



## **COUNCIL MEETING AGENDA**

**Thursday, January 12, 2023 at 7:00 p.m.**

**By video conference** – The meeting will be live streamed on YouTube at the following link:  
<https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>

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### **1. ROLL CALL**

Verbal roll call by the Clerk.

### **2. APPROVAL OF THE AGENDA**

THAT the Agenda and any Addendum distributed for the January 12, 2023 meeting of Council, be approved.

### **3. DECLARATION OF INTEREST BY MEMBERS**

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

### **4. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

THAT the minutes of the regular meeting of Council of October 13, 2022, and the minutes of the Inaugural Meeting of Council of December 8, 2022, be adopted.

### **5. PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

#### **5.1. Presentation: Source Water Protection Plan Amendments**

Ilona Feldmann, Grand River Conservation Authority, and Ryan Post, Nottawasaga Valley Conservation Authority, will be in attendance to discuss Source Water Protection Plan agreement amendments and request Council's support.

**5.2. Presentation: Hills of Headwaters Collaborative**

A presentation from the Hills of Headwaters Collaborative regarding the Hills of Headwaters Ontario Health Team Collaborative Agreement update.

**6. PUBLIC QUESTION PERIOD**

To submit your request to ask a question, please contact us at [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 4:30 p.m. on January 11, 2023.

**7. PRESENTATION AND CONSIDERATIONS OF REPORTS**

**7.1. Diversity, Equity and Inclusion Community Advisory Committee Minutes – October 12, 2022**

Minutes from the Diversity, Equity and Inclusion Community Advisory Committee meeting held on October 12, 2022.

THAT the minutes of the Diversity, Equity and Inclusion Community Advisory Committee meeting held on October 12, 2022, be adopted.

**7.2. Manager of Corporate Finance, Treasurer’s Report – 2022 Reserve Contributions**

A report from the Manager of Corporate Finance, Treasurer, dated January 12, 2023, to seek Council permission to reallocate funds to and from specific reserves for the year ending 2022.

**THAT the report of the Manager of Corporate Finance, Treasurer, dated January 12, 2023, regarding 2022 Reserve Contributions, be received,**

**AND THAT the following 2022 reserve transfers be approved:**

Reserve for Housing Programming	\$200,000
Reserve for Waste Services	\$500,000
Reserve for Children’s Services	\$350,000
Reserve for Roads Rehabilitation	-\$159,257
Reserve for Roads Equipment	-\$960,000

**7.3. Manager of Corporate Finance, Treasurer's Report – 2023 Development Charges Indexing**

A report from the Manager of Corporate Finance, Treasurer, dated January 12, 2023, to inform Council of the Development Charge rates for 2023 based on annual indexing per the Bylaw 2022-28 Development Charges.

THAT the report of the Manager of Corporate Finance, Treasurer, dated January 12, 2023, regarding 2023 Development Charge Indexing, be received.

**7.4. Manager of Corporate Finance, Treasurer and Procurement Manager's Report – Fourth Quarter Procurement Report**

A report from the Manager of Corporate Finance, Treasurer, and the Procurement Manager, dated January 12, 2023, 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).

THAT the Fourth Quarter Procurement Report, from the Manager of Corporate Finance, Treasurer and the Procurement Manager, dated January 12, 2023, be received.

**7.5. Administrator of Dufferin Oaks' Report – Amendment to Medical Director Agreement**

A report from the Administrator of Dufferin Oaks, dated January 12, 2023, to outline required changes to the Medical Director agreement to ensure compliance with legislation.

THAT the report of the Administrator, dated January 12, 2023 regarding the Medical Director for Dufferin Oaks, be received;

AND THAT the Warden and Clerk be authorized to sign the Memorandum of Agreement – Medical Director for the term October 1, 2022 to March 31, 2026.

**7.6. MCR Phase II OPA – Schedule B, C, and E Changes**

**7.6.1. Township of East Garafraxa**

Correspondence from the Township of East Garafraxa, dated January 6, 2023, regarding the Municipal Comprehensive Review process.

**7.6.2. Director of Development and Tourism’s Report**

A report from the Director of Planning and Tourism, dated January 12, 2023, to present the proposed second Official Plan Amendment (OPA) for the Dufferin County Municipal Comprehensive Review (MCR) to County Council for their review.

THAT the report of the Director of Development and Tourism, titled MCR Phase II OPA - Schedule B, C, and E Changes, dated January 12, 2023, be received;

AND THAT staff be directed to host a statutory public open house and receive comments from local municipal Councils;

AND THAT staff be directed to, following receiving feedback and conducting the public open house, submit the draft MCR Phase II OPA - Schedule B, C, and E Changes and related draft OPA to the Province for review.

**7.7. Chief Administrative Officer’s Report – Service Optimization and Workforce Strategy Update – Space Needs Assessment**

A report from the Chief Administrative Officer, dated January 12, 2023, to recommend deferring consideration of the proposed upgrades to both the Edelbrock Centre and 55 Zina Street that were presented to County Council in September 2022 (report and proposal attached) until a further review of all facilities, space requirements and future options is completed.

THAT the report of the Chief Administrative Officer, dated January 12, 2023, regarding Service Optimization and Workforce Strategy Update- Space Needs Assessment (deferred from September 8, 2022) be received;

AND THAT the matter be further deferred until such time as a further review of all facilities including future requirements and options for surplus/under-utilized and tenant occupied/vacant space is completed;

AND THAT staff be directed to report back on this matter by no later than April, 2023.

**7.8. Chief Administrative Officer’s Report – Budget Presentation**

A presentation from the Chief Administrative Officer to provide an overview of the draft 2023 budget.

**8. CORRESPONDENCE**

**9. NOTICE OF MOTIONS**

**10. MOTIONS**

**11. CLOSED SESSION**

**11.1. Closed Session Minutes –Municipal Act Section 239 (2)(d) – Labour relations or employee negotiations**

Closed session minutes from the October 13, 2022 Council meeting.

**12. BY-LAWS**

2023-01 A by-law to authorize the borrowing of money to meet current expenditures of the Corporation of the County of Dufferin during the year 2023.

Authorization: Council – January 12, 2023

2023-02 A by-law to ratify the actions of the Warden and Clerk for executing an agreement between the Corporation of the County of Dufferin and Services and Housing in the Province. (Lease Agreement – Mel Lloyd Centre)

Authorization: Council – January 12, 2023

- 2023-03 A by-law to ratify the actions of the Warden and Clerk for executing an agreement between the Corporation of the County of Dufferin and Services and Housing in the Province. (Lease Agreement – 53 Zina St, Orangeville)  
Authorization: Council – January 12, 2023
- 2023-04 A by-law to authorize the Warden and Clerk to execute an agreement between the Corporation of the County of Dufferin and Dr. Gursharan Soor. (Medical Director for Dufferin Oaks Home Long Term Care Home)  
Authorization: Council – January 12, 2023
- 2023-05 A by-law to amend By-Law 2017-39, being a by-law to govern the lands known as the Dufferin County Forest. (Amend to include Dufferin Rail Trail & replace Schedule A)  
Authorization: Infrastructure & Environmental Services – September 22, 2022

THAT By-laws 2023-01 through to 2023-05, inclusive, be read a first, second and third time and enacted.

**13. OTHER BUSINESS**

**14. CONFIRMATORY BY-LAW**

- 2023-xx A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on January 12, 2023.

THAT By-law 2023-xx be read a first, second and third time and enacted.

**15. ADJOURNMENT**

THAT the meeting adjourn.



**DUFFERIN COUNTY COUNCIL MINUTES**  
**Thursday, October 13, 2022 at 7:00 p.m.**  
**Video Conference**

**Council Members Present:**

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

**Alternate Council Members Present:**

Councillor Heather Foster (Amaranth)

**Council Members Absent:**

Councillor Bob Currie (Amaranth) (prior notice)

**Staff Present:**

Sonya Pritchard, Chief Administrative Officer  
Michelle Dunne, Clerk  
Rebecca Whelan, Deputy Clerk  
Scott Burns, Director of Public Works/County Engineer  
Cody Joudry, Director of Development & Tourism  
Rohan Thompson, Director of People & Equity  
Anna McGregor, Director of Community Services  
Brenda Wagner, Administrator of Dufferin Oaks  
Aimee Raves, Manager of Corporate Finance, Treasurer  
Tom Reid, Chief Paramedic  
Silva Yousif, Senior Planner

Warden Mills called the meeting to order at 7:02 p.m.

Warden Mills 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. The Inaugural Meeting of Council and Election of the Warden will take place on December 8, 2022 at 6:00 p.m. at Monora Park.

1. **LAND ACKNOWLEDGEMENT STATEMENT**

Warden Mills shared the Land Acknowledgement Statement.

2. **ROLL CALL**

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

3. **APPROVAL OF THE AGENDA**

**Moved by Councillor Gerrits, seconded by Councillor Macintosh**

**THAT the Agenda and any Addendum distributed for the October 13, 2022 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 Hawkins, seconded by Councillor Horner**

**THAT the minutes of the regular meeting of Council of September 8, 2022, be adopted.**

**-Carried-**

**PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

6. **Proclamation: Circular Economy Month – October 2022**

Warden Mills proclaimed the month of October 2022 as Circular Economy Month in the County of Dufferin.



7. **Proclamation: International Day for the Eradication of Poverty – October 17, 2022**

Warden Mills proclaimed October 17, 2022 as International Day to Eradicate Poverty in the County of Dufferin.

8. **Proclamation: National Housing Day – November 22, 2022**

Warden Mills proclaimed November 22, 2022 as National Housing Day in the County of Dufferin.

9. **Delegation: Blackwoods Partners Inc. on behalf of OPTrust Amaranth 6 Inc.**

Pitman Patterson (Borden Ladner Gervais LLP), Tas Candaras (A.M. Candaras Assoc.), Minesh Dave (Blackwood Partners), on behalf of OPTrust Amaranth 6 Inc., delegated regarding the installation storm sewers at the development site on County Road 11. Blackwoods Partners Inc. requested that Council consider the east side of County Road 11 for the installation of the storm sewers.

Councillor Nix left the meeting at 7:36 p.m. and rejoined at 7:38 p.m.

**Moved by Councillor Gerrits, seconded by Councillor Foster**

**THAT staff be directed to proceed with a review of the engineered drawings provided for the installation of the storm sewer on the east side of County Road 11 for the OPTrust Development.**

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

	Yay	Nay
Councillor Anderson (1)	x	
Councillor Brown (7)	x	
Councillor Creelman (3)	x	
Councillor Foster (1)	x	
Councillor Gardhouse (2)	x	
Councillor Gerrits (1)	x	
Councillor Hawkins (1)	x	
Councillor Horner (1)	x	
Councillor Macintosh (7)	x	
Councillor Mills (2)	x	
Councillor Nix (2)	x	

	Yay	Nay
Councillor Rentsch (1)	x	
Councillor Soloman (1)	x	
Councillor White (2)	x	
Total (32)	32	0
	<b>-CARRIED-</b>	

Councillor Foster and Councillor Gerrits left the meeting at 7:52 p.m.

10. **Delegation: Enfinite**

Jason White, Chief Operating Officer, and Mike Schoenenberger, Director of Engineering, Enfinite, delegated to Council to provide information about a proposed Orangeville Transformer Station project.

11. **Delegation: Josh MacEwan**

Josh MacEwan delegated to Council regarding his concerns regarding the Diversity, Equity and Inclusion Community Advisory Committee (DEICAC) oversight. He is recommending a full selection process for the new term, more training for the Committee members, recording the meetings and publishing them on YouTube, referring policies to DEICAC for examination, and reducing the Committee meeting frequency.

12. **PUBLIC QUESTION PERIOD**

Dr. Jeanne-Marie White expressed her concerns regarding public health safety with the current level of deforestation. She noted that the Canadian Climate Institute recently warned about lower incomes and a choice between higher taxes or lower government services as a result of increasing climate catastrophes.

Dr. White advised she spoke with Sara MacRae, Manager of Climate and Energy at Dufferin County, and discussed what the County of Dufferin is currently doing to address climate change.

Warden Mills noted this is an important issue to bring forward. The projects this Council is working on will carry over to the next Council. Warden Mills suggested Dr. White continue to be engaged in conversation with the Manager of Climate and Energy.

## **PRESENTATION AND CONSIDERATIONS OF REPORTS**

13. **Infrastructure and Environmental Services Minutes – September 22, 2022**

**Moved by Councillor Creelman, seconded by Councillor Soloman**

**THAT the minutes of the Infrastructure and Environmental Services meeting held on September 22, 2022, and the recommendations set out, be adopted.**

**-Carried-**

14. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – September 22, 2022  
ITEM #1 – Rural Water Quality Program Contract Extension

THAT Report, Rural Water Quality Program Contract Extension, dated September 22, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT the Dufferin County renew the current agreement with the Grand River Conservation Authority to deliver the Dufferin Rural Water Quality Program on the County's behalf for one year to December 31, 2023.

15. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – September 22, 2022  
ITEM #2 – Dufferin County Forest Advisory Team Minutes – August 25, 2022

THAT the minutes of the Dufferin County Forest Advisory Team meeting of August 25, 2022, be adopted.

16. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – September 22, 2022  
ITEM #3 – Dufferin County Outdoor Recreation Plan

THAT the Report, Dufferin County Outdoor Recreation Plan, dated September 22, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT the Dufferin County Outdoor Recreation Plan be approved;

AND THAT staff be directed to update the applicable by-law in accordance with the approved plan.

17. **General Government Services Minutes – September 22, 2022**

**Moved by Councillor Brown, seconded by Councillor Nix**

**THAT the minutes of the General Government Services meeting held on September 22, 2022, and the recommendations set out, be adopted.**

**-Carried-**

18. GENERAL GOVERNMENT SERVICES – September 22, 2022 – ITEM #1  
Comprehensive Emergency Management Program By-law

THAT the report of the Manager – Preparedness and 911, dated September 22, 2022, with respect to a Comprehensive Emergency Management Program By-law, be received;

AND THAT the attached By-law be adopted;

AND THAT by-law 2021-39 be repealed.

19. GENERAL GOVERNMENT SERVICES – September 22, 2022 – ITEM #2  
Workforce Planning and Service Optimization Strategy -Remote Work Policy

THAT the report of the Director of People & Equity, dated September 22, 2022, with respect to the Remote Work Policy, be received;

AND THAT the Remote Work Policy #2-4-18 be approved.

20. GENERAL GOVERNMENT SERVICES – September 22, 2022 – ITEM #3  
Electronic Monitoring Policy

THAT the report of the Director of People & Equity, dated September 22, 2022, with respect to the Electronic Monitoring Policy, be received;

AND THAT the Electronic Monitoring Policy #2-4-19 be approved.

21. **Health and Human Services Minutes – September 22, 2022**

**Moved by Councillor Horner, seconded by Councillor Macintosh**

**THAT the minutes of the Health and Human Services meeting held on September 22, 2022, and the recommendations set out, be adopted.**

**-Carried-**

22. HEALTH & HUMAN SERVICES – September 22, 2022 – ITEM #1  
Fixing Long Term Care Act

THAT the report of the Administrator, dated September 22, 2022, with regards to the Fixing Long Term Care Act, be received.

23. HEALTH & HUMAN SERVICES – September 22, 2022 – ITEM #2  
Ministry of Health, Ambulance Service Review Final Report

THAT the report of the Chief, dated September 22, 2022, with regards to the Dufferin County Paramedic Services, be received.

24. **Community Development & Tourism Minutes – September 22, 2022**

**Moved by Councillor White, seconded by Councillor Gardhouse**

**THAT the minutes of the Community Development and Tourism meeting held on September 22, 2022, and the recommendations set out, excluding Item #1 – Municipal Comprehensive Review Phase II – Mapping and Boundary Adjustments, be adopted.**

**-Carried-**

25. COMMUNITY DEVELOPMENT & TOURISM – September 22, 2022 – ITEM #2  
MoD Strategic Priorities

THAT the report of the Director of Development and Tourism, "MoD Strategic Priorities", dated September 22, 2022, be received;

AND THAT the foundational priorities identified be approved:

1. Become a Storyteller
2. Centre the Visitor Experience
3. Reach Out into the Community
4. Safeguard our Collections.

26. COMMUNITY DEVELOPMENT & TOURISM – September 22, 2022 – ITEM #3  
One Year Department Overview

THAT the report of the Director of Development and Tourism, "One Year Department Overview", dated September 22, 2022, be received;

AND THAT the Tourism/Museum Manager position be changed to focused on museum services and renamed Museum Services Manager.

27. COMMUNITY DEVELOPMENT & TOURISM – September 22, 2022 – ITEM #1  
MCR Phase II – Mapping and Boundary Adjustments

**Moved by Councillor Gardhouse, seconded by Councillor Macintosh**

**THAT the report of the Director of Development and Tourism, "MCR Phase II – Mapping and Boundary Adjustments", dated September 22, 2022, be received;**

**AND THAT Council authorize staff to proceed with the MCR project as outlined in this report.**

**-Carried-**

28. **Moved by Councillor Gardhouse, seconded by Councillor Nix**

**THAT the Municipal Comprehensive Review (MCR) mapping be presented to County Council and the lower tier municipalities for review before it is presented to the Public.**

**-Carried-**

Warden Mills called a 10 minute recess at 9:17 p.m.

29. **Diversity, Equity and Inclusion Community Advisory Committee Minutes – September 14, 2022**

Minutes from the Diversity, Equity and Inclusion Community Advisory Committee meeting held on September 14, 2022.

**Moved by Councillor White, seconded by Councillor Creelman**

**THAT the minutes of the Diversity, Equity and Inclusion Community Advisory Committee meeting held on September 14, 2022, be adopted.**

**-Carried-**

30. **Director of People & Equity 's Report – Diversity Equity and Inclusion Community Advisory Committee: Draft Strategic Plan and Draft Revised Terms of Reference**

A report from the Director of People & Equity, dated October 13, 2022, to provide Council a status update on the work of the Diversity Equity and Inclusion Community Advisory Committee (DEICAC) with respect to the committee creating a draft Strategic Plan (Strategy) and draft Terms of Reference (TOR) for approval of County Council.

**Moved by Councillor Brown, seconded by Councillor Soloman**

**THAT the report of the Director of People & Equity, dated October 13, 2022, regarding the Diversity Equity Inclusion Advisory Committee: Draft Strategic Plan and Draft Revised Terms of Reference, be received;**

**AND THAT the draft Strategic Plan and revisions to Diversity, Equity, and Inclusion Community Advisory Committee Terms of Reference, be approved.**

**-Carried-**

31. **Director of Development and Tourism's Report – Official Plan Amendment No. 9 (OPA9), East Garafraxa**

A report from the Director of Development and Tourism, dated October 13, 2022, to approve the Township of East Garafraxa OPA No. 9 (OPA9) pursuant to O.REG 543/06 of the Planning Act, R.S.O. 1990, c. P.13.

**Moved by Councillor Gardhouse, seconded by Councillor Nix**

**THAT the report of the Director of Development and Tourism, titled Official Plan Amendment No. 9 (OPA9), East Garafraxa, dated October 13, 2022, be received;**

**AND THAT County Council approve OPA No. 9 (OPA9), as adopted by the Township of East Garafraxa, in order to implement recommendations of the Official Plan in a manner that is consistent with the Planning Act and Provincial Policy Statement, 2014, and conforms to the Dufferin County Official Plan.**

**-Carried-**

32. **Director of Development and Tourism’s Report – Official Plan Amendment OPA No. 4 (OPA 4), Mulmur**

A report from the Director of Development and Tourism, dated October 13, 2022, to approve the Township of Mulmur OPA NO. 4 (OPA 4), pursuant to O.REG 543/06 of the Planning Act, R.S.O. 1990, c. P.13.

**Moved by Councillor Anderson, seconded by Councillor Soloman**

**THAT the report of the Director of Development and Tourism, titled Official Plan Amendment (OPA 4), Mulmur, dated October 13, 2022, be received;**

**AND THAT County Council approve OPA NO. 4 (OPA 4), as adopted by the Township of Mulmur, in order to implement recommendations of the Official Plan in a manner that is consistent with the Planning Act and Provincial Policy Statement, 2014, and conforms to the Dufferin County Official Plan.**

**-Carried-**

33. **Director of Development and Tourism’s Report – Museum Services Strategic Plan**

A report from the Director of Development and Tourism, dated October 13, 2022, to present the draft Museum Services Strategic Plan for Council’s consideration.

**Moved by Councillor Horner, seconded by Councillor Soloman**

**THAT the report of the Director of Development and Tourism, “Museum Services Strategic Plan”, dated October 13, 2022, be received;**

**AND THAT Museum Services Strategic Plan be approved.**

**-Carried-**



34. **Manager of Corporate Finance, Treasurer and Procurement Manager's Report – Third Quarter 2022 Report on Request for Tenders and Request for Proposals**

A report from the Manager of Corporate Finance, Treasurer and the Procurement Manager, dated October 13, 2022, 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 Creelman, seconded by Councillor Rentsch**

**THAT the Report on Request for Tenders and Request for Proposals from the Manager of Corporate Finance, Treasurer, and the Procurement Manager, dated October 13, 2022, be received.**

**-Carried-**

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

A report from the Manager of Corporate Finance, Treasurer, dated October 13, 2022, to provide Council with an update on mid year financial results up to September 30, 2022.

**Moved by Councillor Gardhouse, seconded by Councillor Horner**

**THAT the report of the Manager of Corporate Finance, Treasurer, dated October 13, 2022, regarding the Third Quarter Financial Review, be received.**

**-Carried-**

36. **Chief Administrative Officer's Report – Strategic Action Plan 2021-2022 Final Report**

A report from the Chief Administrative Officer, dated October 13, 2022, to provide County Council with a final report of the strategic objectives that fall under the oversight of the 2021-2022 Strategic Action Plan.

**Moved by Councillor Hawkins, seconded by Councillor Soloman**

**THAT the report of the Chief Administrative Officer regarding the Strategic Action Plan 2021-2022 Final Report, dated October 13, 2022, be received.**

**-Carried-**

37. **Chief Administrative Officer’s Report – Vaccination Policy Review – Non-Union Employees and Council**

A report from the Chief Administrative Officer, dated October 13, 2022, to provide a review of the vaccine policies adopted for Non-Union (excluding Dufferin Oaks) employees and Members of Council.

**Moved by Warden Mills, seconded by Councillor Anderson**

**THAT the Members of Council Vaccination Policy #1-2-13 and Non-Union Staff COVID-19 Vaccination Policy #IPAC 1.06 (excluding Dufferin Oaks Long Term Care Home employees), be suspended.**

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

	Yay	Nay
Councillor Anderson (1)	x	
Councillor Brown (7)		x
Councillor Creelman (3)		x
Councillor Foster (1)	ABSENT	
Councillor Gardhouse (2)	x	
Councillor Gerrits (1)	ABSENT	
Councillor Hawkins (1)		x
Councillor Horner (1)		x
Councillor Macintosh (7)		x
Councillor Mills (2)	x	
Councillor Nix (2)		x
Councillor Rentsch (1)	x	
Councillor Soloman (1)	x	
Councillor White (2)	x	
Total (30)	9	21
	<b>-MOTION LOST-</b>	

38. **Chief Administrative Officer’s Report – Monthly Report from Outside Boards**

A report from the Chief Administrative Officer, dated October 13, 2022, to provide Council with an update of activities from outside boards and agencies.

