3. **COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #3**
Lake Erie Source Protection Committee (SPC) – Nomination for Municipal Representative

A report from the Director of Development and Tourism, dated November 25, 2021, to get Council support of the nomination of John Sepulis as the Municipal Representative for Halton Region, Dufferin, Grey, and Wellington Counties on the Lake Erie Source Protection Committee (SPC).

Moved by Councillor Nix, seconded by Councillor Gerrits

THAT the report from the Director of Development and Tourism, dated November 25, 2021, regarding Lake Erie Source Protection Committee – Nomination for Municipal Representative, be received;

AND THAT the nomination for John Sepulis as the Municipal Representative for Dufferin County be supported.

-Carried-

4. **COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #4**
Planning Services & Staffing

A report from the Director of Development and Tourism, dated November 25, 2021, to provide information on the County's planning services responsibilities, comparison data with other upper-tier Counties, and proposal to bring all day-to-day planning inhouse.

Moved by Councillor Gerrits, seconded by Warden White

THAT the report of the Director of Development and Tourism, dated November 25, 2021, with respect to the Planning Responsibilities and Staffing be received;

AND THAT the Planning Manager position be included in the 2022 Draft Budget as outlined in Scenario 2.

-MOTION LOST-

Moved by Councillor Gerrits, seconded by Councillor Brown

THAT the report of the Director of Development and Tourism, dated November 25, 2021, with respect to the Planning Responsibilities and Staffing be received.
-Carried-

CORRESPONDENCE

5. COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #5
Dufferin County Municipal Comprehensive Review- Town Urban Boundary Expansion

Correspondence from Gladki Planning Associates dated November 17, 2021 regarding the Dufferin County Municipal Comprehensive Review – Town Urban Boundary Expansion, 133184 Sideroad 28-29, Town of Grand Valley.

Moved by Warden White, seconded by Councillor Nix

THAT the correspondence from Gladki Planning Associates dated November 17, 2021 regarding the Dufferin County Municipal Comprehensive Review – Town Urban Boundary Expansion, 133184 Sideroad 28-29, Town of Grand Valley, be received.

-Carried-

ADJOURNMENT

The meeting adjourned at 5:00 p.m.

NEXT MEETING: To be determined
Video Conference

Respectfully submitted,

.....

Councillor Janet Horner, Chair
Community Development and Tourism Committee

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW 2021-42

A BY-LAW TO APPOINT A CHIEF BUILDING OFFICIAL AND TO REPEAL BY-LAW #2021-30 (Rebecca L. Montyro)

WHEREAS subsection 3.(2) of the Building Code Act, 1992, S.O. 1992, c. 23, as amended, directs the council of each municipality to appoint a Chief Building Official and such Inspectors as are necessary for the enforcement of the Building Code Act, 1992 in the areas in which the municipality has jurisdiction;

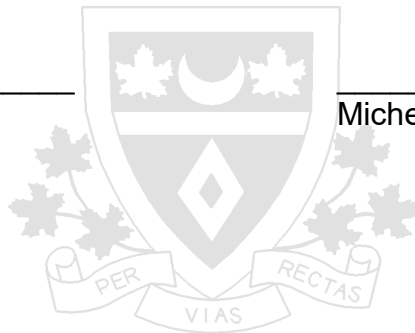
NOW THEREFORE BE IT ENACTED BY THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AS FOLLOWS:

1. That Rebecca L. Montyro is hereby appointed Chief Building Official for the Corporation of the County of Dufferin.
2. The Chief Building Official shall perform the duties in accordance with provincial legislation and regulations and the approved policies of the County of Dufferin.
3. This by-law shall come into force and take effect on December 9, 2021, and shall be in effect until a successor has been appointed.
4. By-Law 2021-30 is hereby repealed.

READ a first, second and third time and finally passed this 9th day of Decmeber, 2021.

Warden

Michelle Dunne, Clerk



CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2021-43

A BY-LAW TO AMEND BY-LAW 2021-15, BEING A BY-LAW TO ADOPT A CODE OF CONDUCT FOR MEMBERS OF COUNCIL

WHEREAS the Municipal Act, S.O., 2001, Section 223.2(1) requires municipalities to establish codes of conduct for members of the council of the municipality and of local boards of the municipality;

AND WHEREAS Section 5 (3) of the Municipal Act, 2001, as amended, provides that municipal powers shall be exercised by by-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN ENACTS AS FOLLOWS:

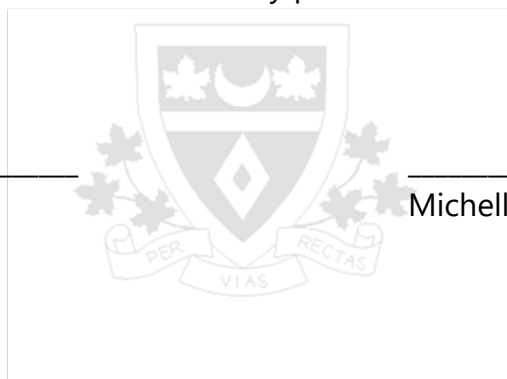
1. That the code of conduct be amended by adding the following:

Corporate Policies	1.21	Members are required to observe the terms of all policies and procedures established by Council.
--------------------	------	--

2. This by-law shall come into full force and effect on the day of its passing.

READ a first, second and third time and finally passed this 9th day of December, 2021.

Warden



Michelle Dunne, Clerk

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2021-44

A BY-LAW TO AMEND BY-LAW 2015-41, FEES AND CHARGES FOR SERVICES AND ACTIVITIES PROVIDED BY THE COUNTY OF DUFFERIN. (Schedule "C" – Public Works)

WHEREAS the Municipal Act, 2001, S.O. 2001, c. 25, S. 391 provides that municipalities may pass by-laws imposing fees or charges on any class of persons.

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN ENACTS AS FOLLOWS:

1. That Schedule "C" be amended by deleting the following:

Service	Fee
Electric vehicle charging – once vehicle is fully charged	\$5/hour after a 20 minute grace period

2. And that Schedule "C" be further amended by adding the following:

Service	Fee
Electric vehicle charging – level-2 stations - once vehicle is fully charged	\$2/hour
Electric vehicle charging – level-3 stations – once vehicle is fully charged	\$5/hour

3. This by-law shall come into full force and effect on the day of its passing.

READ a first, second and third time and finally passed this 9th day of December, 2021.

Warden



Michelle Dunne, Clerk

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2021-XX

A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AT ITS MEETING HELD ON DECEMBER 9, 2021.

WHEREAS Section 5 (1) of the *Municipal Act, 2001*, as amended, provides that the powers of a municipality shall be exercised by its Council;

AND WHEREAS Section 5 (3) of the *Municipal Act, 2001*, as amended, provides that municipal powers shall be exercised by by-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN ENACTS AS FOLLOWS:

1. All actions of the Council of the Corporation of the County of Dufferin at its meetings held on December 9, 2021 in respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Warden of the Council and the proper officers of the Corporation of the County of Dufferin are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

READ a first, second and third time and finally passed this 9th day of December, 2021.

Warden



Michelle Dunne, Clerk