**Moved by Councillor Brown, seconded by Councillor Horner**

**THAT the report of the Chief Administrative Officer, dated October 13, 2022, with respect to Reports from Outside Boards, be received.**

**-Carried-**

**CORRESPONDENCE**

**39. Township of Mulmur Resolution**

Correspondence from the Township of Mulmur, dated October 6, 2022, containing a resolution regarding the water supply issues at Primrose Elementary School.

**Moved by Councillor Horner, seconded by Councillor Hawkins**

**THAT Council supports the resolution from the Township of Mulmur, dated October 6, 2022, regarding water supply issues at Primrose Elementary School.**

**-Carried-**

**40. Township of East Garafraxa**

Correspondence from the Township of East Garafraxa, dated October 7, 2022, regarding the Municipal Comprehensive Review (MCR) process.

**Moved by Councillor Soloman, seconded by Councillor Anderson**

**THAT the correspondence from the Township of East Garafraxa, dated October 7, 2022, regarding the Municipal Comprehensive Review (MCR) process, be received.**

**-Carried-**

**41. NOTICE OF MOTIONS**

**42. MOTIONS**

43. **CLOSED SESSION**

**Moved by Councillor Soloman, seconded by Councillor Hawkins**

**THAT Council moved into Closed Session (10:29 p.m.) in accordance with the Municipal Act Section 239 (2)(c) – Proposed or pending acquisition or disposition of land by the municipality or local board, Section 239 (2)(d) – Labour Relations or Employee Negotiations, and Section 239 (f) – Advice that is subject to solicitor-client privilege.**

**-Carried-**

While in Closed Session, Council reviewed the minutes of the Closed Session of Council on September 8, 2022 and a report from the Director of People and Equity and the Administrator of Dufferin Oaks regarding a Canadian Union of Public Employees (CUPE) settlement.

**Moved by Councillor Macintosh, seconded by Councillor Creelman**

**THAT Council move into open session (10:30 p.m.).**

**-Carried-**

**BUSINESS ARISING FROM CLOSED SESSION**

44. **Moved by Councillor Creelman, seconded by Councillor Hawkins**

**THAT the Closed session minutes of Council from September 8, 2022, be adopted.**

**-Carried-**

45. **Moved by Councillor Nix, seconded by Councillor Brown**

**THAT the report of the Director of People & Equity and Administrator, Dufferin Oaks, dated October 13, 2022, regarding the Memorandum of Settlement between the County of Dufferin and the Canadian Union of Public Employees (CUPE), be received;**

**AND THAT Council ratify the terms of the Memorandum of Settlement between the County of Dufferin and the Canadian Union of Public Employees (CUPE) dated September 26, 2022;**

**AND THAT the necessary by-law be presented to Council.**

**-Carried-**

46. **BY-LAWS**

- 2022-42 A by-law to adopt an Emergency Management Program and Emergency Response Plan and to meet other requirements under the *Emergency Management and Civil Protection Act*.  
Authorization: General Government Services – September 22, 2022
- 2022-43 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 the Zone 6 Regional Tourism Organization o/a Central Counties Tourism. (Zone 6 Tourism Relief Funding Agreement – Southern Ontario Prosperity Program)  
Authorization: Council – August 18, 2022
- 2022-44 A by-law to approve Official Plan Amendment No. 9 to the Township of East Garafraxa Official Plan.  
Authorization: Council – October 13, 2022
- 2022-45 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 Scone Developments Inc. (Storm Sewer Easement Agreement)  
Authorization: Infrastructure and Environmental Services – May 27, 2021
- 2022-46 A by-law to authorize the Warden and Clerk to execute an agreement between the Corporation of the County of Dufferin and Grand River Conservation Authority. (Dufferin Rural Water Quality Program Agreement Extension)  
Authorization: Infrastructure and Environmental Services – September 22, 2022
- 2022-47 A by-law to approve Official Plan Amendment No. 4 to the Township of Mulmur Official Plan.  
Authorization: Council – October 13, 2022

**Moved by Councillor Brown, seconded by Councillor Soloman**

**THAT By-Law 2022-42 through to 2022-47, inclusive, be read a first, second and third time and enacted.**

**-Carried-**

**OTHER BUSINESS**

47. **Outgoing Warden’s Remarks**

Outgoing Warden Wade Mills addressed Council. He noted Council has taken a bold and imaginative course in meeting the needs of the County community in the wake of the pandemic. Council has tackled many issues this year and made progress in many areas. Warden Mills thanked staff for their support and guidance throughout the past year. He noted it has been a privilege and honour to work with Council. Warden Mills is optimistic that this Council has set a solid foundation for the County to move forward.

48. **CONFIRMATORY BY-LAW**

2022-48      A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on October 13, 2022.

**Moved by Councillor Nix, seconded by Councillor Soloman**

**THAT By-Law 2022-48, be read a first, second and third time and enacted.**

**-Carried-**

49. **ADJOURNMENT**

**Moved by Councillor Macintosh, seconded by Councillor Hawkins**

**THAT the meeting adjourn.**

**-Carried-**

The meeting adjourned at 10:39 p.m.

Next meeting:      Thursday, December 8, 2022  
                            Monora Park, Banquet Room, Mono

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Wade Mills, Warden

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Michelle Dunne, Clerk



**DUFFERIN COUNTY INAUGURAL COUNCIL MINUTES**

**Thursday, December 8, 2022 at 6:00 p.m.**

**Monora Park, Banquet Room**

**500 Monora Park Drive, Mono**

**Council Members Present:**

Warden Wade Mills (Shelburne)  
Councillor John Creelman (Mono)  
Councillor Guy Gardhouse (East Garafraxa)  
Councillor Shane Hall (Shelburne)  
Councillor Earl Hawkins (Mulmur)  
Councillor Janet Horner (Mulmur)  
Councillor Gail Little (Amaranth)  
Councillor James McLean (Melancthon)  
Councillor Fred Nix (Mono)  
Councillor Lisa Post (Orangeville)  
Councillor Philip Rentsch (Grand Valley)  
Councillor Steve Soloman (Grand Valley)  
Councillor Todd Taylor (Orangeville)  
Councillor Darren White (Melancthon)

**Council Members Absent:**

Councillor Chris Gerrits (Amaranth)(prior notice)

**Staff Present:**

Sonya Pritchard, Chief Administrative Officer  
Michelle Dunne, Clerk  
Rebecca Whelan, Deputy Clerk  
Scott Burns, Director of Public Works/County Engineer  
Cody Joudry, Director of Development & Tourism  
Rohan Thompson, Director of People & Equity  
Anna McGregor, Director of Community Services  
Brenda Wagner, Administrator of Dufferin Oaks  
Tom Reid, Chief Paramedic

Sonya Pritchard, Chief Administrative Officer, called the meeting to order at 6:00 p.m.

**1. New Council Procession**

The procession was led by the 1849 Lorne Scots Cadet Honour Guard.

**2. Land Acknowledgement Statement**

The Chief Administrative Officer shared the Land Acknowledgement Statement.

**3. O Canada**

The singing of the national anthem was led by Aliyah Morant.

**4. Honour Song**

The Honour Song was performed by invited drum, Ashunyang.

**5. Introductions of Members of Council**

The Chief Administrative Officer introduced the Councillors sitting on Dufferin County Council for the 2022 – 2026 term.

**6. Introductions of Past Wardens**

The past Wardens in attendance were introduced:

- Ed Crewson – 1999 and 2000 (Mayor, Shelburne)
- Keith Thompson – 2004 (Mayor, Mono)
- John Oosterhof – 2005, 2007 and 2008 (Mayor, Grand Valley)
- Walter Kolodziechuk – 2012 (Deputy Mayor, Amaranth)
- Paul Mills – 2018 (Mayor, Mulmur)

Past Wardens currently on Council:

- John Creelman – 2001 and 2002 (Mayor, Mono)
- Wade Mills – 2022 (Mayor, Shelburne)
- Darren White – 2017, 2019, 2020, and 2021 (Mayor, Melancthon)

**7. Oaths of Office for Members of Council**

Michelle Dunne, Clerk, administered the Oaths of Office for members of Council.



**8. Election of 2023 Warden**

The Clerk noted that nominations for the 2023 Warden were to be submitted to the Clerk's Office prior to December 2, 2022.

One nomination was received for the position of Warden: Councillor Mills, moved by Councillor Gerrits, seconded by Councillor White.

Councillor Mills was declared to be the Warden by acclamation for the 2023 term.

**9. Oath of Office for 2023 Warden**

The Clerk administered the Oath of Office for the Warden.

**10. Presentation of the Chain of Office, Gavel and Warden's Pin**

The Chain of Office, gavel and Warden's pin were presented to the Warden by the Chief Administrative Officer. The Chief Administrative Officer noted that Warden Mills will be the 146<sup>th</sup> Warden of the County of Dufferin.

**11. Remarks by the 2023 Warden**

Warden Mills offered his congratulations to the new Council. He thanked his family for their ongoing support. He also thanked Council for supporting him as Warden for a second term. The County will see a number of challenges over the coming term, including economic uncertainties, but Warden Mills would like to see Council reimagine the way services are offered and take a bold approach to face these challenges.

**12. Clerk's Report – Allocation of Votes on County Council – 2022-2026**

A report from the Clerk, dated December 8, 2022, to report to provide information on the allocation of votes on County Council as a result of the municipal elections on October 24, 2022.

**Moved by Councillor Post, seconded by Councillor Soloman**

**THAT the report of the Clerk, dated December 8, 2022, regarding the allocation of votes on County Council for the 2022-2026 Term, be received.**

**-Carried-**

**13. Selection of Committee Chairs and Committee Members**

The Warden called for nominations for Committee Chairs starting with the Infrastructure and Environmental Services Committee.

**Moved by Councillor Rentsch, seconded by Councillor Gardhouse**

**THAT Councillor Gerrits be nominated for the position of Chair for the Infrastructure and Environmental Services Committee for the year 2023.**

Councillor Gerrits has informed the Clerk that he is willing to accept the nomination. The Warden asked if there were any other nominations for position of Chair of the Infrastructure and Environmental Services Committee. No other nominations were presented.

The Warden announced Councillor Gerrits as Chair of the Infrastructure and Environmental Services Committee.

The Warden then called for nominations for the Chair of the General Government Services Committee.

**Moved by Warden Mills, seconded by Councillor White**

**THAT Councillor Creelman be nominated for the position of Chair for the General Government Services Committee for the year 2023.**

Councillor Creelman accepted the nomination.

The Warden asked if there were any other nominations for position of Chair of the General Government Services Committee. No other nominations were presented.

The Warden announced Councillor Creelman as Chair of the General Government Services Committee.

The Warden then called for nominations for the Chair of the Health and Human Services Committee

**Moved by Councillor Horner, seconded by Warden Mills**

**THAT Councillor White be nominated for the position of Chair for the Health**

**and Human Services Committee for the year 2023.**

Councillor White accepted the nomination.

The Warden asked if there were any other nominations for position of Chair of the Health and Human Services Committee. No other nominations were presented.

The Warden announced Councillor White as Chair of the Health and Human Services Committee.

The Warden then called for nominations for the Chair of the Community Development and Tourism Committee.

**Moved by Councillor Hawkins, seconded by Councillor Little**

**THAT Councillor Horner be nominated for the position of Chair for the Community Development and Tourism Committee for the year 2023.**

Councillor Horner accepted the nomination.

The Warden asked if there were any other nominations for position of Chair of the Community Development and Tourism Committee. No other nominations were presented.

The Warden announced Councillor Horner as Chair of the Community Development and Tourism Committee.

**Moved by Councillor McLean, seconded by Councillor Little**

**THAT the slate of Committee membership as set out below, be adopted:**

**Infrastructure and Environmental Services**

Councillor Gerrits  
Councillor Hall  
Councillor Horner  
Councillor McLean  
Councillor Nix  
Councillor Soloman  
Councillor Taylor

**General Government Services**

Councillor Creelman  
Councillor Gardhouse  
Councillor Gerrits  
Councillor Hall  
Councillor Rentsch  
Councillor Soloman  
Councillor Taylor

**Health and Human Services**

Councillor Gardhouse  
Councillor Hawkins  
Councillor Little  
Councillor McLean  
Councillor Nix  
Councillor Post  
Councillor Rentsch  
Councillor White

**Community Development and Tourism**

Councillor Creelman  
Councillor Hawkins  
Councillor Horner  
Councillor Little  
Councillor Post  
Councillor White

**-Carried-**

**14. Clerk's Report – Appointments to Outside Boards**

A report from the Clerk, dated December 8, 2022, to provide information on the various outside boards that Dufferin County Council must appoint a representative(s) to sit on.

**Moved by Councillor Nix, seconded by Councillor Creelman**

**THAT the report of the Clerk, dated December 8, 2022, with respect to appointing County representatives to outside boards, be received;**

**AND THAT Councillor McLean be appointed to the Dufferin Board of Trade**

**Board;**

**AND THAT Councillor Rentsch be appointed to the Headwaters Communities in Action Leadership Council;**

**AND THAT Councillor Gardhouse and Mono Councillor Manktelow be appointed to the Wellington Dufferin Guelph Public Health Unit Board;**

**AND THAT Councillor Horner and Councillor Post's names be submitted as candidates to be appointed to the Niagara Escarpment Commission (NEC);**

**AND THAT Councillor Gerrits be appointed as Dufferin County Council's representative on the Southwestern Integrated Fibre Technology (SWIFT) Board.**

**-Carried-**

**15. Clerk's Report – Resume In-Person Council Meetings**

A report from the Clerk, dated December 8, 2022, to consider a return to in-person Council meetings.

**Moved by Councillor Nix, seconded by Councillor McLean**

**THAT the report from the Clerk, dated December 8, 2022, regarding resumption of in-person Council meetings, be received;**

**AND THAT Council resume in-person meetings for Council and continue with virtual meetings for Committees;**

**AND THAT staff investigate rental options to accommodate Council meetings in the short term.**

**-Carried-**

**16. Chief Administrative Officer's Report – Submission to Environmental Registry of Ontario (ERO) regarding Bill 23**

A report from the Chief Administrative Officer, dated December 8, 2022, to provide a draft submission to the ERO in response to Bill 23, *More Homes Faster Act, 2022*, which received Royal Assent on November 28, 2022.

**Moved by Councillor Post, seconded by Councillor Horner**

**THAT the report of the Chief Administrative Officer, dated December 8, 2022, regarding the submission to ERO regarding Bill 23, be received;**

**AND THAT Council direct staff to submit the attached submission and circulate the correspondence to the Minister of Municipal Affairs and Housing and the local MPP/Minister of Health;**

**AND THAT Sylvia Jones, Deputy Premier, Minister of Health, MPP Dufferin-Caledon, be asked to attend an upcoming Council meeting to address Council regarding Bill 23, More Homes Faster Act, 2022.**

**-Carried-**

**17. Confirmatory By-Law**

2022-49      A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on December 8, 2022.

**Moved by Councillor Little, seconded by Councillor Taylor**

**THAT By-Law 2022-49 be read a first, second and third time and enacted.**

**-Carried-**

**18. Adjournment**

**Moved by Councillor Gardhouse, seconded by Councillor Taylor**

**THAT the meeting adjourn.**

**-Carried-**

Invited drum, Ashunyung, performed a travelling song.

The meeting adjourned at 6:49 p.m.

Next meeting: Thursday, January 12, 2023 at 7:00 p.m.  
Location to be determined

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Wade Mills, Warden

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Michelle Dunne, Clerk

December 21, 2022

Via email: mhargrave@dufferincounty.ca

Michelle Hargrave  
Administrative Support Specialist, Corporate Services  
County of Dufferin  
30 Centre Street  
Orangeville, ON  
L9W 2X1

Dear Ms. M. Hargrave,

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**Amendments to the Grand River and South Georgian Bay Lake Simcoe Source Protection Plans under Section 34 of the Clean Water Act: Summary and Rationale for Changes and request for Council Endorsement**

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**Background**

A technical study has been completed in the Town of Shelburne, Dufferin County that has resulted in an update of Wellhead Protection Areas (WHPAs) for the Town's water supply, as well as updated vulnerability and threats assessment. The updated WHPAs are located in the Town of Shelburne, Township of Melancthon, and Township of Amaranth, extending across two Source Protection Regions: Lake Erie Region and South Georgian Bay Lake Simcoe Region (SGBLS). The technical work is proposed to be incorporated into the respective source protection plans (plans) of both regions under s.34 of the Clean Water Act, 2006 (Act).

Section 34 of the Act provides a source protection authority (SPA) with the option to amend a plan, including, when necessary, to meet the requirements of O. Reg. 205/18, which requires all new or expanded municipal drinking water systems be included in the plan before water can be provided to the public. As part of the s.34 process, proposed amendments are taken to all relevant implementing bodies for pre-consultation, all affected Municipalities for endorsement, and finally to the public for consultation. Proposed amendments are then submitted to the Ministry of the Environment, Conservation and Parks (MECP) for review and approval. All policies in the respective plans will apply within the updated wellhead protection areas once the plan is approved by the Minister and comes into effect.

**Details of the updated WHPAs:**

The Shelburne Water Supply System consists of six groundwater supply wells (PW 1, 3, 4, 5, 7, and 8). Wells PW 1, 3, 4, and 5 are located within the Nottawasaga Valley Source Protection Area. Wells 7 and 8 are within the Lake Erie Region Source Protection Area (Grand River Watershed) and within the Township of Melancthon. Increasing water demand on the Shelburne Water Supply System has driven the need for well PW8 to be pumped in conjunction with well PW7. The current delineated WHPAs do not provide adequate protection for increased pumping at wells PW7 and PW8; therefore, an update to the WHPAs, vulnerability scoring and threats assessment is required.

Earthfx updated the pre-existing Shelburne MODFLOW numerical groundwater flow model to assist with the delineation of WHPAs and completion of a vulnerability assessment for the Shelburne municipal wells. This groundwater flow model was developed with an improved representation of the stratigraphic and hydrostratigraphic units within the study area, based on the new interpretation of the geologic layers developed by the Ontario Geological Survey. Updated estimates of groundwater recharge were incorporated into the groundwater model. The calculation of managed lands, livestock density, percent impervious surfaces and threats enumeration were completed as part of the technical work. Upon completion of the Schedule 'B' Municipal Environmental



Assessment, the Town of Shelburne will apply to the MECP to amend the existing permit to take water to reflect the new pumping rates.

**Summary of Results:**

The updated Shelburne WHPAs are similar in orientation to the current approved WHPAs. Additional analyses were conducted to assign vulnerability zone ratings, final vulnerability scores, and assess uncertainty. A WHPA-E was delineated for groundwater under direct influence wells PW1 and PW3. The following characterizes the updated Shelburne WHPAs in their entirety:

- PW1: The WHPA is 576 ha in size and is elongated to the south-west.
- PW3: The WHPA is 317 ha. It thinly extends north-west.
- PW5/PW6: The WHPA covers 703 ha and fan out west towards PW7/8
- PW7/PW8: The WHPA is 996 ha. The WHPA A-C are circular around well and the WHPA-D extends north-west.

The area change associated with the updated WHPAs for the Shelburne system are outlined in the table below.

	Total (current approved, km <sup>2</sup> )	Total (updated, km <sup>2</sup> )
Area of the vulnerability score equal to 10	1.19	1.15
Area of WHPA A-C	8.93	13.72
Area of WHPA A-D	13.05	25.94
Area of WHPA E	2.36	3.23

It is estimated that there may be up to 8 significant drinking water threats in the updated WHPAs within the Grand River Watershed, and up to 66 significant drinking water threats in the WHPAs in the Nottawasaga Valley Source Protection Watershed.

**Source Protection Plan updates:**

The [SGBLS](#) and [Lake Erie Region](#) plans are required to incorporate the updated technical work. These updates include:

- all mapping/figures and associated text for the updated WHPAs and vulnerability scores;
- revised threats enumeration to account for the updated WHPAs;
- chemical, pathogen, and DNAPL threat figures to account for changes in the vulnerability scores; and
- percent managed lands, livestock density, and percent impervious surfaces figures.

The proposed updates are outlined in the November 10, 2022 “Notice of Pre-Consultation – Draft Updated Grand River and South Georgian Bay Lake Simcoe Source Protection Plans”. The notice is attached for reference.

**Updates to the Lake Erie Region, Grand River Plan**

The Grand River Source Protection Authority (SPA) is the lead authority in the Lake Erie Source Protection Region and as such along with the Lake Erie Region Source Protection Committee, initiated an update to the Grand River plan under s.34 of the Clean Water Act, 2006 to incorporate the Town of Shelburne technical work. The Ministry of the Environment, Conservation and Parks (MECP) approved the first iteration of the Grand River plan on November 26, 2015. This proposed update is one of several since the first approval of the plan. The draft updated policy applicability map for the Town of Shelburne municipal drinking water supply is included in the attachment. The map only shows the area where Grand River plan policies may apply within the boundaries of Lake Erie Region.

In 2018, the MECP revised Ontario Regulation 287/07 to include “the establishment and operation of a liquid hydrocarbon pipeline” as a prescribed drinking water threat activity – pipelines were

previously only considered a local threat activity in Lake Erie Region. New draft liquid hydrocarbon pipeline policies have been developed in consultation with municipal staff, the MECP, and liquid hydrocarbon pipeline regulators and owners, and are included in the Township of Melancthon section of the s.34 Grand River plan update.

**Updates to the South Georgian Bay Lake Simcoe Plan**

The Nottawasaga Valley SPA is proposing amendments to the SGBLS plan under s. 34 of the Clean Water Act, 2006. These amendments will incorporate new technical work completed for the updated WHPAs, including the delineation of the WHPA-E for well PW3, for the Town of Shelburne municipal drinking water system. The Nottawasaga Valley SPA have been working with the Town of Shelburne and Lake Erie Region staff to finalize these amendments over the past several months. The MECP approved the first iteration of the SGBLS plan on January 26, 2015. This proposed update is one of several since the first approval of the plan. The draft updated vulnerability scoring maps for the Town of Shelburne drinking water supply is included in the attachment. The maps only shows the area where SGBLS plan policies may be applicable. No changes to the plan policies are required.

**Municipal Council Resolution:**

A municipal council resolution, from both upper and lower tier, is required from each municipality affected by the amendments under s.34 of the Act. As the local Source Protection Authority, we are requesting this resolution prior to the start of the public consultation period on January 25, 2023. Council resolutions will be included in the plan update submission package to the MECP.

*Proposed Recommendation:*

Be It Resolved, that the Dufferin County Council hereby:

That Council receive the Source Water Protection report dated December 21, 2022 regarding updates to the South Georgian Bay Lake Simcoe and Grand River Source Protection Plans;

That Council hereby supports the proposed updates to the South Georgian Bay Lake Simcoe and Grand River Source Protection Plans outlined in the pre-consultation notice dated November 10 2022;

And further that staff be directed to forward a copy of this resolution to the Grand River Source Protection Authority and the Nottawasaga Valley Source Protection Authority.

**Next Steps:**

Preparations will be made for consulting with the public and all stakeholders from January 25 to February 28 (35 days). Following the period of public consultation, where warranted, revisions will be made to the respective plan text and mapping. Lastly, the proposed amendments will be submitted to the Minister for consideration and approval.

**Prepared by:**



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Ryan Post  
Manager, Watershed Science, NVCA

Attachment: Notice of Pre-Consultation – Draft Updated Grand River and South Georgian Bay Lake Simcoe Source Protection Plans dated November 10, 2022.

November 10, 2022

## Notice of Pre-Consultation – Draft Updated Grand River and South Georgian Bay Lake Simcoe Source Protection Plans

You are being provided this notice and information because your ministry or municipality may be affected by the proposed update of water quality Wellhead Protection Areas (WHPAs) and/or are responsible for the implementation of source protection plan (plan) policies.

A technical study has been completed in the Town of Shelburne, Dufferin County that has resulted in an update of WHPAs for the Town's water supply, as well as updated vulnerability and threats assessment. The updated WHPAs are located in the Town of Shelburne, Township of Melancthon and Township of Amaranth, extending across two Source Protection Regions: Lake Erie Region and South Georgian Bay Lake Simcoe Region (SGBLS). The technical work is proposed to be incorporated into the respective plans of both regions.

### Lake Erie Region, Grand River plan

The Grand River Source Protection Authority is the lead authority in the Lake Erie Source Protection Region and as such along with the Lake Erie Region Source Protection Committee, initiated an update to the Grand River plan under s.34 of the *Clean Water Act, 2006*.

The Ministry of the Environment, Conservation and Parks approved the first iteration of the Grand River plan on November 26, 2015. This proposed update is one of several since the first approval of the plan. The draft updated policy applicability map for the Town of Shelburne drinking water supply is included in **Appendix A**. The map only show areas where Grand River plan policies may apply within the boundaries of Lake Erie Region.

Additionally, new draft water quality policies have been developed for the Townships of Melancthon, Amaranth and East Garafraxa (**Appendix B**) addressing prescribed drinking water threat: the establishment and operation of liquid hydrocarbon pipelines. A new draft policy applicability map is also proposed for the Township of East Garafraxa (**Appendix C**).

The draft updated sections of the Grand River plan are available on the Grand River Conservation Authority's [file sharing site](#).

### South Georgian Bay Lake Simcoe plan

The Nottawasaga Valley SPA is proposing amendments to the SGBLS plan under s. 34 of the *Clean Water Act, 2006*. These amendments will incorporate new technical work completed for the updated WHPAs, including the delineation of the WHPA-E for well PW3, for the Town of Shelburne municipal drinking water system. The Nottawasaga Valley SPA has been working with the Town of Shelburne and Lake Erie Region staff to finalize these amendments over the past several months.

The Ministry of the Environment, Conservation and Parks approved the first iteration of the SGBLS plan on January 26, 2015. This proposed update is one of several since the first approval of the plan. The draft updated vulnerability scoring maps for the Town of Shelburne drinking water supply is included in **Appendix D**. The maps only shows the area where SGBLS plan policies may be applicable.



LAKE ERIE  
SOURCE PROTECTION  
REGION



South Georgian Bay Lake Simcoe Region

The draft updated sections of the SGBLS plan are available on a [file sharing site](#).

### Commenting on the Source Protection Plan updates

Please review the plan updates as they relate to your requirements for implementation and provide any comments by **December 11, 2022** to:

Ilona Feldmann  
Source Protection Program Assistant  
Lake Erie Source Protection Region  
519-621-2763 ext. 2318  
ifeldmann@grandriver.ca

If you would like to discuss any of the material provided in this notice, please contact Ilona Feldmann at the phone number or email listed above.

### Municipal Endorsement and Public Consultation

As required by s.34 (3) of the *Clean Water Act, 2006*, the Grand River SPA and Nottawasaga Valley SPA must obtain municipal council resolutions endorsing the plan amendments, from affected municipalities, prior to formal public consultation.

The Grand River and Nottawasaga Valley SPAs are requesting resolutions from the councils of Dufferin County, Township of Melancthon, Township of Amaranth and Township of East Garafraxa. These municipalities are requested to each provide resolutions to support amendments made to both the Grand River plan and the SGBLS plan. The Nottawasaga Valley SPA is also requesting a resolution from the Town of Shelburne. All resolutions can be sent to Ilona Feldmann at the address above by **January 12, 2023**.

Public consultation on the draft updated Grand River and SGBLS plans will follow this pre-consultation period. Public consultation is scheduled to start on Wednesday, January 25 and close on Tuesday, February 28, 2023.

Following the public consultation period, any received public comments will be considered by the Lake Erie Region Source Protection Committee at their March 30, 2023 meeting and by SGBLS staff, respectively. The draft updated plans will be revised as necessary. The respective revised draft updated plans will then be released to the Grand River SPA and Nottawasaga Valley SPA for submission to the Ministry of the Environment, Conservation and Parks for their review and approval.

Sincerely,

Ilona Feldmann

Ryan Post

Source Protection Program Assistant  
Lake Erie Source Protection Region

Manager, Watershed Science  
Nottawasaga Valley Conservation Authority

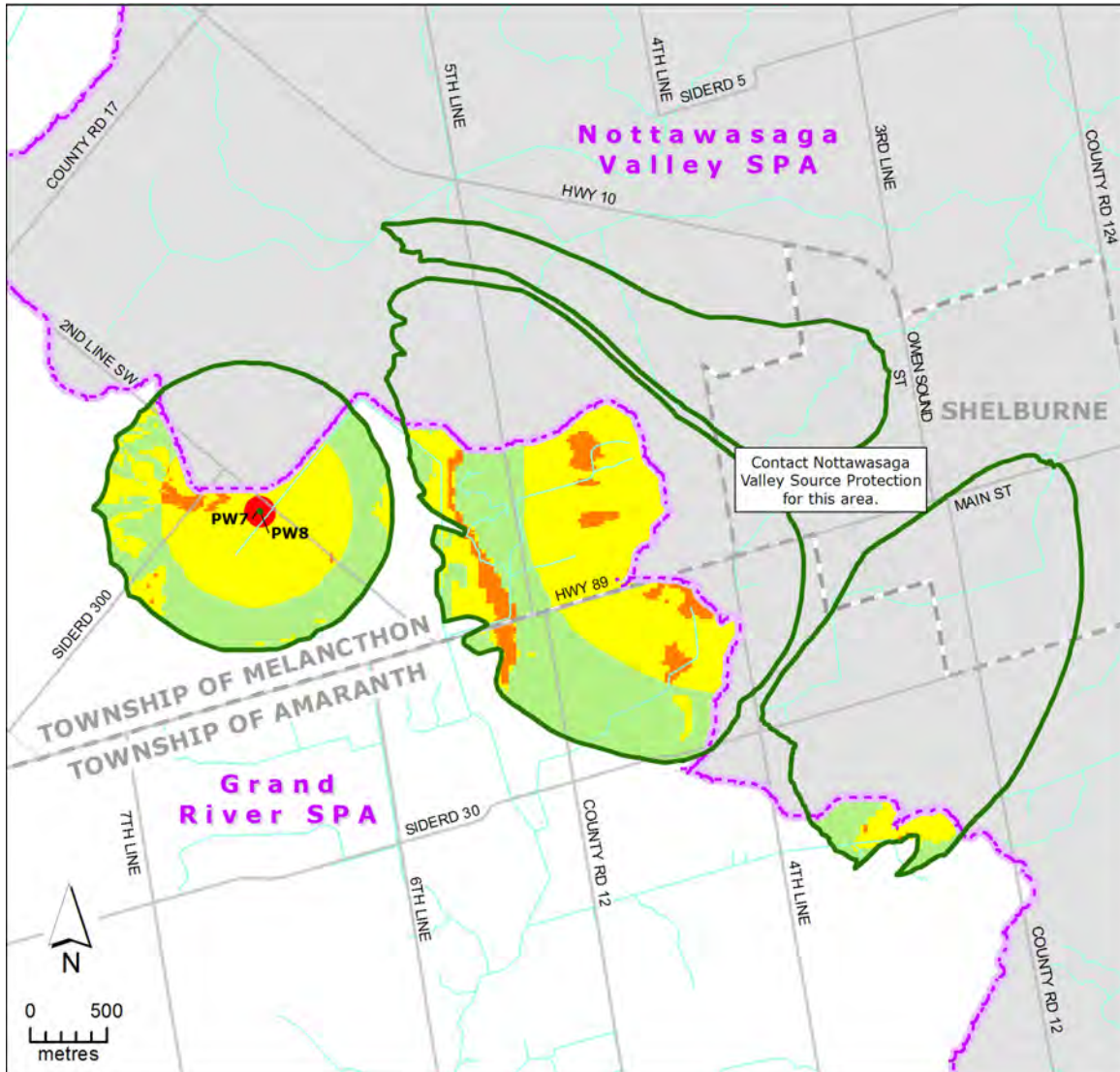


LAKE ERIE  
SOURCE PROTECTION  
REGION



**Appendix A:  
Draft updated policy applicability map for the Town of Shelburne municipal water supply,  
Grand River Source Protection Plan**

**DRAFT UPDATED: Dufferin County, Townships of Melancthon and Amaranth, Shelburne Water Supply**



**Drinking Water Threat  
Policy Applicability**

Drinking Water Threat Policy Categories	Vulnerability Scores on Map			
	10	8	6	2 & 4
<b>Policies for Significant Threats Only:</b>				
1. Waste Disposal				
2. Sewage Systems				
3, 4. Agricultural Source Material*				
5, 7. Non-Agricultural Source Material*				
8, 9. Commercial Fertilizer*				
10, 11. Pesticide				
12, 13. Road Salt*				
14. Storage of Snow				
15. Fuel				
16. DNAPLs				Anywhere in WHPA-A, B, C**
17. Organic Solvents				
18. Aircraft De-icing				
21. Livestock Area				
<b>Policies for Low, Moderate &amp; Significant Threats:</b>				
22. Oil Pipelines				

**Note:** This table provides a summary of the activities listed in the Clean Water Act (2006) that apply as Prescribed Drinking Water Threats (PDWT) within Non-GUDI Wellhead Protection Zones on this map. For details, refer to the Drinking Water Threats Tables from the Ministry of the Environment, Conservation and Parks, and the text of this Plan.  
\*Application of Commercial Fertilizer, Agricultural Source Material, Non-Agricultural Source Material, and Road Salt may not be significant drinking water threats in some areas due to the % managed land, livestock density, and/or % impervious surface calculations for these areas. See the text of this plan for further details.  
\*\*DNAPLs can be significant drinking water threats anywhere in a WHPA-A, -B, or -C, regardless of the vulnerability score.

- Well
- Road
- Minor River
- Source Protection Area Boundary
- Lower Tier Municipal Boundary
- Wellhead Protection Zones:**
- WHPA-A, -B, -C



1. Updated October 14, 2022  
2. Larger scale mapping of some map layers, including roads and vulnerability scores, is available at [www.sourcewater.ca](http://www.sourcewater.ca).  
3. This map is for illustrative purposes only. Information contained hereon is not a substitute for professional review or a site survey and is subject to change without notice. The Grand River Conservation Authority takes no responsibility for, nor guarantees, the accuracy of the information contained on this map. Any interpretations or conclusions drawn from this map are the sole responsibility of the user.

**Appendix B:  
Draft updated water quality policies, Grand River Source Protection Plan**

**DRAFT UPDATED: Townships of Amaranth / East Garafraxa and Melancthon liquid hydrocarbon pipeline policies**

**Townships of Amaranth / East Garafraxa**

<b>22. The Establishment and Operation of a Liquid Hydrocarbon Pipeline</b>	
<p>DC-AEG-NB-14.1</p> <p style="text-align: right;"><i>Future</i></p> <p style="text-align: right;"><i>Specify Action</i></p> <p><i>Significant WHPA-A/B v.10;</i></p> <p><i>Moderate/Low WHPA-B/C/D v.6-8;</i></p> <p><i>Low IPZ-3 v. 4.5-5</i></p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant, moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, the Canada Energy Regulator, Ontario Energy Board, Technical Standards and Safety Authority (TSSA), and Impact Assessment Agency should ensure that drinking water source protection is considered as a risk factor in their decision making framework.</p>
<p>DC-AEG-NB-14.2</p> <p style="text-align: right;"><i>Future</i></p> <p style="text-align: right;"><i>Specify Action</i></p> <p><i>Significant WHPA-A/B v.10;</i></p> <p><i>Moderate/Low WHPA-B/C/D v.6-8;</i></p> <p><i>Low IPZ-3 v. 4.5-5</i></p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant, moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, pipeline owners should ensure that best available source protection information is used such as up to date vulnerable areas in assessment reports when developing, operating and maintaining liquid hydrocarbon pipelines, including developing and updating emergency planning zones (EPZs).</p>
<p>DC-AEG-NB-14.3</p> <p style="text-align: right;"><i>Future</i></p> <p style="text-align: right;"><i>Specify Action</i></p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant, moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, the Canada Energy Regulator or the Ontario Energy Board, should ensure that the Source Protection Authority and the County are provided the location of any new proposed pipeline.</p>



<p>Significant WHPA-A/B v.10; Moderate/Low WHPA-B/C/D v.6-8; Low IPZ-3 v. 4.5-5</p>	
<p>DC-AEG-NB-14.4 Future Specify Action Significant WHPA-A/B v.10; Moderate/Low WHPA-B/C/D v.6-8; Low IPZ-3 v. 4.5-5</p>	<p>To ensure any Future Establishment and Operation of a Liquid Hydrocarbon Pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant, moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, pipeline owners should, upon request by the municipality, reimburse costs borne by the municipality where work in relation to this activity is required by a regulator with regards to protecting drinking water sources or where the work identified by the drinking water system owner is supported based on due diligence and best practices as it relates to source protection and the protection of public health. Examples may include spill clean-up and rehabilitation activities, events-based modelling or other technical work required to support current vulnerability scoring.</p>

## Township of Melancthon

22. The Establishment and Operation of a Liquid Hydrocarbon Pipeline	
<p>DC-M-NB-17.1 Future Specify Action Significant WHPA-A/B-v.10 Moderate/Low WHPA-B/C/D-v.6-8</p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant, moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, the Canada Energy Regulator, Ontario Energy Board, Technical Standards and Safety Authority (TSSA), and Impact Assessment Agency should ensure that drinking water source protection is considered as a risk factor in their decision making framework.</p>
<p>DC-M-NB-17.2</p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant,</p>

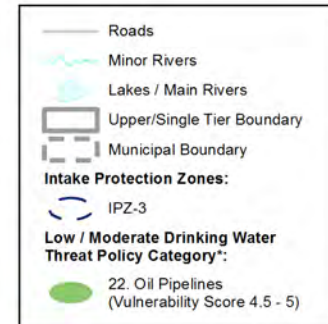
<p><i>Future</i></p> <p><i>Specify Action</i></p> <p><i>Significant WHPA- A/B-v.10</i></p> <p><i>Moderate/Low WHPA- B/C/D-v.6-8</i></p>	<p>moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, pipeline owners should ensure that best available source protection information is used such as up to date vulnerable areas in assessment reports when developing, operating and maintaining liquid hydrocarbon pipelines, including developing and updating emergency planning zones (EPZs).</p>
<p><b>DC-M-NB-17.3</b></p> <p><i>Future</i></p> <p><i>Specify Action</i></p> <p><i>Significant WHPA- A/B-v.10</i></p> <p><i>Moderate/Low WHPA- B/C/D-v.6-8</i></p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant, moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, the Canada Energy Regulator or the Ontario Energy Board, should ensure that the Source Protection Authority and the County are provided the location of any new proposed pipeline.</p>
<p><b>DC-M-NB-17.4</b></p> <p><i>Future</i></p> <p><i>Specify Action</i></p> <p><i>Significant WHPA- A/B-v.10</i></p> <p><i>Moderate/Low WHPA- B/C/D-v.6-8</i></p>	<p>To ensure the establishment and operation of a liquid hydrocarbon pipeline within the meaning of O. Reg. 210/01 under the Technical Safety and Standards Act or that is subject to the Canadian Energy Regulator Act never becomes a significant , moderate or low drinking water threat, where the activity would be a significant, moderate or low drinking water threat, pipeline owners should, upon request by the County, reimburse costs borne by the County where work in relation to this activity is required by a regulator with regards to protecting drinking water sources or where the work identified by the drinking water system owner is supported based on due diligence and best practices as it relates to source protection and the protection of public health. Examples may include spill clean-up and rehabilitation activities, events-based modelling or other technical work required to support current vulnerability scoring.</p>

**Appendix C:  
Draft policy applicability map for the Township of East Garafraxa,  
Grand River Source Protection Plan**

**DRAFT: Dufferin County, Township of East Garafraxa, Intake Protection Zones**



**Low/Moderate Drinking Water  
Threat Policy Applicability**



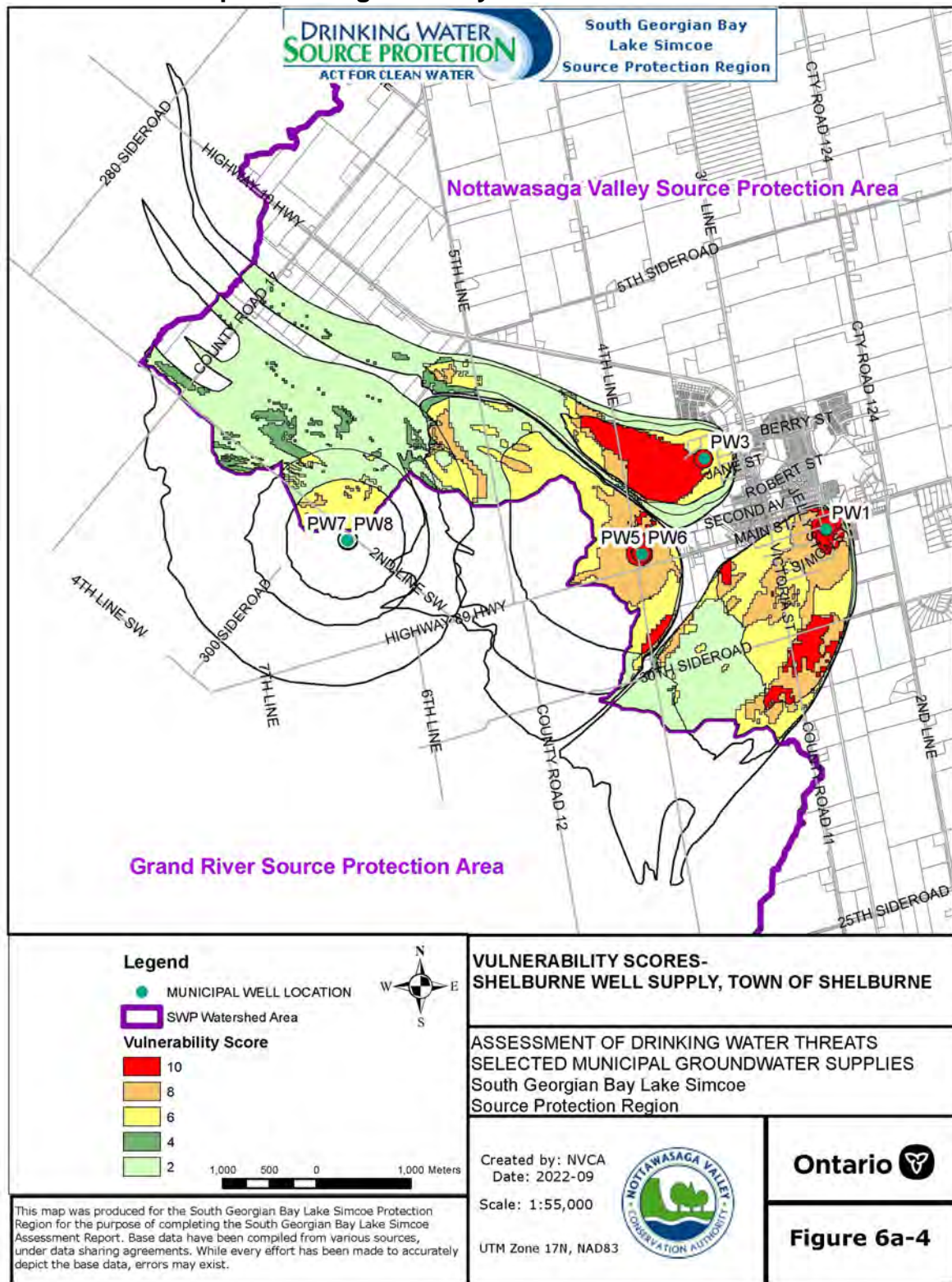
\*This map provides a summary of the activities listed in the Clean Water Act (2006) that apply as low / moderate Prescribed Drinking Water Threats (PDWT) within the Intake Protection Zones shown. For details refer to the text of the Source Protection Plan and the Threats Tables from the Ministry of the Environment, Conservation and Parks.



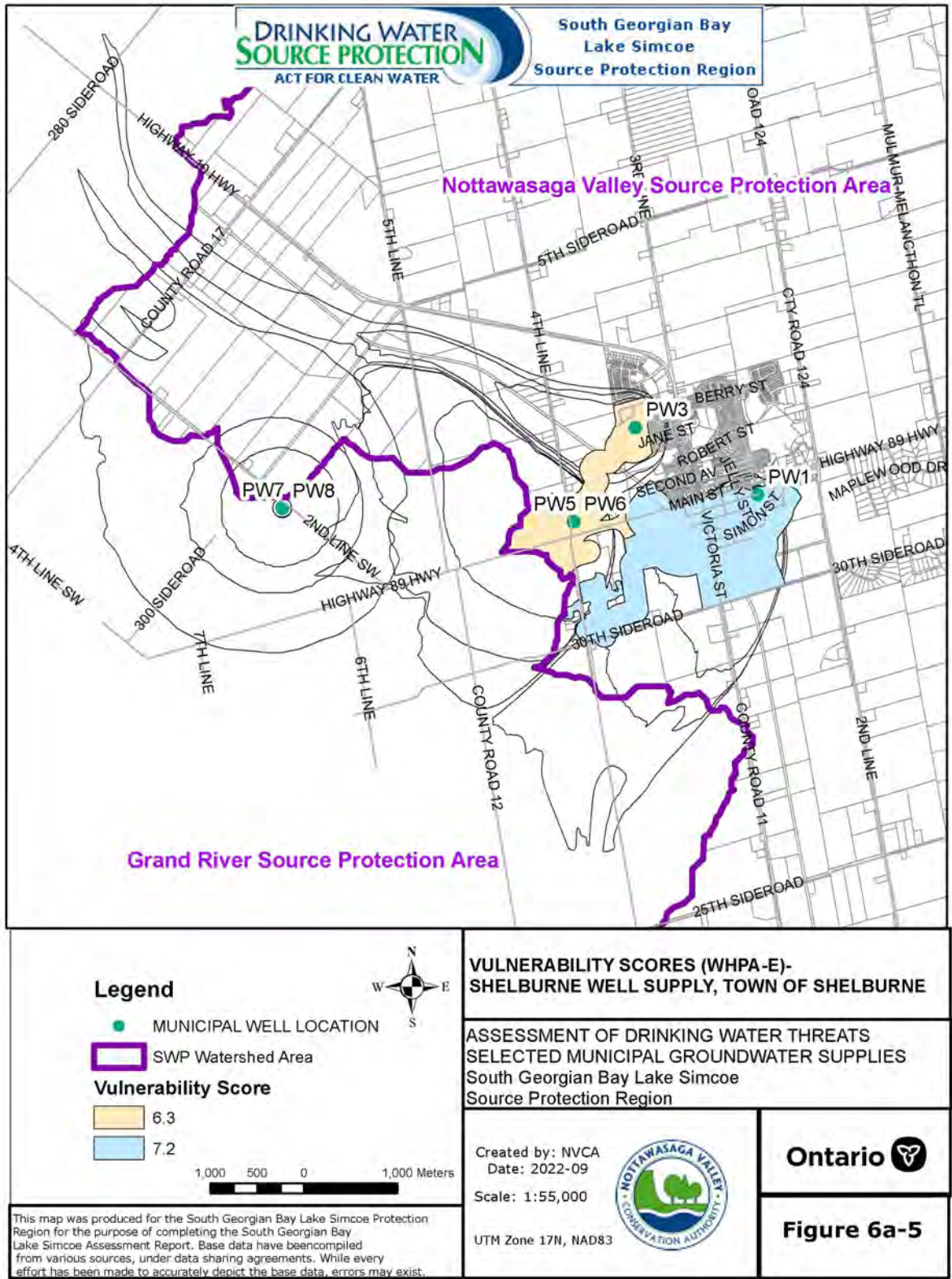
1. Updated November 7, 2022.
2. Larger scale mapping of some map layers, including roads and vulnerability scores, is available at [www.sourcewater.ca](http://www.sourcewater.ca).
3. This map is for illustrative purposes only. Information contained herein is not a substitute for professional review or a site survey and is subject to change without notice. The Grand River Conservation Authority takes no responsibility for, nor guarantees, the accuracy of the information contained on this map. Any interpretations or conclusions drawn from this map are the sole responsibility of the user.

**Appendix D:**  
**Draft updated vulnerability scoring maps for the Town of Shelburne municipal water supply,**  
**South Georgian Bay Lake Simcoe Source Protection Plan**

**DRAFT UPDATED: Wellhead Protection Area Vulnerability Scoring, Town of Shelburne Municipal Drinking Water System**



**DRAFT UPDATED: Wellhead Protection Area E Vulnerability Scoring, Town of Shelburne Municipal Drinking Water System**



## OHT COLLABORATIVE PARTNER BRIEFING NOTE

### Collaborative Agreement Update

<b>Prepared by:</b>	Auburn Larose, Consultant, Hills of Headwaters Collaborative
<b>For:</b>	Collaboration Council
<b>Supported by:</b>	Lianne Barbour and Jack Hutchison (OHT co-chairs) and Tracy Coffin (OHT Executive Director)
<b>Date Issued:</b>	September 16, 2022
<b>Date Updated:</b>	October 25, 2022 by Tracy Coffin

#### Background:

- Since the adoption of the Hills of Headwaters Collaborative Ontario Health Team (HOH OHT) Collaboration Agreement in 2020, the HOH OHT has begun the important work of identifying and working on priority areas for health throughout Dufferin and Caledon.
- The HOH OHT Collaboration Council members have further discussed and clarified aspects of the OHT's governance, structure, and decision-making processes. These changes have been incorporated into the updated Collaboration Agreement under the following sections:
  - **Section 2.5** – Commitments which clarifies members' contributions will be determined by the team members in line with their abilities to do so.
  - **Section 3** - Governance which describes the groups included within the governance structure.
  - **Section 8.1** – the Termination date of the agreement.
  - **Schedule 1**, which describes the specific governance groups has also been updated to reflect the agreed upon changes.
- Section 2.5 describes the authority of the OHT under the Connecting Care Act, 2019. The section has been amended to state that resource contributions will be determined by each team member, reflecting their ability and depth of resources and funding.
- Section 3 – Governance now includes the Collaboration Council (s 3.1), a *new* Anchor Council, a subset of the Collaboration Council (s 3.2), Patient/Client, Family, and Caregiver Involvement (s 3.3) and Primary and Specialist Care Association (s3.4). The Chairs' Council has been removed from the formal governance structure of the OHT, but regular updates for partner Board members will be provided.
- Section 8.1 – Terminations now removes the word "indefinite" and provides an end date as agreed by all Collaboration Council members.





- Schedule 1 specifies the various levels of participation on the OHT including the mandate, membership and decision making for the Anchor Council, Collaboration Council, Working Groups, and Affiliated Councils and Stakeholders. These changes were made through a collaborative, consensus-based process among members of the Collaboration Council. Changes include:
  - The **Collaboration Council** sets the strategic vision and objectives of the HOH-OHT. It brings forward recommendations and informs decisions made by the to the Anchor Council. It provides a forum for all members to contribute meaningfully to the activities of the HOH- OHT. Its roles include engagement and collaboration, planning and priority setting, working group oversight and risk assessment. Membership is open to health care and human service organizations, municipalities, networks, alliances, and groups that serve or are stakeholders of the HOH OHT.
  - The **Anchor Council** operates based on the HOH OHT's shared vision, values, and guiding principles. Its role is to provide a forum for the members to manage the operational decisions of the HOH OHT. All actions and decisions made at the Anchor Council must be in line with the strategy agreed by the Collaboration Council. Any new items of strategic importance must be brought to the Collaboration Council for careful and considerate engagement. The Anchor Council is accountable to the Collaboration Council. Its roles include engagement and collaboration, planning and priority setting, risk assessment, membership oversight and financial oversight. Its membership is comprised of one representative from each of the following sectors, as voted by the Collaboration Council:
    - Community Services
    - Community Wellness Council Core (Patient/Family)
    - Congregate Settings
    - Home and Community Care
    - Hospital
    - Primary Care
    - Allied Health
  - The Working Groups are created to operationalize the HOH OHT priorities and Ministry-related projects. Their focus varies based on the identified priority. Working Group members may be from health care and human service organizations, municipalities, networks, alliances, and groups that serve or are stakeholders of the HOH OHT. Members do not need to sit on the Collaboration Council, however their organization must be present at the Council.
  - Affiliated stakeholders receive electronic information and updates from OHT Staff, the Anchor Council, and the Collaboration Council, as appropriate. Affiliated stakeholders do not meet or contribute to the direction or outcomes of the HOH OHT. Membership is open to all



interested organizations, both for-profit and not-for-profit as well as individuals.

- Affiliated Councils are tables, groups, committees or councils that are loosely attached to the HOH OHT and may support HOH OHT priorities and Ministry related projects. Their role is to update the OHT on priorities, projects and needs, as appropriate, as well as to advocate and support the populations represented at their council within the HOH OHT structure.

**Conclusion/Recommendation:**

- The HOH OHT is asking members of the Collaboration Council to share the updated Collaboration Agreement with their Boards of Directors for approval by the end of January, 2023. The Counterpart Signature page can be found on page 18 of the updated Collaboration Agreement.

**Recommended Board Motion:**

<input type="checkbox"/>	No Motion Required - not applicable
<input checked="" type="checkbox"/>	Motion Required – that the Board endorse and sign the updated Hills of Headwaters Collaborative OHT Collaborative Agreement



**HILLS OF HEADWATERS  
COLLABORATIVE ONTARIO HEALTH TEAM**

**COLLABORATION AGREEMENT**

**October 31, 2022**

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## HILLS OF HEADWATERS COLLABORATIVE ONTARIO HEALTH TEAM COLLABORATION AGREEMENT

This **COLLABORATION AGREEMENT** is made effective as of October 31, 2022

**BETWEEN AND AMONG the Team Members who have signed it.**

### **BACKGROUND and PURPOSE:**

- A. The Organizations and Individuals (“Team Members”) who have signed this Agreement wish to be designated as the Hills of Headwaters Collaborative Ontario Health Team (“HOH-OHT”), an Ontario health team currently under formation and approved to proceed to full application to become a designated Ontario Health Team recognized by the Minister of Health under the *Connecting Care Act, 2019*.
- B. The Team Members have agreed to work together to achieve their shared vision of providing a continuum of integrated health care and support services to the persons to whom they provide care and services, predominantly in the geographic areas of the County of Dufferin and in Caledon, the northerly portion of the Region of Peel, as the Ministry of Health has allocated specified populations to it (“Dufferin-Caledon”).
- C. The Purpose of this Agreement is to:
  - (i) set out and govern how the Team Members will work together before designation as an Ontario Health Team;
  - (ii) establish a collaborative council (“Collaboration Council”) and other organizational structures to enable the work of the Team Members to fit for the purpose of achieving their Shared Vision, Guiding Principles and Commitments as set out in this Agreement; and
  - (iii) set out the rights and commitments of Team Members, with recognition by the Team Members that this Agreement is a transitional organizing document intended to serve its stated purposes as an interim step in the process of the HOH-OHT moving towards designation as an Ontario Health Team, likely to be in place for a few years at most or as may be determined is most fitting and useful, anticipated to be amended over time as the HOH-OHT organizes further and to be replaced with other appropriate organizing documentation at a point prior to greater operational integration and/or financial integration.

**FOR VALUE RECEIVED**, the Team Members agree as follows:

## **ARTICLE 1 – INTERPRETATION**

### **1.1 Definitions.** In this Agreement:

- (a) **“Agreement”** means this collaboration agreement, and includes all schedules, as amended from time to time.
- (b) **“Confidential Information”** means information of a Team Member that by its nature is confidential and proprietary but does not include information that:
  - (i) was known to or received by the receiving Team Member before its receipt from the disclosing Team Member (unless acquired on a confidential basis), and such knowledge or receipt is documented);
  - (ii) was public knowledge at the time received by the receiving Team Member or later became public knowledge through no fault of the receiving Team Member; or
  - (iii) was independently developed by a Team Member without reference to the Confidential Information previously disclosed by a Team Member.
- (c) **“Participants”** means those entities that are parties to a Project Agreement but that are not Team Members.
- (d) **“Project”** means the work associated with improving health and related social care for the HOH-OHT’s chosen priority populations. First year Projects at time of signing are planned to be: (1) Mental Health and Addictions, (2) Palliative Care and, (3) Complex Vulnerable Patients.
- (e) **“Project Agreement”** means any agreement executed by the participating Team Members and, where applicable, Participants, that sets out the details and work plan about a specific Project.
- (f) **“Team Members”** means the signatories to this Agreement.
- (g) **“HOH-OHT”** means the Hills of Headwaters Collaborative Ontario Health Team, comprised of the Team Members.

**1.2 Non-Derogation.** Nothing in this Agreement shall derogate from a Team Member’s ongoing autonomy of its board of directors, or its right to safeguard the quality of health services provided by it, or to exercise its respective rights and meet its respective responsibilities under applicable laws and any government funding agreements. This Agreement shall not create legally binding obligations between Team Members or by any Team Member to third parties. This Agreement does not set precedent for the future or for future agreements.

## ARTICLE 2 – SHARED VISION, GUIDING PRINCIPLES, VALUES AND COMMITMENTS

**2.1 Shared Vision.** The Team Members share the following vision for the HOH-OHT:

**To create one community working together to improve the health and well-being of everyone who lives and provides care across Dufferin-Caledon.**

**2.2 Guiding Principles.** The Team Members are committed to the following guiding principles for the HOH-OHT, set out in the following Relationship Charter:

<b>Relationship Charter: Expectations</b>	<b>Description and Guiding Principles</b>
Constructive and transparent communication	<ul style="list-style-type: none"> <li>• We will communicate frequently, openly and honestly with each other.</li> <li>• We will provide a forum for discussion and be open to each other’s operating environment.</li> <li>• We will communicate in advance of changes, updates (i.e., “no surprises”).</li> <li>• We will develop shared strategies and will not discuss sensitive issues with individuals outside of the relationship.</li> <li>• We will ensure that as members, our respective organizations will be kept up-to-date on sub region discussions, decisions and action items.</li> <li>• We will respect the diversity of cross-cultural communication styles so a safe space is enabled for free generative thinking.</li> </ul>
Commitment and Responsibility	<ul style="list-style-type: none"> <li>• We will ensure that the leaders, executive staff or an assigned delegate with decision-making power is in attendance of meetings.</li> <li>• We are committed to consistent participation, aiming for a minimum of 75% attendance in a given year.</li> <li>• We will take responsibility to proactively review materials for upcoming meetings and meetings that have been missed.</li> <li>• We will not allow current funding agreements to be a barrier to actively working together on innovative solutions.</li> </ul>



Highly cooperative and collaborative	<ul style="list-style-type: none"> <li>• We will jointly identify initiatives and assume responsibility for action.</li> <li>• We will ensure that system and patient interests are prioritized over organizational commitments.</li> <li>• We will look for win-win situations.</li> <li>• We will work together to solve problems.</li> <li>• We will incorporate and strengthen inclusiveness and equity in collaborative discussions.</li> </ul>
Healthy Conflict Resolution	<ul style="list-style-type: none"> <li>• We recognize conflict as natural and will focus on solving the problem collaboratively whenever possible, not apportioning blame.</li> <li>• We will approach problem resolution with mutual understanding, empathy and respect, recognizing expertise and consulting appropriately.</li> <li>• We will share risk and responsibility while acting in ways that are best for the patient.</li> <li>• We will resolve conflict by following the defined resolution process.</li> <li>• Further detailed in Schedule 2.</li> </ul>
Continuous improvement driving quality patient care and innovation in delivery of services	<ul style="list-style-type: none"> <li>• We will focus on improving population health outcomes with a systems-based approach that ensures the interests and perspectives of the patient are integrated into solutions.</li> <li>• We will use evidence-informed decision making and leverage leading practices as a collaborative and as a system to drive innovation and continuous improvement in the quality of patient care.</li> <li>• With input from patients, caregivers and partners, we will assess local population health needs, patient access and wait times and the capacity of health providers to serve the community.</li> <li>• We will build a culture of openness where we are encouraged to speak up and offer a forum for new ideas and generative thinking.</li> </ul>
Seek efficiency while evaluating quality, time, cost parameters	<ul style="list-style-type: none"> <li>• We will strive to build capacity whenever possible without sacrificing patient outcomes.</li> <li>• We are committed to using health care resources in a sustainable, effective, and efficient way that demonstrates quality and value to the community.</li> </ul>

**2.3 Values.** The Team Members endorse the following values for the HOH-OHT:

- (a) The Values of the HOH-OHT have been recorded in the Relationship Charter of the HOH-OHT set out in s. 2.2 and also in this s. 2.3, created to demonstrate the intent

of the Team Members to work collaboratively to improve health outcomes for all Dufferin-Caledon residents and to reflect how we will work together to be successful. The Relationship Charter in s. 2.2 sets out jointly agreed-upon expectations, values and behaviours of the HOH-OHT and associated work group stakeholders; this is a living document and will be reviewed and updated as the partnerships evolve.

- (b) Collaboration and partnership are integral elements of the relationship, stakeholders are viewed as investors that can achieve improvements in the patient experience. The Relationship Charter is a visible statement of commitment to the goals and success of this collaboration.
- (c) Specifically, the benefits to establishing a Relationship Charter for the HOH-OHT and work groups include:
  - ✓ Improved **quality of care** for patients, based on agreed-upon mutual deliverables and expectations.
  - ✓ More effective **strategic alignment** to remove identified barriers and health gaps, resulting in a consistent quality of patient experience and outcomes.
  - ✓ Transparency of expectations.
  - ✓ Increased **understanding** of the environment in which each stakeholder operates.
  - ✓ Shared **proactive planning** of initiatives required to improve patient experience.
- (d) The four cornerstones of partnering in this Relationship Charter are:
  1. An Agreement on shared and **mutual objectives**.
  2. The adoption of a **collaborative**, ‘win-win’ approach to **problem solving**.
  3. Commitment to frequent, open and honest **communication**.
  4. A commitment to pursuing continuous, measured quality improvement.
- (e) The Team Members also agree that the HOH-OHT shall be operated to achieve the **Quadruple Aim** of:
  1. better patient and population health outcomes;
  2. better patient, family and caregiver experience;
  3. better provider experience; and,
  4. better value.

## 2.4 Commitments.

- (a) Commitments - Team Members are those organizations or individuals who have signed this Agreement. By signing this Agreement, Team Members have confirmed their commitment to:

- (i) The Shared Vision, Values and Guiding Principles set out above;
  - (ii) Work with each other to achieve the HOH-OHT's goals and work plans;
  - (iii) Work with each other towards opening communication channels with other potential team members, and towards the concept of representative Networks as set out below;
  - (iv) Adhere to the provisions of this Agreement with respect to information sharing, transparency, privacy and confidentiality set out in Article 6 below;
  - (v) Participate in the collaborative decision-making structures as provided in this Agreement including recognition of the Collaboration Council, as constituted, and acknowledgment of the decision-making processes set out in this Agreement for the HOH-OHT;
  - (vi) Support the work of the HOH-OHT by offering in-kind or other resources/supports which may, with appropriate consultation and agreement with Team Members, be determined by the Collaboration Council to be necessary in future; and
  - (vii) Give notices to the Collaboration Council and other Team Members as are required under this Agreement in respect of involuntary or voluntary integrations or other corporate restructurings.
- (b) The Team Members commit to consideration of forming into network groups of organizations or individuals with similarities in role or purpose as relates to the HOH-OHT, with the goals of appropriate communication with, and representation and involvement of, all stakeholders who are intended by the Ministry of Health to be involved in the HOH-OHT. Including and adding new Team Members is a goal of the HOH-OHT and they may become signatories of this Agreement at any time during its term.

**2.5 Ontario Health Team.** The HOH-OHT has been identified as an Ontario Health Team under formation under the *Connecting Care Act, 2019* effective December 6, 2019 and, as such, the HOH-OHT will be the recipient of interim funding from the Ministry of Health and/or Ontario Health which shall be received and managed by Headwaters Health Care Centre, under agreement with the Ministry of Health. The Team Members will contribute resources (e.g., funds, people, capital, and facilities) to the shared priorities and accountabilities of the HOH-OHT as determined by the team member. Contributions will reflect the different abilities and depth in resources and funding.

**2.6 Disclosure, Minimizing Conflicts, and Transparency.**

- (a) The Team Members shall engage in on-going communication and disclosure and shall provide information to each other and to the Collaboration Council and its subcommittees and working groups to achieve the benefits of this Agreement.

- (b) Each Team Member will try to eliminate, minimize, or mitigate any conflict between the HOH-OHT and its other contractual and service obligations and relationships outside of the HOH-OHT.
- (c) If a Team Member becomes aware of any fact or circumstance that may harm that or another Team Member's ability to perform its obligations under this Agreement or a Collaboration or Project Agreement, it will promptly notify the Collaboration Council and the other Team Members of the nature of the fact or circumstance and its anticipated impact so that the Team Members through the Collaboration Council may consider how to remedy, mitigate, or otherwise address the fact or circumstance.

## **ARTICLE 3 – GOVERNANCE**

**3.1 Collaboration Council.** The Team Members establish the Collaboration Council as the collaborative, strategic decision-making body of the HOH-OHT. The composition, mandate, and processes of the Collaboration Council are set out in Schedule 1. The Collaboration Council agreed the creation of an Anchor Council, a subset of the Collaboration Council, to provide direct oversight and facilitate decision making for the HOH OHT. The Collaboration Council Team Members recognize the need for smaller, more nimble subgroups who can work on a consensus basis to make needed operational decisions for the HOH-OHT and shall delegate specific tasks to subgroups which they will agree at the Collaboration Council to form. Where consensus cannot be reached, the Collaboration Council shall use the Collaboration Council Decision-Making Framework set out in Schedule 2, basing its choices on how to proceed on the use of the RACI approach, where required. The subcommittees and working groups which have already been set up will continue to operate and are responsible to the Collaboration Council to address specific issues and projects to accomplish the goals of the HOH-OHT; these groups will report up to the Collaboration Council, which will keep the HOH-OHT informed of its actions by way of minutes and reports.

**3.2 Anchor Council.** The Anchor Council is the operational decision-making body of the HOH-OHT. All actions and decisions made at the Anchor Council are in line with the strategy agreed by the Collaboration Council. Any new items of strategic importance must be brought to the Collaboration Council for careful and considerate engagement. Membership is composed of one member of the Collaboration Council from the following sectors: Community Services; Community Wellness Council Core (Patient/Family); Congregate Settings; Home and Community Care; Hospital; Primary Care; Allied Health. Members are selected by vote at the Collaboration Council. The composition, mandate, and processes of the Anchor Council are set out in Schedule 1

**3.3 Patient/Client, Family, and Caregiver Involvement.** The Hills of Headwaters Community Wellness Council (the "HOH-CWC") was established in 2019, and represents a collective of patients, clients, families, and caregivers. The HOH-CWC will provide advice directly to the Collaboration Council and will have representation on appropriate subcommittees and working groups. The HOH-CWC will elect two (2) of its members to serve as voting members of the Collaboration Council and to act as a liaison and ensure that the voice of those who seek or receive health care or related services from the HOH-OHT, or support those seeking or receiving health care or related services from the HOH-OHT, is represented at the Collaboration Council. A Patient

Declaration of Values for the HOH-OHT will be established by the Collaboration Council in consultation with the HOH-CWC.

**3.4 Primary and Specialist Care Association.** The Dufferin Caledon Physician Association (“DCPA”) was established in 2019, and represents Primary and Specialist Care Physicians of the HOH-OHT. The DCPA will provide advice directly to the Collaboration Council and will provide leadership on appropriate subcommittees and working groups. The goal will be to have one (1) member from the geographical area of Dufferin and one (1) member from the geographical area of Caledon, as soon as this is possible, and each will serve as a voting member of the Collaboration Council to act as a liaisons and ensure that the voices of primary and specialist care providers are represented at the Collaboration Council.

## ARTICLE 4 – PROJECTS

**4.1 Implementation.** The Team Members, or delegated sub-groups, shall implement each Project as follows:

- (a) The Collaboration Council shall identify one or more initiatives, programs, and/or services as an opportunity for a Project.
- (b) The Collaboration Council, or delegated sub-groups, shall develop a plan for each Project and, in doing so, shall be guided by the shared vision, guiding principles, and commitments of this Agreement and the Project principles and requirements set out in Sections 4.2 and 4.3. Each plan shall set out relevant considerations, terms, and conditions for the specific Project.
- (c) Where appropriate, the Collaboration Council, or delegated sub-groups, shall develop a Project Agreement, consistent with the plan, setting out the details of each Project, including clear and transparent accountabilities. This Agreement governs each Project unless a Project Agreement provides otherwise.
- (d) Before approving and implementing a Project, each Team Member shall ensure that its participation complies with any applicable laws, industry and professional standards, and its own constating documents and policies.
- (e) The participating Team Members (and any other Participants) will approve and execute a Project Agreement in accordance with their own delegation of authority.
- (f) Each Team Member shall maintain its separate corporate governance, and corporate mission, vision, and values throughout each Project.
- (g) Each Team Member shall retain all of its books and records made solely in connection with a Project in accordance with its own record retention policies and shall make them open to examination and copying by the other Team Members during their respective retention periods. All documents related to each Project shall be accessible

to the other participating Team Members as required to enable them to meet their legislated reporting requirements.

**4.2 Project Principles and Requirements.** Where appropriate, each Project (and, if applicable, Project Agreement) will set out:

- (a) scope of services to be provided by each Team Member (and other Participants if applicable), and their accountabilities and responsibilities;
- (b) specified strategic objectives and performance measures;
- (c) costs and financial matters including: budget, transfers of funds, payment terms, applicable taxes, set-offs;
- (d) human resource considerations;
- (e) reporting and audit compliance requirements;
- (f) third-party approvals;
- (g) intellectual property;
- (h) an annual evaluation to review and monitor progress, determine value and achievement of progress and desired outcomes;
- (i) dispute resolution provisions if Article 7 is not to apply;
- (j) term, termination, withdrawal, and expulsion from the Collaboration, and consequences thereof; including a process for return of management functions, clinical and support services, and asset distribution on termination of the Collaboration; and
- (k) risk allocation including mitigation, liability, indemnification, and insurance requirements.

**4.3 Costs and Financial Contributions.** For each Project, costs and financial contributions will be consistent with the following principles:

- (a) allocation of costs are to be guided by principles of equitable allocation;
- (b) the direct cost of all shared positions (or termination of any shared positions) shall be allocated on a proportional basis, which may be based on time spent or respective budgets;
- (c) the Team Members will in good faith negotiate and agree to mid-year adjustments to reflect changes in the scope of services provided during the year; and
- (d) financial contributions and methodology of cost allocation will be reviewed annually.

## ARTICLE 5 – INTEGRATION WITH OTHERS

**5.1 Voluntary Integration with Others.** If a Team Member is contemplating an integration with another entity that will have a significant impact on the vision and guiding principles of the HOH-OHT, then it shall notify the Collaboration Council and the other Team Members in writing at least 90 days before the completion of such integration. The notice shall describe:

- (a) name of the entity or entities;
- (b) terms of the proposed integration; and
- (c) assessment of the impact, if any, of the proposed integration on the HOH-OHT.

Within 21 days of receipt of the notice, the Collaboration Council shall assess the impact of the proposed integration on the HOH-OHT and deliver a written report with recommendations to the Team Members. If any Team Member objects to the proposed integration, it shall deliver a notice advising the Collaboration Council of its objection within 21 days of receipt of the report and the matter will be submitted to the dispute resolution provisions of this Agreement.

**5.2 Involuntary Integration.** The Team Members recognize that the Minister of Health may order an integration involving one or more of the Team Members with one or more third parties. If this occurs, the Collaboration Council shall meet and develop a recommendation to the Team Members as to the impact of such integration on this Agreement, the HOH-OHT, and whether any amendments are required to this Agreement, a Project or a Project Agreement. The Team Members shall endeavour to continue this Agreement and each Project unless it is determined it is not feasible to do so where the essential benefits of this Agreement or a Project will not be realized by the HOH-OHT..

## ARTICLE 6 – PRIVACY AND CONFIDENTIALITY

**6.1 Privacy.** For the purposes of the HOH-OHT:

- (a) The Team Members will share personal health information with one another for the purposes of providing health services, and coordinating its provision, in accordance with applicable laws.
- (b) Team Members will enter into a data sharing agreement in respect of sharing personal health information for all other purposes.

**6.2 Confidentiality.** Team Members shall not disclose any Confidential Information of another Team Member to a third party, except: (a) with written consent of the relevant Team Member; (b) to the extent that disclosure is necessary to meet applicable laws or governmental or public authority directives or other requirements; or (c) as permitted under the terms of this Agreement. Unless required by applicable privacy legislation or specified by the Collaboration Council or its subcommittees to be confidential and therefore not to be shared external to the Team

Members involved, information shared between Team Members or others involved in the Shared Purpose of the HOH-OHT is not considered confidential and may be shared by a Team Member without privacy obligation to any Team Member or parties external to the HOH-OHT.

**6.3 Loss or Compromise of Confidentiality.** If a Team Member discovers any loss or compromise of the Confidential Information of another Team Member, it will notify the Team Member promptly and cooperate with it to mitigate the loss or compromise. Upon request, each Team Member shall return or destroy (with certification to the relevant Team Member) all Confidential Information of the relevant Team Member that it is not required to retain by applicable laws or other requirement. However, each Team Member may, at its option, retain one copy of such Confidential Information in its files for archival purposes subject always to the obligations of confidentiality under this Agreement. Each Team Member may use the Confidential Information of another Team Member to exercise its rights and protect its interests under this Agreement and as required by applicable laws. For greater certainty, this provision applies to the Confidential Information of a Team Member. Any loss or compromise of personal health information shall be addressed in accordance with applicable laws and any data sharing agreement entered into between and/or among the Team Members.

**6.4 Public Notices and Media Releases.** All notices to third parties and all other publicity concerning this Agreement or the HOH-OHT shall be planned, co-ordinated, and approved by the Collaboration Council, and no Team Member shall act unilaterally in this regard without the prior approval of the Team Members through the Collaboration Council, except where required to do so by applicable laws or governmental or public authority requirements. The spokespersons for the HOH-OHT shall be such member or members of the Collaboration Council as determined by the Collaboration Council from time to time.

## ARTICLE 7 – DISPUTE RESOLUTION

**7.1 Dispute Resolution.** The Team Members shall use their best efforts to avoid disputes by clearly articulating expectations, establishing clear lines of communication, and respecting each Team Member’s interests, using the Relationship Resolution Process as further detailed in Schedule 2. The Collaboration Council will make decisions by consensus wherever possible. However, if a dispute arises, the Collaboration Council and other HOH-OHT Team Members shall follow the procedures set out below and in Schedule 2, acting in good faith:

- (a) The Team Members shall use their best efforts to resolve any disputes in a collaborative manner through informal discussion and resolution.
- (b) The Collaboration Council shall work to resolve the dispute in an amicable and constructive manner. If the Collaboration Council members have made reasonable efforts, and the dispute remains unresolved, the Collaboration Council shall escalate the dispute as set out in Schedule 2.
- (c) If a dispute cannot be resolved, as determined by any Team Member after following these procedures, a Team Member may withdraw from the applicable Project, Project Agreement, or this Agreement in accordance Article 8.



## ARTICLE 8 – TERM, TERMINATION, WITHDRAWAL, AND EXPULSION

**8.1 Term.** This Agreement shall start on the date of this Agreement and shall continue until September 30, 2023 unless terminated in accordance with Section 8.2.

**8.2 Termination of Agreement.** The Team Members may only terminate this Agreement by mutual written agreement.

**8.3 Withdrawal.** A Team Member may withdraw from this Agreement by providing at least 90 days' notice to the other Team Members.

**8.4 Expulsion.** A Team Member may be expelled from the HOH-OHT, and thereby cease to be a party to this Agreement. Reasons for expulsion may include if the Team Member is not meeting its commitments under this Agreement or a Project Agreement, no longer agrees to the vision of the HOH-OHT or is disruptive to the consensual governing process at Collaboration Council meetings. An expulsion may take place after following these procedures:

- (a) The Collaboration Council members, other than the member representing the Team Member at issue, must agree by at least a two-thirds majority vote that expulsion is advisable.
- (b) Following such agreement, the Collaboration Council members referred to in Section 8.4(a) shall, in writing, notify the Team Member at issue that it intends to recommend their expulsion to the other Team Members.
- (c) If reasonable in the circumstances, as determined by the Collaboration Council members referred to in Section 8.4(a), the Team Member may be provided with an opportunity to present and discuss their position and to rectify the issue(s) within a time period reasonably directed by such Collaboration Council members.
- (d) If it is not reasonable to allow for an opportunity for rectification or if rectification does not occur within the time period provided to the reasonable satisfaction of the other Collaboration Council members referred to in Section 8.4(a), such Collaboration Council members shall make a recommendation for expulsion to all of the other Team Members.
- (e) All of the Team Members, other than the Team Member at issue, shall consider the recommendation referred to in Section 8.4(d) and at least two-thirds of Team Members must, in writing through their authorized signatories, agree to the expulsion. Upon such written agreement, this Agreement shall be deemed amended to remove the expelled Team Member as a party.
- (f) Submission to the dispute resolution procedures under this Agreement may be used if the Collaboration Council agrees by at least a two-thirds majority vote that same shall be a pre-condition to further steps towards expulsion.

**8.5 Withdrawals/Termination of Project Agreement.** Unless a Project Agreement provides otherwise: (a) the parties to a Project Agreement may terminate the Project Agreement by mutual written agreement, provided that they give at least 90 days' notice to the Collaboration Council; and (b) a party to a Project Agreement may withdraw from the Project Agreement by giving at least 90 days' notice to the Collaboration Council and the other parties to the Project Agreement.

**8.6 Consequences of Termination, Withdrawal or Expulsion.**

- (a) A Team Member who withdraws or is expelled from this Agreement shall cease to be a party to this Agreement and shall cease to be a member of the HOH-OHT.
- (b) Termination of, or withdrawal or expulsion from, this Agreement shall not automatically constitute termination of, or withdrawal or expulsion from, any Project or Project Agreement.
- (c) Withdrawal from or termination of a Project or a Project Agreement shall not automatically constitute withdrawal from or termination of this Agreement or any other Project or Project Agreement, as the case may be.
- (d) A Team Member who withdraws or is expelled from this Agreement or withdraws from a Project or Project Agreement, as the case may be, shall remain accountable for its commitments and obligations, actions and omissions before the effective date of the withdrawal or expulsion and shall work with the Collaboration Council to develop strategies to reasonably fill any resource or service gaps left by the withdrawing or expelled Team Member.

**ARTICLE 9 – GENERAL**

**9.1 Independent Contractors.** The relationship between the Team Members under this Agreement is that of independent contractors. This Agreement is not intended to create a partnership, agency, or employment relationship between or among the Team Members. No Team Member shall have the power or authority to bind another Team Member or to assume or create any obligation or responsibility, expressed or implied, on another Team Members' behalf or in its name, nor shall it hold itself out to any third party as a partner, agent, or employee of another Team Member. Each Team Member shall be responsible and liable for its own employees, agents, and subcontractors, unless otherwise agreed to in a Project Agreement.

**9.2 Notices.** Where in this Agreement a Team Member must give or make any notice or other communication, it shall be in writing and is effective if delivered personally or sent by electronic means addressed to the intended Team Member at the address set below its respective signature. Notice or communication shall be deemed received one Business Day after delivery or sending. The address of a Team Member may be changed by notice as provided in this Section. “**Business Day**” means any working day, Monday to Friday, excluding statutory holidays observed in Ontario.

**9.3 Entire Agreement.** With respect to its subject matter, this Agreement contains the entire understanding of the Team Members and supersedes all previous negotiations, representations, understandings, and agreements, written or oral, between and among the Team Members respecting the subject matter of this Agreement.

**9.4 Amendment.** Subject to Section 8.6(a), this Agreement may be amended only by mutual written agreement. If a change in law or a directive from the Minister of Health or other governmental or public authority necessitates a change in the manner of performing this Agreement, the Team Members shall work cooperatively to amend this Agreement to accommodate the change. A Project Agreement may be amended in accordance with the provisions of the Project Agreement without necessitating an Agreement amendment.

**9.5 Assignment.** No Team Member may assign its rights or obligations under this Agreement without the prior written consent of the other Team Members. This Agreement enures to the benefit of and binds the Team Members and their respective successors and permitted assigns. Notwithstanding the foregoing, but subject to Section 5.2, a Team Member may assign this Agreement without consent in the event of an integration order of the Minister of Health.

**9.6 No Waiver.** No waiver of any provision of this Agreement is binding unless it is in writing and signed by the Team Member entitled to grant the waiver.

**9.7 Severability.** Each provision of this Agreement is distinct and severable. Any declaration by a court of competent jurisdiction of the invalidity or unenforceability of any provision shall not affect the validity or enforceability of any other provision.

**9.8 Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original and all of which taken together constitutes one agreement. Delivery of an executed counterpart of this Agreement electronically in legible form shall be equally effective as delivery of a manually executed counterpart of this Agreement.

**9.9 Governing Law.** This Project Agreement is governed by, and interpreted and enforced in accordance with, the laws of the Province of Ontario and the laws of Canada applicable in the Province of Ontario.

**9.10 Survival.** Those articles which by their nature should survive a Team Member's withdrawal or expulsion from or termination of this Agreement shall so survive.

The undersigned, as Team Members, have executed this Agreement.

*Signatures on following page are collected in counterpart.*

**COUNTERPART SIGNATURE PAGE FOR  
HILLS OF HEADWATERS COLLABORATIVE ONTARIO HEALTH TEAM  
COLLABORATION AGREEMENT  
effective January 31, 2023**

**Print full legal name of Organization or Individual:**

\_\_\_\_\_

Per: \_\_\_\_\_

Print name of signer: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Date:

I have the authority to bind the corporation, organization or myself as an individual.

**If an Individual:**

\_\_\_\_\_  
Print Name of Witness to signature

\_\_\_\_\_  
Signature of Witness

Enter Date Witness observed Signer's execution:

\_\_\_\_\_

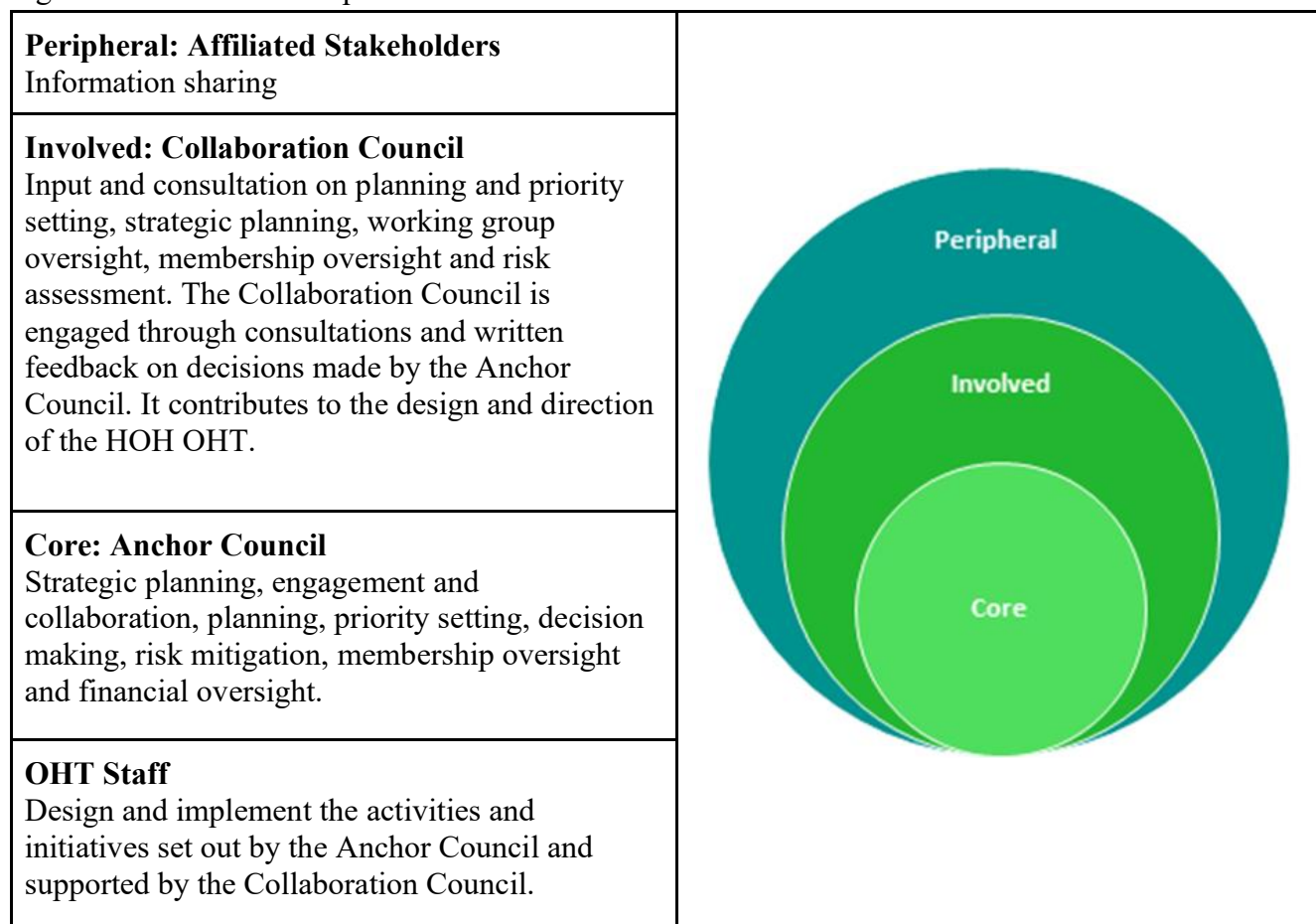
**SCHEDULE 1 –  
Hills of Headwaters Collaborative OHT Governance, Structure and Decision-Making**

This schedule sets out the governance, structure and decision-making process within the Hills of Headwaters Collaborative OHT (HOH OHT).

**Levels of Participation**

Many OHTs include different levels of participation and involvement for partners that require increasing amounts of commitment, accountability and resources. Figure 1 provides a summary of the structure for the HOH OHT..

Figure 1: Levels of Participation for HOH OHT Partners



<b>Anchor Council</b>	
<b>Mandate</b>	<p>The Anchor Council operates based on the HOH OHT’s shared vision, values, and guiding principles. Its role is to provide a forum for the members to manage the operational decisions of the HOH OHT. All actions and decisions made at the Anchor Council must be in line with the strategy agreed by the Collaboration Council. Any new items of strategic importance must be brought to the Collaboration Council for careful and considerate engagement. The Anchor Council is accountable to the Collaboration Council.</p> <p>Anchor Council Members’ commitments include:</p> <ul style="list-style-type: none"> <li>● Attend and actively participate in all required meetings. Members will <u>not</u> send a designate if they are unable to attend a meeting.</li> <li>● A commitment to the shared vision, values, priorities, and guiding principles.</li> <li>● Actively participate as members of the Anchor Council to manage the delivery HOH OHT strategic plan, priority objectives, budget and central brand.</li> <li>● Work with each other to achieve the shared goals/priorities of the HOH OHT.</li> <li>● Adhere to the provisions in the Collaboration Agreement with respect to information sharing, transparency, privacy, and confidentiality.</li> <li>● Participate in the collaborative decision-making structures as provided in the Collaboration Agreement.</li> <li>● Contribute resources (e.g. Financial, in kind support, etc.) to sustainability of the HOH OHT, as determined by the team member. Contributions will reflect their capacity and mandate.</li> <li>● Be ambassadors for the vision of the HOH OHT within the broader community.</li> </ul> <p>The Anchor Council’s responsibilities include:</p> <p><b>Engagement and Collaboration</b></p> <ul style="list-style-type: none"> <li>● Ensure all decisions affecting the implementation of the HOH OHT are done so through proper and robust consultation with the Collaboration Council.</li> <li>● Engage and seek input from HOH OHT members and sectors individually, as needed.</li> <li>● Keep key stakeholders informed, involved, and engaged throughout the development and implementation of the HOH OHT.</li> <li>● Provide updates to Collaboration Council and HOH OHT partners on status of projects, budgets and overall progress of HOH OHT</li> </ul>

	<p><b>Planning and Priority Setting</b></p> <ul style="list-style-type: none"> <li>● In consultation with Collaboration Council, establish an overall strategic plan for the HOH OHT and an annual work plan consistent with the strategic plan</li> <li>● In consultation with Collaboration Council, identify and measure the priority populations for the HOH OHT and the impact of decisions on them</li> <li>● Enable strategic decisions and facilitate the implementation of collaborations and other initiatives in an efficient manner.</li> </ul> <p><b>Financial Oversight</b></p> <ul style="list-style-type: none"> <li>● Approve expenditures of any net new resources, funds, and staffing in accordance with work plans and agreements to advance the work of the HOH OHT.</li> <li>● Hire staff as needed to support the work of the Collaboration Council and Working Groups after consultation with the respective body.</li> <li>● Develop guidelines for the allocation and sharing of costs and resources, including funding earmarked for the HOH OHT as well as human resources, capital, and facilities and costs related to supporting the work of the HOH OHT.</li> <li>● Approve expenditures made by the Collaboration Council and Working Groups (i.e., work plan expenditures).</li> </ul> <p><b>Membership Oversight</b></p> <ul style="list-style-type: none"> <li>● Act as an arbitrating body for any HOH OHT partnership concerns.</li> <li>● Review membership of the Collaboration Council.</li> </ul> <p><b>Risk Assessment</b></p> <ul style="list-style-type: none"> <li>● Identify risks and consider risk allocation, mitigation, and corrective actions for HOH OHT activities</li> </ul>
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<p><b>Membership</b></p>	<p>The Anchor Council shall be comprised of the following voting members from the following sectors (1 member per sector):</p> <ol style="list-style-type: none"> <li>1. Community Services</li> <li>2. Community Wellness Council Core (Patient/Family)</li> <li>3. Congregate Settings</li> <li>4. Home and Community Care</li> <li>5. Hospital</li> <li>6. Primary Care</li> <li>7. Allied Health</li> </ol> <p>Members on the Anchor Council are identified by the Collaboration Council and sit at both councils. Members must be not-for-profit senior decision makers. They must endeavor to ensure sectoral representation. Members are expected to bring their knowledge and leadership experience from their sector. No organization with the same ED/CEO may be represented at the Council twice. The patient/family participant will be selected from the Community Wellness Council (CWC) Core.</p> <p>Members will serve two-year terms subject to re-appointment by the Collaboration Council. Terms should be staggered to maintain continuity of Council. Terms may be shortened for members who are unable to meet their responsibilities.</p> <p>OHT Staff (non-voting members) also sit on the Anchor Council as needed and could include an Executive Director, Project Manager, etc. They will receive direction, get clarification on duties, gather feedback and provide updates. Guests may be invited to assist the Council as appropriate.</p>
<p><b>Selecting and Changing Membership</b></p>	<p>Anchor Council members who are designates of the Collaboration Council shall be selected through a process approved by the Collaboration Council.</p> <p>An Anchor Council member may be replaced by another sector representative from the Collaboration Council with reasonable notice to the Collaboration Council provided the process followed is acceptable to the Collaboration Council.</p> <p>The Collaboration Council can replace an Anchor Council member where that member is not acting in accordance with the guiding principles and in pursuit of the Shared Objectives of the HOH OHT. The replacement member shall be selected through a process approved by the Collaboration Council</p>



<b>Co-Chairs</b>	<p>The Anchor Council shall have two Co-Chairs, who shall be elected by a majority vote of the Anchor Council members. The Co-Chairs shall alternate the meeting chair responsibilities. Both Co-Chairs participate in deliberations and decision-making of the Anchor Council.</p> <p>The Co-Chairs shall be elected annually from among the members of the Anchor Council. Co-chairs will serve overlapping terms to ensure continuity of the table.</p>
<b>Meetings</b>	<p>Meetings shall be held at a minimum monthly. Meetings will be held at the call of the Co-Chairs or upon the request of another Anchor Council member in consultation with the Co-Chairs. The Co-Chairs may determine the meeting procedures. Agendas will be sent two days in advance and indicate if decisions are known to be required. Meetings may be by any available technology. Guests may attend a meeting upon consent of the Co-Chairs.</p> <p>In addition, based on the focus of individual agenda items, there may be times when additional individuals will be invited to participate in meeting discussions. Permission should be sought from the Co-Chairs.</p>
<b>Quorum</b>	<p>Quorum will be all members of the Anchor Council present in person or electronically. If voting is required, quorum is defined as 50% of voting members plus one. If quorum is not present, the members present may meet for discussion purposes only and no decisions shall be made.</p>
<b>Decisions</b>	<p>The Anchor Council has no authority to make a decision binding on a member organization. The Anchor Council will not duplicate or replace any member’s governance or operational decision-making.</p> <p>For all decisions, consensus will be sought. Consensus means that each member is prepared to support the decision or, if applicable, recommend it to their board of directors, organization, or respective sector, as the case may be, even if they do not agree with the decision/recommendation.</p> <p>When consensus cannot be achieved, a majority vote of the members will carry the decision. Quorum must be established in order to vote. If consensus cannot be reached and making a decision or ‘acting’ at that time would be critical to the OHT, the Anchor Council may decide to vote. Each Anchor Council member will have one vote, excluding the OHT staff members. Where voting is required, all members must participate and be recorded on the decision (this may include by email or virtual contact).</p>

<b>Minutes</b>	Meeting minutes will document deliberations and recommendations. Discussion during meetings shall be open, frank, and free flowing, and while contents of minutes will be shared, they will not include attribution of individual contributions made by Anchor Council members. Minutes will be shared with the Collaboration Council.
<b>Information Sharing</b>	The Anchor Council shall develop a protocol for how information is shared with members and their respective boards of directors or governing bodies, the Collaboration Council, the CWC Core, working groups and affiliate members.
<b>Confidentiality</b>	<p>Anchor Council members shall respect the confidentiality of information received by, and discussions of, the Anchor Council.</p> <p>Anchor Council members shall share information in accordance with the protocol adopted by the Anchor Council.</p> <p>Anchor Council members shall each sign an acknowledgement confirming their agreement to respect the confidentiality of information received in their capacity as a member of the Anchor Council and to adhere to these Terms of Reference and any protocols, policies or procedures adopted by the Anchor Council from time to time.</p>

<b>Collaboration Council</b>	
<b>Mandate</b>	<p>The Collaboration Council sets the strategic vision and objectives of the HOH-OHT. It brings forward recommendations and informs decisions made by the Anchor Council. It provides a forum for all members to contribute meaningfully to the activities of the HOH- OHT.</p> <p>Collaboration Council Members’ commitments include:</p> <ul style="list-style-type: none"> <li>● Attend and actively participate in all required meetings or send a designate if unable to do so. A designate must be a senior leader in that member’s organization or, in the case of the CWC Core member, a designate must be from the CWC Core.</li> <li>● Collaboratively determine the shared strategy and priorities of the HOH OHT.</li> <li>● A commitment to the shared vision, values, priorities, and guiding principles.</li> <li>● Work with each other to achieve the shared goals/priorities of the HOH OHT.</li> <li>● Adhere to the provisions in the Collaboration Agreement with respect to information sharing, transparency, privacy, and confidentiality.</li> <li>● Contribute resources (e.g., financial, in-kind support, staff resources, etc.) to the sustainability of the HOH OHT, as determined by the team member. Contributions will reflect their capacity and mandate.</li> <li>● Be ambassadors for the vision of the HOH OHT within the broader community.</li> <li>● Sign a membership agreement, to be created, when joining the Council.</li> <li>● Members are expected to bring their knowledge of community planning and their leadership experience. When the work of this Council is outside the scope of a member, they will call upon another colleague in their organization for support (e.g., working groups, consultation).</li> </ul> <p>The Collaboration Council’s responsibilities include:</p> <p><b>Engagement and Collaboration</b></p> <ul style="list-style-type: none"> <li>● Decisions made by the Anchor Council will receive feedback from the Collaboration Council. The Collaboration Council will discuss and provide recommendations before all decisions are to be made at the Anchor Council level.</li> <li>● Provide input and advice to the Anchor Council and OHT Staff on governance, planning, design, implementation activities to</li> </ul>

	<p>enable decision-making.</p> <ul style="list-style-type: none"> <li>● Participate and provide input on a wide range of engagement, planning and co-design activities</li> <li>● Keep key stakeholders informed, involved, and engaged throughout the development and implementation of the HOH OHT.</li> <li>● Seek input from working groups and affiliated councils to support decision making at the Anchor Council.</li> </ul> <p><b>Planning and Priority Setting</b></p> <ul style="list-style-type: none"> <li>● Provide consultation and feedback to the Anchor Council in establishing an overall strategic plan for the HOH OHT and an annual work plan.</li> <li>● Provide consultation and feedback to the Anchor Council in identifying and measuring the priority populations for the HOH OHT and the impact of decisions on them.</li> </ul> <p><b>Working Group Oversight</b></p> <ul style="list-style-type: none"> <li>● Review and provide input on Working Groups’ work and expenditure plans.</li> <li>● Approve the work plans and any agreements that support the implementation at the Working Group level.</li> <li>● Contribute to membership of working groups, individually or at an organizational level, as appropriate. Each organization should participate in at least one working group.</li> <li>● Approve any changes to the vision, values and guiding principles of the HOH OHT.</li> <li>● Annually review the performance of the HOH OHT.</li> </ul> <p><b>Membership Oversight</b></p> <ul style="list-style-type: none"> <li>● Develop membership agreement for participation on the Collaboration Council.</li> <li>● Provide recommendations to the Anchor Council on composition of the Collaboration Council.</li> <li>● Develop selection and replacement processes for electing members to the Anchor Council.</li> <li>● Elect members to the Anchor Council.</li> </ul> <p><b>Risk Assessment</b></p> <ul style="list-style-type: none"> <li>● Identify risks for consideration at the Anchor Council for all HOH OHT activities.</li> </ul>
<b>Membership</b>	<p>Membership is open to health care and human service organizations, municipalities, networks, alliances, and groups that serve or are stakeholders of the Hills of Headwaters Collaborative OHT. Members must sign a membership agreement (to be created).</p>

	<p>Members must be active participants, contributing resources to support the sustainability of the HOH OHT to remain on the council. Co-chairs are recommended one additional member from their organization/agency on the Collaboration Council. All other members are recommended to have an alternate should they not be able to attend.</p> <p>The Community Wellness Council (CWC) Core will have up to two members on the Collaboration Council to represent the patient-family perspective.</p> <p>Collaboration Council is formed of senior leaders from partner organizations, with Co-Chairs selected from the group.</p> <p>OHT Staff (non-voting members) also sit on the Collaboration Council as needed and could include an Executive Director, Lead, etc. They will receive direction, get clarification on duties, gather feedback and provide updates.</p> <p>Guests may be invited to assist the Council as appropriate.</p>
<p><b>Selecting and Changing Membership</b></p>	<p>All members must sign a membership agreement, to be created and approved by the Collaboration Council. Members do not sit on the Council for a defined term and can choose to leave the Council at any point. If a member can no longer sit on the Council, the member will provide their resignation and seek a replacement representative from their organization.</p>
<p><b>Co-Chairs</b></p>	<p>The Collaboration Council shall have two Co-Chairs, who shall be elected by a majority vote of the Collaboration Council members. The Co-Chairs shall alternate the meeting chair responsibilities. Both Co Chairs participate in deliberations and decision-making of the Collaboration Council.</p> <p>The Co-Chairs shall be elected annually from among the members of the Collaboration Council. Co-chairs should be members of the Anchor Council and must not be from the same sector. Co-chairs will serve overlapping terms to ensure continuity of the table.</p>
<p><b>Meetings</b></p>	<p>Meetings shall be held at a minimum monthly. Meetings will be held at the call of the Co-Chairs or upon the request of another Collaboration Council member in consultation with the Co-Chairs. The Co-Chairs may determine the meeting procedures. Agendas will be sent at least two days in advance and indicate if decisions are known to be required. Meetings may be by any available technology. Guests may attend a meeting upon consent of the Co-Chairs.</p> <p>In addition, based on the focus of individual agenda items, there may</p>

	<p>be times when additional individuals will be invited to participate in meeting discussions. Permission should be sought from the Co Chairs.</p>
<b>Quorum</b>	<p>Quorum will be all organizations of the Collaboration Council present in person or electronically. Each organization, regardless of the number of staff on the Collaboration Council, shall receive one vote. If voting is required, quorum is defined as 50% of voting members plus one. If quorum is not present, the members present may meet for discussion purposes only and no decisions shall be made.</p>
<b>Decisions</b>	<p>The Collaboration Council has no authority to make a decision binding on a member organization. The Collaboration Council will not duplicate or replace any member’s governance or operational decision-making.</p> <p>When feedback and advice is sought by the Anchor Council, especially when it pertains to items with substantial impact on the HOH OHT, the Collaboration Council shall vote on any recommendations provided to the Anchor Council.</p> <p>For all decisions, consensus will be sought. Consensus means that each organization is prepared to support the decision or, if applicable, recommend it to their board of directors, organization, or respective sector, as the case may be, even if they do not agree with the decision/recommendation.</p> <p>When consensus cannot be achieved, a majority vote of the organizations will carry the decision. Quorum must be established in order to vote. If consensus cannot be reached and making a decision or ‘acting’ at that time would be critical to the OHT, the Collaboration Council may decide to vote. Each Collaboration Council member organization will have one vote. OHT Staff do not have a vote. Where voting is required, all member organizations must participate and be recorded on the decision (this may include by email or virtual contact).</p>
<b>Minutes</b>	<p>Meeting minutes will document deliberations and os. Where applicable, these will be shared with the Anchor Council for their decision making. Discussion during meetings shall be open, frank, and free flowing, and while contents of minutes will be shared, they will not include attribution of individual contributions made by Collaboration Council members.</p>

<p><b>Information Sharing</b></p>	<p>The Collaboration Council shall develop a protocol for how information is shared with members and their respective boards of directors or governing bodies, the Collaboration Council, the CWC Core, subcommittees, working groups and affiliate members.</p>
<p><b>Confidentiality</b></p>	<p>Collaboration Council members shall respect the confidentiality of information received by, and discussions of, the Collaboration Council.</p> <p>Collaboration Council members shall share information in accordance with the protocol adopted by the Collaboration Council.</p> <p>Collaboration Council members and all members of subcommittees or working groups shall each sign an acknowledgement confirming their agreement to respect the confidentiality of information received in their capacity as a member of the Collaboration Council or one of its subcommittees or working groups as applicable and to adhere to these Terms of Reference and any protocols, policies or procedures adopted by the Collaboration Council from time to time.</p>

<b>Affiliated -Stakeholders</b>	
<b>Mandate</b>	<p>Affiliated stakeholders receive electronic information and updates from OHT Staff, the Anchor Council, and the Collaboration Council, as appropriate. Affiliated stakeholders do not meet or contribute to the direction or outcomes of the HOH OHT.</p> <p>Affiliated Stakeholders' commitments include:</p> <ul style="list-style-type: none"> <li>• This group is for information sharing. There are no commitments for individuals or organizations who chose to be affiliated stakeholders.</li> </ul> <p>The Affiliated Stakeholders' responsibilities include:</p> <p><b>Information Sharing</b></p> <ul style="list-style-type: none"> <li>• Stakeholders receive information electronically from the HOH OHT. They have no other responsibilities or accountabilities.</li> </ul>
<b>Membership</b>	<p>Membership is open to all interested organizations, both for-profit and not-for-profit as well as individuals. Anyone interested in becoming a stakeholder must email the OHT Staff to be added to the mailing list. If a stakeholder no longer wants to receive updates, they must send an email to remove their name from the mailing list. Affiliated stakeholders do not contribute to the direction of the HOH OHT and can be anyone interested in receiving electronic updates from the HOH OHT.</p>
<b>Meetings</b>	<p>The Affiliated Stakeholders do not meet. Stakeholders may be convened once or twice a year for a town hall update or another engagement opportunity.</p>
<b>Decisions</b>	<p>The Affiliated Stakeholders do not make decisions.</p>
<b>Confidentiality</b>	<p>Any information received by Affiliated Stakeholders will not be confidential and can be shared as necessary.</p>



<b>Affiliated Councils</b>	
<b>Mandate</b>	<p>Affiliated councils are tables, groups, committees or councils that are loosely attached to the HOH OHT and may support HOH OHT priorities and Ministry related projects, as they deem appropriate.</p> <p>Affiliated Councils’ commitments include:</p> <ul style="list-style-type: none"> <li>● Determine their own involvement with the HOH OHT, as they deem appropriate.</li> <li>● When attending meetings associated with HOH OHT, actively participate and commit to the shared vision, values, priorities and guiding principles.</li> </ul> <p>The Affiliated Councils’ responsibilities include:</p> <ul style="list-style-type: none"> <li>● Keep the HOH OHT Anchor Council updated on priorities, projects and needs, as appropriate.</li> <li>● Advocate and support the populations represented at their council within the HOH OHT structure.</li> </ul>
<b>Membership</b>	Membership and representation at the Collaboration Council or Working Groups is determined by the individual council.
<b>Meetings</b>	When members of Affiliated Councils attend meetings associated with the HOH OHT, they shall follow the governance, commitments, and responsibilities of that group.
<b>Decisions</b>	As determined by the individual council.
<b>Confidentiality</b>	<p>Members of Affiliated Councils shall respect the confidentiality of information received by, and discussions of, the HOH OHT.</p> <p>If attending meetings, Affiliated Council members shall agree to respect the confidentiality of information received in their capacity as a participant of those meetings and to adhere to any protocols, policies or procedures adopted by that group.</p>

## HOH OHT Working Groups

### Mandate

The Working Groups are created to operationalize the HOH OHT priorities and Ministry related projects. Based on the HOH OHT's shared vision, values, and guiding principles, the Working Groups function to help achieve the goals and vision of the HOH OHT.

Working Group Members' commitments include:

- Attend and actively participate in all required meetings or send a designate if unable to do so.
- A commitment to the shared vision, values, priorities, and guiding principles.
- Work with each other to achieve the shared goals/priorities of the HOH OHT.
- Be ambassadors for the vision of the HOH OHT within the broader community.
- Members are expected to bring their knowledge and experience from their service, occupation or specialization.

The Working Groups' responsibilities include:

- Based on the priorities identified by the Anchor Council and supported by the Collaboration Council, define scope of work and identify actions.
- Create Terms of References, as necessary, for review at the Collaboration Council and approval at Anchor Council.
- Develop work plans and budgets for Anchor Council approval.
- Achieve the milestones outlined in the work plans and provide updates to the Collaboration Council and Anchor Council as necessary.
- Identify risks for consideration at the Collaboration Council for all Working Group activities.
- Create an annual budget based on anticipated expenses for review at the Collaboration Council and approval at the Anchor Council.

### Date of Last Review:

October 31, 2022

## SCHEDULE 2 – Relationship Resolution Process and Dispute Resolution

### Relationship Resolution Process


1. The Team Members agree that the Collaboration and Anchor Councils have authority to make decisions for the HOH-OHT on matters related to the work of the HOH-OHT. Decisions shall be made on a consensus basis wherever possible. The Collaboration Council shall work to resolve all matters in an amicable and constructive manner.
2. When it appears that consensus cannot be reached on a matter under consideration at the Collaboration Council, the Collaboration Council shall consider and use the following Relationship Resolution Process with the goal of moving a matter forward. The intention is that the matter may be pursued so that consensus may be possible at a later date or that the matter will be submitted to a decision-making process which involves other than consensus. The decision to use a decision-making process other than consensus shall be made by consensus of the Collaboration Council.
3. In order to be as transparent as possible, a relationship resolution process for the HOH-OHT has been created and endorsed. The relationship resolution process is designed to promote engagement and communication with the aim to resolve problems quickly and easily, i.e. problems that are a barrier for the HOH-OHT to address its priorities. If matters cannot be collectively resolved then elevation must occur. The intention of the Relationship Resolution Process is to achieve improved quality and client care through collaborative problem solving and ongoing process improvements. Also imperative to a healthy and successful relationship, is sharing good news stories and giving praise or compliments when appropriate.
4. The following principles will guide the Relationship Resolution Process:
  - ✓ **Inform** – we will keep each other informed in a timely manner about anything that may negatively impact our relationship and the day-to-day operations of our organizations
  - ✓ **Consult** – we will consult each other and will listen to and acknowledge the issue or concern being raised and the resolution being brought forward
  - ✓ **Involve** – we will involve the other partner(s) directly when input is required to ensure that an informed decision is made and both parties are part of the resolution to the concern or issue regarding the relationship
  - ✓ **Elevate** – we will involve and obtain input from senior leadership of relevant parties when resolution on something has not been formulated from the other principles
  - ✓ **Escalate** – we will escalate the matter to the senior staff of the relevant parties and the Collaboration Council when a final decision has to be made if prior satisfactory resolution has not been possible
  - ✓ **Understand** – we will try to understand and share feelings on an issue in order to find resolution as early as possible


- ✓ **Respect** – we will respect each other throughout the resolution process and work towards a common goal and mutual satisfaction in every respect

5. As it relates to Elevate and Escalate, the following outlines the parties involved in the standardized steps to resolution.

Elevate		Escalate	
Step 1	Step 2	Step 3	Step 4
Subcommittee or Work Group members and Co-Chairs of the Collaboration Council	Collaboration Council of the HOH-OHT for consensus resolution	Collaboration Council of the HOH-OHT for voting where 2/3 majority carries, or such other process as agreed by consensus of the Collaboration Council	Mediation process as set out below

6. The following matrix depicts the engagement, communication and resolution process in the context of increasing complexity of a problem. It is meant to act as a guideline only in terms of notification methods and timelines and at the process steps of inform, consult, and involve. The parties involved in the resolution process steps Elevate and Escalate are as prescribed above. At all steps, mutual understanding and respect are integral to successful resolution.

Increasing Complexity of Problem					
LOW		MEDIUM		HIGH	
					
<i>Levels of Complexity</i>	<b>INFORM each other</b>	<b>CONSULT each other</b>	<b>INVOLVE each other</b>	<b>ELEVATE each other</b>	<b>ESCALATE for decision making</b>
<i>Description</i>	<ul style="list-style-type: none"> <li>Keep you informed</li> <li>Let you know about the solution</li> </ul>	<ul style="list-style-type: none"> <li>Keep you informed</li> <li>Will listen to and acknowledge concerns</li> <li>Will provide feedback</li> </ul>	<ul style="list-style-type: none"> <li>Will work directly with each other to ensure input from everyone is part of the resolution</li> </ul>	<ul style="list-style-type: none"> <li>Need to obtain additional input from other levels within the Collaborative structure</li> </ul>	<ul style="list-style-type: none"> <li>Need a higher authority to weigh in and/or make the final decision</li> </ul>
<i>Methods of notification</i>	<ul style="list-style-type: none"> <li>Phone</li> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>Phone</li> <li>Face to face</li> <li>In writing</li> </ul>	<ul style="list-style-type: none"> <li>Face to face meeting</li> </ul>	<ul style="list-style-type: none"> <li>Face to face meeting</li> </ul>	<ul style="list-style-type: none"> <li>Use Steps as set out above</li> </ul>

Increasing Complexity of Problem					
LOW	MEDIUM				HIGH
					
<i>Levels of Complexity</i>	<b>INFORM each other</b>	<b>CONSULT each other</b>	<b>INVOLVE each other</b>	<b>ELEVATE each other</b>	<b>ESCALATE for decision making</b>
<i>Timeline to resolution</i>	<ul style="list-style-type: none"> <li>• Within 1 week</li> </ul>	<ul style="list-style-type: none"> <li>• Within 2 weeks</li> </ul>	<ul style="list-style-type: none"> <li>• Within 1 month</li> </ul>	<ul style="list-style-type: none"> <li>• Escalation to this level immediately if no prior resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate escalation and resolution</li> </ul>
<i>Examples</i>	<ul style="list-style-type: none"> <li>• Need more information regarding the situation</li> </ul>	<ul style="list-style-type: none"> <li>• Misunderstanding re: expectations or scope of operations</li> </ul>	<ul style="list-style-type: none"> <li>• Policy or procedure does not enable independent or collective action as required</li> </ul>	<ul style="list-style-type: none"> <li>• Resolution requires broader input, affects precedence</li> </ul>	<ul style="list-style-type: none"> <li>• Authority required for Team Member to adjust its obligations</li> </ul>

**Dispute Resolution by Mediation**

7. The Team Members shall use the Relationship Resolution Process set out above to come to decisions and resolve issues which arise. The Team Members shall use their best efforts to resolve any matters which remain in dispute in a collaborative manner through informal discussion and resolution, in one of the formats set out above or another format agreed by the Collaboration Council by consensus. If the Collaboration Council members have made reasonable efforts, and a dispute between specific Team Members or the HOH-OHT as a whole remains unresolved, the Collaboration Council shall appoint a third party mediator, either by consensus or by two-thirds majority if consensus is not possible. Each specific party to the mediation shall pay its own costs of mediation. The costs of the mediator shall be split equally between the parties in dispute; that is, as an example, if one Team Member (“First Party”) is in dispute with all of the other Team Members (“Second Party”), then the costs of the mediator shall be split 50% to the First Party and 50% to the Second Party.
8. If a dispute cannot be resolved, as determined by any Team Member after following these procedures, a Team Member may withdraw from the applicable Project, Project Agreement, or the Framework in accordance with the relevant provisions of this Agreement.



**DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY  
COMMITTEE MINUTES**

**Wednesday, October 12, 2022 at 7:00 p.m.**

The Committee met at 7:00 p.m. by video conference.

**Members Present:** Trisha Linton – Chair  
Althea Alli (joined at 7:10 p.m.)  
Councillor Steve Anderson  
Jordan Deidier  
Sabina Greenley  
Arvandi Nalisa Komal  
Christie Lazo  
Alethia O’Hara-Stephenson  
Councillor Darren White

**Members Absent:** Councillor Sandy Brown  
Meg Haggett  
Mike Marcinkiewicz  
Preeya Rateja  
Angela Pollard (staff liaison, non-voting)(prior notice)

**Staff Present:** Rohan Thompson, Director of People & Equity  
Kareema Sookdeo, Diversity & Equity Advisor  
Michelle Hargrave, Administrative Support Specialist

Chair, Trisha Linton, called the meeting to order at 7:06 p.m.

**LAND ACKNOWLEDGEMENT STATEMENT**

Trisha Linton shared the Land Acknowledgement Statement.

## **REPORTS**

1. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – October 12, 2022  
Item #1 – Diversity, Equity and Inclusion Community Advisory Committee Minutes – September 14, 2022

Minutes from the Diversity, Equity and Inclusion Community Advisory Committee meeting from September 14, 2022 for information.

## **DISCUSSION**

2. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – October 12, 2022  
Item #2 – Committee Wrap Up

The Committee discussed some accomplishments and suggestions for the next Committee term.

Althea Alli arrived at 7:10 pm

Accomplishments:

- Reviewing the Bill Hill Scholarship application
- Local DEI Chairs meeting & committing to continue meeting
- Working with consultant Ruth Cameron to develop a revised Terms of Reference and Strategic Plan, including a mission and vision
- Days of Significance list
- Advocacy work with Public Health

Suggestions:

- Improve sub-committees
- Continue with DEI Committee collaboration
- Create short term and long term goals

Committee and Council members thanked Trisha for her role as Chair and staff for their support and guidance.

3. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – October 12, 2022  
Item #3 – Council Delegation – Oversight Concerns

Rohan Thompson, Director of People & Equity, informed the Committee that there will be a delegation to Council regarding the Committee's oversight. The

delegation includes observations about how the Committee functions, training and attendance.

4. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – October 12, 2022  
Item #4 – Implementation of the Strategic Plan: Next Steps

Rohan Thompson, Director of People & Equity, noted the revised Terms of Reference and Strategic plan will be presented to Council for consideration at the October 13, 2022 meeting. The strategic plan will need to be implemented in manageable portions. Once the new term of the Committee is implemented, a work plan will be implemented.

5. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – October 12, 2022  
Item #5 – County of Dufferin Equity Assessment Update

Rohan Thompson, Director of People & Equity, provided an update on the County's internal Diversity, Equity, and Inclusion employee assessment. The survey was open for two weeks and is now in the analysis phase. The results will be shared with the Committee. An internal staff committee is in place to guide the process. The analysis and report are expected end of December 2022 or early January 2023.

**ADJOURNMENT**

The meeting adjourned at 7:45 p.m.

**Next Meeting:** To be confirmed

Respectfully submitted,

Trisha Linton, Chair  
Diversity, Equity & Inclusion Community Advisory Committee





Report To: Warden Mills and Members of Council

Meeting Date: January 12, 2023

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**Subject: 2022 Reserve Contributions**

**From: Aimee Raves, Manager of Corporate Finance, Treasurer**

**Recommendation**

**THAT the report of the Manager of Corporate Finance, Treasurer, dated January 12, 2023, regarding 2022 Reserve Contributions, be received,**

**AND THAT the following 2022 reserve transfers be approved:**

<b>Reserve Name</b>	<b>Estimated Transfer Amount</b>
Reserve for Housing Programming	\$200,000
Reserve for Waste Services	\$500,000
Reserve for Children's Services	\$350,000
Reserve for Roads Rehabilitation	-\$159,257
Reserve for Roads Equipment	-\$960,000

**Executive Summary**

The purpose of this report is to seek Council permission to reallocate funds to and from specific reserves for the year ending 2022. Surpluses within Housing, Waste Services and Children's Services are a result of higher than expected revenues. Setting the funds aside will allow for greater programming flexibility in the future.

Transfer of legacy funds to the Capital Fund will allow future capital funding flexibility and reduce the number of accounting transactions performed annually.

## Background & Discussion

Budgets are an estimation of revenue and expenses based on a number of assumptions for any given period of time. For 2022, the budget was based on the anticipated resources required to provide the services offered to our residents with a minimal adjustment for inflation. When the revenues are higher than we expect or expenses are lower, the result is a surplus.

Despite the ongoing negative impacts of high inflation, staff do anticipate a moderate surplus in 2022. Staff vacancies continue to be the main driver of the anticipated surplus. Additional funding in a variety of departments including Paramedics, Dufferin Oaks, Early Years and Child Care as well as Housing are also contributors. Such surpluses create an opportunity to build on current reserve balances or create new ones for specific purposes.

## Financial, Staffing, Legal, or IT Considerations

Current year end estimates for 2022 show an estimated \$21.2M in reserves summarized as follows:

<b>Reserve Purpose</b>	<b>Estimated Balance</b>
Operating purposes	\$3,094,177
Capital purposes	\$4,850,487
Contingencies	\$1,359,671
Efficiencies and Software	\$2,459,820
Broadband Internet	\$717,704
Oaks Donation	\$399,295
COVID Funding	\$1,033,898
Rate Stabilization	\$7,306,341
<b>Total</b>	<b>\$21,221,393</b>

Current practice is that any year end surpluses be allocated to the rate stabilization reserve which is then used in future years to offset one-time expenses, such as the strategic plan or building condition assessments. We also utilize the rate stabilization reserve to mitigate larger than normal increases as departments or divisions expand or grow thereby providing a more gradual introduction impact on taxes instead of all at one. Examples include the Climate and Energy division as well as People and Equity.

It is important to have funds set aside to mitigate future increases, fund one-time expenses, or offset unexpected costs or losses in revenue. The right level of reserves is

always a topic of debate. As part of the 2023 – 2026 budget package staff are proposing a plan to reduce the balance of the rate stabilization reserve over several years which will help keep annual increases to a reasonable level.

Certain areas are seeing surpluses result for specific reasons and staff recommend setting these funds aside for future use.

### *Reserve for Housing Programming*

Many housing related programs permit the allocation of a portion of the funding received to the County to offset admin related costs. The increase in COVID related funding programs including Safe Restart has created a surplus over and above the budget. The additional funding has also resulted in savings in one municipally funded program known as CHHAP or Chronic Homeless Housing Allowance Program.

The long-term future of housing funding is still unclear. There is considerable uncertainty and confusion as changes in funding and programming guidelines continue to shift. Thus, it is recommended that each year any amounts collected over and above the budget for admin funding be allocated to a specific Housing Reserve as are any savings from County funded program lines including but not limited to CHHAP. The approximate amount for 2022 is \$200,000.

### *Children's Services Reserve Fund*

Over the past few years there have been a number of funding changes associated with Children's Services. Similar to other programs, a portion of the total funding received can be allocated towards administration costs. This administration portion was reduced from 10% to 5%, it was also changed to be a 50/50 cost share, meaning for each dollar the province provides the County must match it. With the onset of COVID the Ministry provided one-time grants in 2021 and 2022 to offset the cost of these changes. In 2022, Dufferin received approximately \$260,000. The 2022 budget did not include this revenue and thus will contribute to a surplus within this division. It should be noted that it is unclear whether these one-time grants will continue moving forward.

In early 2022, the Province introduced the new Canada-Wide Early Learning and Child Care program. The program which is meant to reduce fees for parents to \$10 a day resulted in over \$3 million in additional funding for Dufferin in 2022. Based on initial estimates it does appear that there will be additional surplus funds within the Early Years and Child Care division at the end of the year as a result of the changes.

The complexities of the funding guidelines and interconnectedness of both the existing and new programs make it difficult to predict how much will be required in future years. Thus, it is recommended that any surplus funds within the Early Years and Child Care division in 2022 move into the Children's Services Reserve Fund to be used to offset any future funding pressures or shortfalls. The approximate amount for 2022 is \$350,000.

#### *Reserve for Waste Services*

There are currently two reserves for waste services, one for Recycling Revenue (\$314,970) and one general Waste Services Reserve (\$1,211,360). The intention of the Recycling Revenue reserve is to draw upon it when overall recycling revenues are lower than budget. The reserve was established in 2013 and although revenues have been below budget in the past the overall bottom line did not require a transfer to be made. As you are aware there are significant changes related to producer responsibilities coming to the waste program in coming years with many uncertainties still surrounding it. Thus, it is recommended that any current year surplus recycling revenues be transferred to the Waste Services Reserve to mitigate future changes. The approximate amount for 2022 is \$500,000.

#### *Reserve for Roads Rehabilitation*

Prior to the development of the Capital Fund surpluses resulting from roads projects were transferred into the Reserve for Roads Rehabilitation. Similarly, funds would be drawn from it to offset overages. As a housekeeping item staff recommend transferring the balance of \$159,257 to the Roads Capital Fund.

#### *Reserve for Roads Equipment*

The Reserve for Roads Equipment includes funds that have been set aside for the replacement of existing equipment. Both a capital and an operating rate is assigned to each piece of equipment used by Operations staff. Each time the asset is used an amount is allocated to this reserve for the future replacement of the asset (capital rate). The operating rate distributes the operating costs to the various subcategories that use the equipment, for example winter maintenance or shoulder gravelling. This allows staff to determine the full cost of performing work.

With the shift to the Capital Fund versus individual reserves, staff recommend transferring the estimated year end balance of \$960,000 to the Public Works Equipment Capital Fund

and that future capital rate allocations be transferred directly to the Public Works Equipment Capital Fund.

\*\*It should be noted that the amounts included in the report are estimates only. The actual amount that will be transferred to reserves will be based on actual year end results and thus may be more or less than the amounts included above.

### **In Support of Strategic Plan Priorities and Objectives**

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

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

Respectfully Submitted By:

Aimee Raves, CPA, CMA  
Manager of Corporate Finance, Treasurer

Reviewed by: Sonya Pritchard, Chief Administrative Officer



Report To: Warden Mills and Members of Council

Meeting Date: January 12, 2023

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**Subject:                   Development Charges Indexing**

**From:                       Aimee Raves, Manager of Corporate Finance/Treasurer**

### **Recommendation**

**THAT the report of the Treasurer, dated January 12, 2023, regarding Development Charges Indexing, be received.**

### **Executive Summary**

The purpose of this report is to inform Council of the Development Charge rates for 2023 based on annual indexing per the Bylaw 2022-28 Development Charges.

### **Background & Discussion**

As per Bylaw 2022-28 Development Charges, Section 21:

*Development charges...shall be adjusted annually as of January 1, without amendment to this by-law, in accordance with the most recent twelve month change in the Statistics Canada Non-residential Building Construction Price Index for Toronto.*

The *Development Charges Act, 1997* (s.5 (1) (10)) and *O. Reg. (82/98* (s.7)) prescribe one index for adjusting development charge rates for inflation: the Statistics Canada Non-residential Building Construction Price Index. This index measures the change in the contractors' selling price of new non-residential construction projects. It includes both general and trade contractors work and excludes the cost of land, design and real estate fees. Dufferin County uses the 3<sup>rd</sup> Quarter Annual change to index Development Charges for January 1. The following chart summarizes the indices since Q1 2021.

	<b>Actual Index</b>	<b>% Change</b>
Q1 – 2021	114.2	3.3%
Q2 – 2021	119.9	7.9%
Q3 – 2021	125.0	11.7%
Q4 – 2021	129.3	15.3%
Q1 – 2022	134.2	17.5%
Q2 – 2022	140.9	17.5%
<b>Q3 - 2022</b>	<b>144.5</b>	<b>15.6%</b>

### Financial, Staffing, Legal, or IT Considerations

Per the Development Charge By-law, County Development Charges will be indexed by 15.6% for January 1<sup>st</sup>. The charts below summarize the current and revised rates. They do not reflect the reductions that will result through the phasing in of the bylaw over the next 5 years as required by Bill 23, the *Building More Homes Faster Act*, that was approved on November 28, 2022. The amounts below will be reduced by 20% in year one, 15% in year two, 10% in year 3, 5% in year 4 and then be charged at the full amount in year 5.

#### 2022

<b>Service Component</b>	<b>Single &amp; Semi-Detached</b>	<b>Other Multiples</b>	<b>Stacked Townhouses</b>	<b>Apartments 2 Bedrooms +</b>	<b>Apartments - Bachelor and 1 Bedroom</b>	<b>Non-Residential (per square metre)</b>
Roads & Bridges	\$1,693.00	\$1,300.00	\$803.00	\$803.00	\$580.00	\$6.18
Other	\$1,041.00	\$800.00	\$494.00	\$494.00	\$357.00	\$2.99
<b>Totals:</b>	<b>\$2,734.00</b>	<b>\$2,100.00</b>	<b>\$1,297.00</b>	<b>\$1,297.00</b>	<b>\$937.00</b>	<b>\$9.17</b>

#### 2023

<b>Service Component</b>	<b>Single &amp; Semi-Detached</b>	<b>Other Multiples</b>	<b>Stacked Townhouses</b>	<b>Apartments 2 Bedrooms +</b>	<b>Apartments - Bachelor and 1 Bedroom</b>	<b>Non-Residential (per square metre)</b>
Roads & Bridges	\$1,957.11	\$1,502.80	\$928.27	\$928.27	\$670.48	\$7.14
Other	\$1,203.40	\$924.80	\$571.06	\$571.06	\$412.69	\$3.46
<b>Totals:</b>	<b>\$3,160.51</b>	<b>\$2,427.60</b>	<b>\$1,499.33</b>	<b>\$1,499.33</b>	<b>\$1,083.17</b>	<b>\$10.60</b>

**In Support of Strategic Plan Priorities and Objectives**

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

Respectfully Submitted By:

Aimee Raves, CPA, CMA  
Manager of Corporate Finance, Treasurer

Reviewed by: Sonya Pritchard, Chief Administrative Officer





Report To: Warden Mills and Members of Council

Meeting Date: January 12, 2023

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**Subject: Fourth Quarter Procurement Report**

**From: Aimee Raves, Manager of Corporate Finance, Treasurer  
Chris (C.J.) Hasson, Procurement Manager**

### **Recommendation**

**THAT the Fourth Quarter Procurement Report, from the Manager of Corporate Finance, Treasurer and the Procurement Manager, dated January 12, 2023, be received.**

### **Executive Summary**

The purpose of this report is 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).

### **Background & Discussion**

This report covers the period from October 1, 2022 through December 31, 2022.

The table below provides the details of the Requests for Tender and the Requests for Proposal (where amounts were greater than \$50,000 as per By-Law 2017-33) for the reporting period outlined.

All procurement of goods and services, by every department in the County, is governed by guidelines of the Procurement Policy By-Law 2017-33. There are multiple approval stages, creating a system of checks and balances, to purchases, as outlined in the Policy. Department Heads, or their Authorized Delegate(s) initiate purchases for values up to \$10,000.

As outlined in the Policy, further steps are taken in the case of purchases of greater than \$10,000 to obtain competitive quotes. For purchases greater than \$50,000 there are additional steps for formal Tenders and/or Requests for Proposals, including detailed evaluation of bids received. Further, these purchases are reported to Council on a quarterly basis, in reports such as this one. Still further steps are required, as outlined in the Policy, for situations where vendor price bids are above the approved annual budget.

<b>Tender/RFP Number</b>	<b>Description</b>	<b>Status</b>	<b>Vendor</b>	<b>Budget Value</b>	<b>Contract Value (No Tax)</b>
RFP2022 CE-22-01	Energy Management Software	Awarded	EnergyCAP Canada Inc.	\$10,000	\$18,090 <sup>1</sup>
RFP2022 DO-22-05	Dufferin Oaks Flooring Project	Awarded	Cooksville Interiors (Miss) Ltd.	\$410,000	\$240,010
RFP2022 CS-22-01	Dufferin County Early Learning and Child Care Evaluation Methodology	Awarded	Collective Results Inc.	\$55,000	\$51,438
RFP2022 CAO-22-03	Provision of Contracted On-Demand Public Transit Services	Closes: extended: Jan.12, 2023		\$305,130 <sup>2</sup>	
Q2022 PW-22-14	Supply and Delivery of Pickup Trucks (2)	Awarded	Trillium Ford Lincoln Ltd.	\$127,572.43	\$112,895.96
T2022 CF-22-01	Timber Sales	Awarded	Penguin Poles Limited-Gee's Lumber and Logging	\$75,000 (Revenue)	\$165,815.00 (Revenue)
RFP2022 AD-22-01	Legal Services	Draft Stage		\$114,000 <sup>2</sup>	
RFP2022 FA 23-01	Courthouse Repairs	Draft Stage		\$860,000 <sup>2</sup>	

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<b>Tender/RFP Number</b>	<b>Description</b>	<b>Status</b>	<b>Vendor</b>	<b>Budget Value</b>	<b>Contract Value (No Tax)</b>
RFP2022 BD-22-	Consulting Services for Building Permit Fee Study	Draft Stage		\$25,000	

## Notes:

1. Energy Management Software price is for three years.
2. As per 2023 Draft Budget.

**In Support of Strategic Plan Priorities and Objectives**

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

Respectfully Submitted By:

Aimee Raves, CPA, CMA  
Manager of Corporate Finance, Treasurer

Chris (C.J.) Hasson, CSCMP, CPSM  
Procurement Manager

Reviewed by: Sonya Pritchard, Chief Administrative Officer



Report To: Warden Mills and Members of Council

Meeting Date: January 12, 2023

---

**Subject: Amendment to Medical Director Agreement**

**From:** Brenda Wagner, Administrator

### **Recommendation**

**THAT the report of the Administrator, dated January 12, 2023 regarding the Medical Director for Dufferin Oaks, be received;**

**AND THAT the Warden and Clerk be authorized to sign the Memorandum of Agreement – Medical Director for the term October 1, 2022 to March 31, 2026.**

### **Executive Summary**

The Fixing Long Term Care Act requires an amended agreement with the facilities current Medical Director. The agreement has been amended with the required changes to ensure compliance to legislation. The current agreement was set to expire in March 2023, so the amended agreement includes an extension to March 31, 2026.

### **Background & Discussion**

The Ministry of Long Term Care Homes Act and Regulations requires that “Every licensee of a long-term care home shall ensure that the home has a Medical Director” and that the licensee shall enter into an appropriate written agreement with the Medical Director. The Medical Director shall be a physician that shall advise the licensee on matters relating to medical care in the long-term care home; and shall perform any other duties provided for in the regulations.

On April 11, 2022, the Fixing Long Term Care Act was proclaimed and included a number of revisions from the previous Long Term Care Homes Act. Amongst those changes were a number of requirements for the Medical Director which needed to be

included in an updated Agreement. The most notable of the changes included in the agreement were the following requirements:

- Minimum number of hours per month that the Medical Director is required to be onsite
- Requirement for the Medical Director to have completed the Medical Director course
- New responsibilities regarding oversight of Resident clinical care

**Financial, Staffing, Legal, or IT Considerations**

At this time, there are no Financial, Staffing, Legal or IT Considerations

**In Support of Strategic Plan Priorities and Objectives**

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

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

Respectfully Submitted By:

Brenda Wagner  
Administrator

Attachments: Medical Director Agreement

Reviewed by: Sonya Pritchard, Chief Administrative Officer

**MEMORANDUM OF AGREEMENT - MEDICAL DIRECTOR**

**BETWEEN:** The Corporation of the County of Dufferin  
Dufferin Oaks Long Term Care Home  
(hereinafter called "the County")

**of the First Part**

**AND:** Dr. Gursharan Soor  
(hereinafter called "the Medical Director")

**of the Second Part**

Whereas the County operates Dufferin Oaks Long Term Care Home (hereinafter called "the Home"),

Whereas the Medical Director is a legally qualified medical practitioner in good standing with the College of Physicians and Surgeons of Ontario,

Whereas the Medical Director has agreed to direct and organize the Home's medical services as required by applicable legislation and policies, including but not limited to the areas of medical service provision, administration, and education,

Therefore the parties agree as follows:

**Role and Major Responsibilities**

The County shall:

- Communicate to the Medical Director any and all amendments to legislation and/or policy, which will affect his role as Medical Director.

The Medical Director shall:

- Operate in compliance with the applicable policies of the County and the Fixing Long Term Care Act and Regulations and perform all duties of a medical director as required by the Fixing Long Term Care Act and Regulations.
- Be accountable to the Administrator and/or designate for operational matters and to the County of Dufferin for professional matters;
- Be responsible for the development, implementation, monitoring and evaluation of medical services in the Home which comply with the requirements of the Fixing Long Term Care Act and Regulations, the Home's policies and procedures, and the standards of the Home's Accreditation body.

Administration

The County shall:

- Allow the Medical Director to make representation to the Dufferin Oaks Committee of Management, through either attendance or the submission of written report(s), on matters related to the medical services program, including health promotion, illness prevention, and treatment.

The Medical Director shall:

- Provide the home documentation to confirm that the Medical Director is a legally qualified medical practitioner in good standing with the College of Physicians and Surgeons of Ontario;
- Obtain and maintain in full force and effect during the term of this agreement current and valid malpractice insurance with the Canadian Medical Protective Association;
- Accept the responsibility, accountability, and authority to monitor and evaluate the medical care and services provided by Attending Physicians and Nurse Practitioners, shall communicate expectations to Attending Physicians and Nurse Practitioners and to take action when standards are not met;
- Provide advice to the Administrator and the Dufferin Oaks Committee of Management, on matters pertaining to medical care, policies, and conditions in the Home, which may adversely affect the health and well being of residents and staff including infection control and outbreak management ;
- Participate in quality improvement activities and committees of the Home as mutually agreed by the Administrator and the Medical Director and as required by the Fixing Long Term Care Act and Regulations;
- Be a member of and attend meetings of the Home's Quality Improvement Committee,
- Shall participate in the quarterly and annual evaluation of the Home's medication management system,
- Shall notify the Administrator and Director of Care, in the event the Medical Director is absent for a period in excess of one month, the name of his designate and any such arrangements during his absence,
- Shall cooperate with and/or be available during Ministry Compliance reviews pertaining to medical issues or during Coroner's investigations.

### Service Provision

The County shall:

- Provide the supplies and equipment necessary for the provision of medical services at the Home as required by Long Term Care Home Act and Regulations.

The Medical Director shall:

- Provide service to meet residents' medical needs, including assessment, planning, and provision of individualized medical care, consistent with professional standards of care;
- Advise and review clinical policies and procedures, where appropriate, aimed at the provision of optimal care to residents of the Home, with special consideration to the resident population, language, culture, and care needs;
- Participate in the interdisciplinary approach to care;
- Participate in the assessment of residents being considered for transfer to another facility, and assist in facilitating transfers to acute or chronic care as and when required;
- Visit the Home weekly with a monthly minimum of 5 hours spent on site and;
- Manage the physician on-call schedule for the home.
- Address issues relating to after-hours coverage and on-call coverage and resident care
- Provide or arrange medical services for residents who do not have an Attending Physician
- Sign at Attending Physician's Agreement if the Medical Director is also an Attending Physician at the Home.

### Documentation

The County shall:

- Maintain a health care record for each resident and provide access to same to the Medical Director to enable him to fulfil his responsibilities.

The Medical Director shall:



- Document on the resident health care record on each visit, in accordance with Home policy and the Fixing Long Term Care Act and Regulations, to maintain continuity of care and ongoing evaluation;
- Complete all forms pertaining to the medical care of residents as required by the Fixing Long Term Care Act and Regulations, the Health Insurance Act, and other applicable legislation. The completion of all said forms shall be without direct cost to the resident, family, and/or Home;
- Documentation in accordance with the policies of the County and any applicable legislation.

#### Orientation, Staff Development and Education

The County shall:

- Reimburse the Medical Director for up to \$1000 in each calendar year upon proof of expenses related to relevant continuing education activities.

The Medical Director shall:

- Provide documentation to confirm successful completion of the Ontario Long Term Care Clinicians' Medical Director course
- Provide documentation to confirm his continuing education in geriatrics and gerontology;
- Provide orientation to Attending Physicians appointed to the medical staff of the Home;
- Participate in the provision of staff development and educational programs for the staff of the Home, as mutually agreed with the Staff Development Co-ordinator.

#### Research

The County:

- Review all research proposals through the Dufferin Oaks, and notify the Medical Director of all proposals approved for the Home.

The Medical Director shall:

- Refrain from participation in any research project involving residents of the Home, without the prior approval of the County.

### Financial Arrangements

The County shall:

- Pay the Medical Director an administrative fee of \$.45 per resident per day.

The Medical Director shall:

- Bill the Ontario Health Insurance Plan directly for professional services rendered to residents of the Home.

### Mutual/Reciprocal Indemnification

Each party (the County and the Medical Director) agrees to defend, indemnify and save the other party (the "Indemnified Party") harmless, along with their respective councillors, officers, employees and agents from any liability, action, claim, loss, damage, payment, cost, fine, fine surcharge, recovery or expense, including assessable legal fees arising out of the performance of the Indemnifying Party's obligations under this Agreement, save and except in respect of any liability, action, claim, loss, damage, payment, cost, fine, fine surcharge, recovery or expense, including assessable legal fees, directly attributable to, arising from, or caused by the negligence or breach of contractual obligation hereunder by the Indemnified Party.

### Term of the Agreement

This agreement will be in force from the 1<sup>st</sup> day of October 2022, up to and including the 31<sup>st</sup> day of March 2026 with the option of extending the agreement for one year.

This agreement may be terminated by either party giving sixty (60) days written notice to the other party unless there is a fundamental breach of the Agreement by the Medical Director or by the Home, in which case the Agreement may be terminated upon 30 days written notice by the party not in default of the Agreement.

If notice of termination is given by either party, it is understood that both parties will fulfil all obligations of the agreement until the actual date of termination.

In witness whereof, the parties have duly executed this Agreement.

Signed on

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The Corporation of the  
County of Dufferin:

By: \_\_\_\_\_  
Michelle Dunne, Clerk

By: \_\_\_\_\_  
Warden Wade Mills

The Medical Director:

Dr. \_\_\_\_\_  
Dr. Gursharan Soor



TOWNSHIP OF EAST GARAFRAXA  
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## **SENT BY EMAIL ONLY**

January 6, 2023

Warden Mills and Members of Council  
County of Dufferin  
W. & M. Edelbrock Centre  
30 Centre Street  
Orangeville, ON L9W 2X1

Dear Warden Mills and Members of Council:

### **County of Dufferin Municipal Comprehensive Review**

Further to the Township of East Garafraxa letter dated October 7, 2022, regarding the above, the resulting resolution of the County Council meeting of October 13, 2022, stated:

**28. Moved by Councillor Gardhouse, seconded by Councillor Nix  
THAT the Municipal Comprehensive Review (MCR) mapping be presented to County Council and the lower tier municipalities for review before it is presented to the Public.  
Carried**

However, it is our understanding that the draft mapping and/or a report regarding same is being placed on the County Council agenda today, for consideration at the January 12, 2023 County Council meeting. In absence of the particulars of what is actually being provided to County Council with respect to this matter for today's agenda, the Township of East Garafraxa is concerned that the above direction provided in the above noted resolution is not being followed.

As advised in the Township's October 7, 2022 letter, the County is undertaking the Municipal Comprehensive Review ("MCR") process, and in carrying out that process, the Township of East Garafraxa had significant concerns and sought the assistance of County Council to address those concerns. Subsequently, the Township was provided updated draft mapping from the County and County Consultants, and have reviewed multiple versions of the draft mapping, none of which included the proposed changes for the Agricultural System Mapping until the most recent version received in December, 2022, at which time it appeared to staff and the Township Consultants that most of the Agricultural System Mapping was correct, with just a few areas of concern to be further discussed.

However, we noted other changes/errors on the draft mapping provided by the County wherein East Garafraxa overall mapping was incorrect in a number of other areas, outside the Agricultural vs Rural context. The anomalies/inconsistencies with previous versions of the draft mapping and with the Township Official Plan designations, were pointed out to the County and their Consultants, but have not as yet been addressed satisfactorily, though the Township had been assured that the designations for the County MCR mapping would be based on the Township Official Plan and Township input. It should be noted that the Township

of East Garafraxa has expended considerable staff and financial resources in order to provide accurate information, in a GIS Data format, to the County and their Consultants.

In an email sent to the County and County Consultants on December 22, 2022, I indicated the following:

“Further to the link you provided, and the further email from Silva yesterday with MCR Review Online Mapping for Schedules B, C, E, and E1, I have reviewed the data with the Township Consultants, and we are satisfied that Schedule C, being the Agricultural vs Rural Lands map, is reasonably accurate now, subject to there being a Policy/interpretation clause in the County Official Plan (OP) to allow refinement/flexibility at the local level in the Township OP.

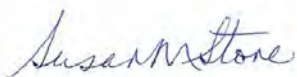
With respect to Schedule B, which now in this most recent iteration identifies Employment Lands, while we appreciate that you have recognized the existing Employment Area for the Township in the northeast corner of the Township, along CR 109, which is the Township’s major industrial area, this should be the only Employment Area identified/recognized on Schedule B. The other uses you have identified in the Township, such as some (but not all) of the Township aggregate operations, would not be treated in policy terms as “Employment Area” in the same manner as the industrial area in the northeast of the Township. Similarly, you have identified Employment Areas on the Marsville portion of the map, one of which is the school, which is clearly not Employment, and another being the Township Works Yard. The only Employment Areas that should be identified/recognized on the Marsville portion of the map should be those Employment Lands identified in the Township OP, being those lands north of CR 3 at the east end of Marsville, and the Employment Lands south of CR 3 adjacent to CR 24, as well as a couple of other smaller Employment Land parcels identified in the Township OP.”

In that December 22<sup>nd</sup> email I requested that the above noted corrections/changes to Schedule B be made and further revised mapping be provided to us asap for our review and confirmation, and again requested a copy of Schedule D, being the Aggregate mapping for the Township, in order to review it and ensure it’s accuracy, based on the errors identified by the Township on Schedule B, where only some of the Township Aggregate operations were included as Employment.

To date, the above noted errors have not been corrected, and Schedule D has not been provided to the Township for review, as requested. Therefore, based on the above noted concerns, East Garafraxa again requests that County Council proceed to direct County staff and the County planning consultants to proceed in accordance with Resolution 28 passed at the October 13, 2022 County Council meeting, and to move forward with creating a made in Dufferin MCR Official Plan.

We thank County Council for its consideration.

Yours very truly,



Susan M. Stone, AMCT, CAO  
Corporation of the  
Township of East Garafraxa

cc: Mayor Gardhouse and Members of Council



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## **SENT BY EMAIL ONLY**

October 7, 2022

Warden Mills and Members of Council  
County of Dufferin  
W. & M. Edelbrock Centre  
30 Centre Street  
Orangeville, ON L9W 2X1

Dear Warden Mills and Members of Council:

### **County of Dufferin Municipal Comprehensive Review**

The County is undertaking the Municipal Comprehensive Review (“MCR”) process. In carrying out that process, the Township of East Garafraxa has significant concerns and seeks the assistance of County Council to address those concerns.

On September 22<sup>nd</sup>, 2022, the County Community Development and Tourism Committee received a report from the Director of Development and Tourism entitled “Municipal Comprehensive Review (MCR) Phase II – Mapping and Boundary Adjustments”. The Report outlined proposed timelines and key dates for this Phase of the MCR, and contained the following statement:

“It should be noted that in proposed timeline, Council would not have an opportunity to see the mapping ahead of it being presented to the public for feedback. If council prefers to see the draft mapping before being released to the public, the first opportunity would be at their January 2023 (meeting), which would ultimately slow the process down by several months.”

This is a grave concern to the Township of East Garafraxa, who feel that County Council as well as local municipal Councils should see and review the draft mapping before it is finalized.

County staff, together with the County Planning Consultant have proceeded, as follows:

- to not carry out a transparent and open planning process. For instance, documentation has been provided to municipal staff of the lower-tier municipalities with the express restriction that such documentation including the mapping, cannot be provided to the Councils of those municipalities or shared with the public. The Township of East Garafraxa is of the view that these restrictions must be removed;
- is working to a timetable that is unnecessarily restrictive and does not appropriately provide for input from the lower tier municipalities and instructions by those Councils (shortly to be elected) and/or input by the public. While the Province is the approval authority for the MCR, for those MCRs that the Province has received from other

municipalities, it has regularly put the MCRs on the Environmental Registry of Ontario for comment, and has suspended the 180 day review process imposed on it by Bill 109;

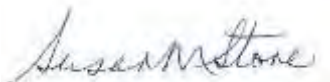
- an MCR is the opportunity to refine the Prime Agricultural mapping provided by the Province based on a Provincial desktop exercise. In the case of the Township of East Garafraxa its rural/prime agricultural mapping was based on a LEAR and an existing Ministry approved Official Plan. In addition, the Township has retained professional agrology and planning advice to support the continuation of portions of its existing rural system. Notwithstanding this groundtruthed information, County planning and its planning consultant are accepting direction from Ministry to limit the review to previously identified candidate sites (being very limited lands in the Township), as opposed to considering the documentation provided and bringing forward a made in Dufferin mapping Schedule. Similar issues arise regarding the Natural Heritage System mapping. They also arose regarding Grand Valley's settlement expansion proposal.
- If the MCR was to simply reflect the preliminary advice of the Ministry's staff, then there would be no need for the County and its local municipalities to expend scarce public resources, including utilizing staff time and retaining and expending monies for consultants. Instead, the purpose of the MCR process while conforming with Provincial policy is to develop and implement a made in Dufferin MCR Official Plan. The County should be promoting and advocating for those opportunities.

In the circumstances, the Township of East Garafraxa requests that County Council proceed to direct County staff and the County planning consultant as follows:

- remove all restrictions on sharing information and documentation being provided;
- provide for a lengthier timeline for completion of the MCR process to permit the newly elected Councils and the public to be able to have adequate input into the process; and,
- direct County planning staff and its planning consultant to review all documentation being provided by the lower tier municipalities and move forward with creating a made in Dufferin MCR Official Plan.

We thank County Council for its consideration.

Yours very truly,



Susan M. Stone, AMCT, CAO  
Corporation of the  
Township of East Garafraxa

cc: Mayor Gardhouse and Members of Council

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**COUNCIL EXTRACT**

FROM THE MINUTES OF THE COUNCIL MEETING

OCTOBER 13, 2022

27. COMMUNITY DEVELOPMENT & TOURISM – September 22, 2022 – ITEM #1  
MCR Phase II – Mapping and Boundary Adjustments

**Moved by Councillor Gardhouse, seconded by Councillor Macintosh**

**THAT the report of the Director of Development and Tourism, “MCR Phase II – Mapping and Boundary Adjustments”, dated September 22, 2022, be received;**

**AND THAT Council authorize staff to proceed with the MCR project as outlined in this report.**

**-Carried-**

28. **Moved by Councillor Gardhouse, seconded by Councillor Nix**

**THAT the Municipal Comprehensive Review (MCR) mapping be presented to County Council and the lower tier municipalities for review before it is presented to the Public.**

**-Carried-**

40. **Township of East Garafraxa**

Correspondence from the Township of East Garafraxa, dated October 7, 2022, regarding the Municipal Comprehensive Review (MCR) process.

**Moved by Councillor Soloman, seconded by Councillor Anderson**

**THAT the correspondence from the Township of East Garafraxa, dated October 7, 2022, regarding the Municipal Comprehensive Review (MCR) process, be received.**

**-Carried-**





Report To: Warden Mills and Members of Council

Meeting Date: January 12, 2023

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**Subject: MCR Phase II OPA – Schedule B, C, and E Changes**

**From:** Cody Joudry, Director of Development and Tourism

### **Recommendation**

**THAT the report of the Director of Development and Tourism, titled MCR Phase II OPA - Schedule B, C, and E Changes, dated January 12, 2023, be received;**

**AND THAT staff be directed to host a statutory public open house and receive comments from local municipal Councils;**

**AND THAT staff be directed to, following receiving feedback and conducting the public open house, submit the draft MCR Phase II OPA - Schedule B, C, and E Changes and related draft OPA to the Province for review.**

### **Executive Summary**

The purpose of this report is to present the proposed second Official Plan Amendment (OPA) for the Dufferin County Municipal Comprehensive Review (MCR) to County Council for their review. The purpose of the MCR is to ensure the Dufferin County Official Plan is consistent with Provincial Policies and conforms to Provincial Plans.

The Dufferin County MCR Phase II OPA relates to the schedules and maps for the Growth Management Plan, which includes: expansions to the settlement boundary for Shelburne and Grand Valley, updated natural heritage mapping, and updated agricultural areas (i.e. prime ag) to reflect the proposed growth allocations presented in Phase I OPA.

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## Background & Discussion

Dufferin County is currently undertaking a comprehensive update to its Official Plan as a result of the Provincially mandated Municipal Comprehensive Review (MCR). An official plan is a document approved both the Council and the approval authority. In the case of Dufferin County the approval authority is the Minister of Municipal Affairs and Housing. The MCR process is required to ensure the Dufferin County Official Plan is consistent with provincial policies and conforms with provincial plans, such as the *Provincial Policy Statement 2020 (PPS)* and *A Place to Grow – Growth Plan for the Greater Golden Horseshoe (Growth Plan)*.

Dufferin County is home to lands that have been designated under the Niagara Escarpment Plan, the Greenbelt Plan, and the Oak Ridges Moraine Conservation Plan. Furthermore, it includes headwater regions for: Nottawasaga, Grand, Credit, and Humber River watersheds; prime agricultural areas as well as candidate areas that can potentially become prime agricultural areas under the "Agricultural System Mapping" released by the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) in 2018. Those policies and plans, along with the mapping of the County's main natural heritage resources given by local municipalities will serve as the foundation for the natural heritage and agricultural systems in Dufferin County. This forms the basis for the County's land features in a way that will ensure their long-term viability. Dufferin County needs to amend its Natural Heritage System Strategy (NHSS) to realize the potential growth forecasted through the Land Needs Assessment (LNA) while maintaining the natural areas well into the future.

### Review and Approval

At its May 12, 2022 meeting, Council approved a phased approach with respect to the MCR. The first phase was an amendment that updated the Official Plan in terms of growth forecasts and allocation, referred to as the Growth Management Plan (Official Plan Amendment, MCR Phase I OPA - Growth Allocation). Staff, along with WSP (MCR consultants) are preparing to submit the draft MCR Phase II OPA to the Province for their review. This review typically takes 90 days, however the Province may afford themselves additional time (i.e. 120 days). As of January 5<sup>th</sup>, 2023, MMAH has not yet provided official comments on Phase I, however County staff believe all signs indicate a positive reception thus far.

The submission for Phase II will include the draft OPA text and land use schedules (attached) that will be reviewed by the: Ministry of Municipal Affairs and Housing

(MMAH); Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA); and the Ministry of Natural Resources and Forestry (MNRF), for their feedback.

The expectation of this review process by the Province is that Dufferin County will make amendments to their draft OPA before final Council approval (which occurs after this submission/review period). Once final approval is given by County Council (approximately June 2023), it is then submitted to the Minister of Municipal Affairs and Housing for approval. The Minister can either: make changes to the Council-approved OPA (i.e. without consultation), approve the OPA without changes, or reject the OPA and ask Council to make changes before resubmitting.

Consultation and Stakeholder Engagement

Several engagement events and milestones were undertaken and led by staff in partnership with WSP in the form of e-mail communications, joint and individual meetings, virtual working sessions, and conversations with the local municipalities and their consultants, MMAH, and OMAFRA. During the October 13<sup>th</sup>, 2022 Council meeting staff were directed to postpone the public open house that was scheduled for December 3<sup>rd</sup>, 2022 to give Council an opportunity to review the draft mapping contained in this report.

The draft mapping has been provided to all local municipal staff at the December 15<sup>th</sup>, 2022 Planners of Dufferin Meeting. In addition, digital GIS versions for increased scrutiny and comparison were provided.

A requirement of the *Planning Act* and good public engagement is that Official Plan Amendments (OPAs) require both a Statutory Public Open House and a Statutory Public Meeting. As noted in this report, the original Open House was planned for December 3, 2021 but has been rescheduled for January 21, 2023 to give County Council and local municipal Councils an opportunity to review the mapping beforehand. The public meeting will take place at the Council meeting when Council considers approving the OPA, which would occur after the initial Provincial review.

The following are key dates and deliverables:

<b>Timeline</b>	<b>Item</b>
Jan 21, 2023	Public Open House (OPA Schedules and Maps + TMP)
Q1 2023	Recommendation for Council to endorse (Phase 2) Transportation Findings Report – Draft presentation to council

Timeline	Item
Q2 2023	Forward Official Plan Amendment adoption (Phase 2) packages to the Ministry of Municipal Affairs and Housing for review and comments
Q2 2023	Phase 1 OPA Established
Q3 '22 - Q2 '23	Phase 3 Transportation Master Plan- Draft Sustainability and Climate Change Framework – Draft Meeting with Municipal CAO’s and Planners Meeting with Provincial affiliations Transportation Master Plan – Final Sustainability and Climate Change Plan – Final Growth Management Implementation Report – Final Reports (Final) presentation to Committee and Council Public Engagement Open house Recommendation for Council adoption of the finalized (phase 2) package

Provincial Mapping vs Local Municipal Mapping

It should be noted that the proposed mapping for Natural Heritage and Prime Ag. lands do not follow the Province’s current mapping. The mapping for some areas of East Garafraxa and the majority of Mono follow the local municipal recommendations and preferences, which differ from the Province’s.

After discussing the differences with Provincial staff, the best path forward appears to be to submit the mapping with the local municipal mapping preferences allowing the Province to either accept or provide clear official written feedback. The most notable difference is that using the local municipal mapping preferences will result in significantly less farm land being protected in Mono and East Garafraxa.

Master Transportation Plan

As part of MCR Phase III, work has begun on developing a master transportation plan for the County. The initial portion of this work involves hosting an open house where the consultants can present “current state” findings to the public for feedback and input. The draft current findings report has been attached to this report and would be presented along with the draft Phase II mapping at the Public Open House on January 21, 2023.

**Financial, Staffing, Legal, or IT Considerations**

No further impacts to staffing at this time

**In Support of Strategic Plan Priorities and Objectives**

Economic Vitality – promote an environment for economic growth & development

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

Sustainable Environment & Infrastructure – protect assets both in the natural and built environment

Respectfully Submitted By

Cody Joudry

Director of Development and Tourism

Prepared By:

Silva Yousif

Senior Planner

Attachments:

- [Draft Schedules and Maps B, B1, C, E and E1](#)
- [Draft Official Plan Amendment](#) to adopt the new Schedules B, B1, C, E and E1, as well as text changes required to address the implications of the new schedules
- [Transportation Master Plan – Presentation](#)

Reviewed by: Sonya Pritchard, Chief Administrative Officer



Report To: Warden Mills and Members of Council

Meeting Date: January 12, 2023

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**Subject: Service Optimization and Workforce Strategy Update – Space Needs Assessment (Deferred from September 8, 2022)**

**From: Sonya Pritchard, Chief Administrative Officer**

### **Recommendation**

**THAT the report of the Chief Administrative Officer, dated January 12, 2023, regarding Service Optimization and Workforce Strategy Update- Space Needs Assessment (deferred from September 8, 2022) be received;**

**AND THAT the matter be further deferred until such time as a further review of all facilities including future requirements and options for surplus/under-utilized and tenant occupied/vacant space is completed;**

**AND THAT staff be directed to report back on this matter by no later than April, 2023.**

### **Executive Summary**

The purpose of this report is to recommend deferring consideration of the proposed upgrades to both the Edelbrock Centre and 55 Zina Street that were presented to County Council in September 2022 (report and proposal attached) until a further review of all facilities, space requirements and future options is completed.

### **Background & Discussion**

The attached report and proposal were deferred until January 2023 at the September 8, 2022 County Council meeting.

In the Strategic Action Plan 2021-22, a review of facility and property inventory to assess for future use was identified. In addition, Council directed staff to review options for a

Council Chambers that would allow for live-streaming of meetings. This work was undertaken through a consultant and the attached report were completed. Given time and budget constraints the Edelbrock Centre, Courthouse, Operations Centre, and Museum were the focus of the review and options for future use focused on the Council Chambers and Edelbrock Centre. The report does not assess options for other county facilities or look in detail at tenant designated spaces.

Before proceeding with an assessment of the proposal it would be beneficial to further review future requirements and options including tenant occupied spaces that are being under-utilized or vacant.

### **Financial, Staffing, Legal, or IT Considerations**

Additional review of requirements and options can be completed by staff. Any further architectural changes or proposals will require input from outside experts.

### **In Support of Strategic Plan Priorities and Objectives**

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

Respectfully Submitted By:

Sonya Pritchard  
Chief Administrative Officer

Attached: **Service Optimization and Work Force Strategy Update – Space Needs Assessment Report – September 8, 2022**

**Dufferin County Office Space Assessment and Modernization Feasibility Report 2022 Prepared by DPAI**

## REPORT TO COUNCIL

**To:** Warden Mills and Members of Council

**From:** Sonya Pritchard, Chief Administrative Officer

**Meeting Date:** September 8, 2022

**Subject:** **Service Optimization and Work Force Strategy Update – Space Needs Assessment**

**In Support of Strategic Plan Priorities and Objectives:**

**Service Efficiency and Value (SV)** – determine the right services for the right price  
**Inclusive and supportive community (ISC)** – support efforts to address current and future needs for a livable community

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### **Purpose**

The purpose of this report is to provide Council with the findings of the Space Needs Assessment, Reimagining our Workspace project, completed by DPAI Inc. The Space Needs Assessment was completed as part of Strategic Action Plan priority SV 7 - Identify Future Space and Property Needs and the “Assessing Space Requirements” component of the Service Optimization and Workforce Strategy.

### **Background & Discussion**

As reported in July 2022, the Space Needs Assessment - Reimagining our Workspace project has been completed by DPAI over the course of several months. The recommendations contained in the attached report from DPAI create an opportunity for Dufferin County to be a leader in municipal service delivery by creating a space that promotes sustainability, wellness, accessibility and inclusion; a space that puts people first.

The *Dufferin County Office Space Assessment and Modernization Feasibility Report* prepared by DPAI provides detailed information on the review and assessment process, the findings, recommendations and costing for a phased construction approach. The identified spaces have been designed to promote sustainability (environmental and



economic), wellness (social, physical and mental health), accessibility, and inclusion. The recommendations include:

- Creation of a Council Chambers and flexible meeting space at 55 Zina
- A “Service Hub” at the Edelbrock Centre with:
  - Redesigned Public Services Areas that are welcoming and inclusive
  - Phased in reconfiguration of staff office space to address staff wellness which impacts productivity and retention/attraction
  - Renovations to the EarlyON Centre to enhance family programming

### 55 Zina Street

#### *Council Chambers and Flexible Meeting Space*

County Council currently has no dedicated space to conduct in person Council meetings. Prior to the pandemic meetings were held (on a trial basis) in the Town of Orangeville Chambers. Since March of 2020 all meetings have been virtual. There are many advantages to virtual meetings including: convenience, low cost, ease of recording and live streaming and removal of some barriers to participation. At the same time, the elimination of all in person meetings has significant drawbacks: it prevents some residents from participating, there is little opportunity for relationship building through informal conversation both before and after a meeting, the risk of misinterpretation and misunderstanding increases without the cues of body language and facial expression (when participants are off camera), and participants can be easily distracted or appear to not be fully participating. A combination of virtual and in-person meetings with high quality recording and streaming capabilities would best serve the residents of Dufferin County going forward.

The creation of an accessible Council Chambers and flexible meeting/event space on the second floor of the 55 Zina Street building is proposed. There are 2 options included with this proposal both intended to address lack of access from the rear of the building. Option 1 sees the installation of a full elevator at rear of the building and Option 2 incorporates an upgrade to the Lula lift system. The entire space could be available for rent outside of County use.

Option 1: \$1,798,616

Option 2: \$1,228,565

*53 Zina Street (Old Registry Office), 2<sup>nd</sup> Floor 73 Addition*

This space is surplus to current use and could be available for long term lease or short-term rental to generate revenue.

Edelbrock Centre – Service Hub

*Public Service Areas*

The recommendations include a welcoming public service area that promotes exceptional service for the residents of Dufferin County. Clear signage along with a highly visible service desk and self-service areas would provide effective and prompt access to all services. The Service Hub would incorporate areas for staff/client meetings and a separated Employment Resource area with space for clients to access computers and private booths for job interviews or other private conversations.

Phase 1-\$1,612,736

*Staff Office Space*

A hybrid work model for “office staff” is becoming widely accepted as the future of work. Similar to the discussion above with respect to Council meetings there are advantages to both remote and in-person work and a combination of both (the hybrid model) is likely to best meet the needs of an organization. Time and space for collaboration and team building is key to both service success and employee satisfaction. The proposed staff office space renovations are designed to enhance productivity and wellness with areas for quiet work, small group work and inter-department meetings. Having a space that is welcoming and inclusive helps employees feel valued which is key to retention and attraction of top talent. The renovations are proposed to take place in 2 phases.

Phase 2 - \$1,289,391

Phase 3 - \$1,654,979

*EarlyON Centre*

The EarlyON Centre provides valuable programming to families. The recommendation is to reconfigure the space to maximize the family area, increase natural light and improve acoustics.

Phase 4 - \$523,744

For a complete description of the proposed changes please refer to the DPAI report.

## **Financial and Staffing Impact**

The proposed cost of the recommendations to modernize County Office space and create a flexible, multi-use Council Chamber space is significant. The total investment would likely be in excess of \$7 million depending on the options chosen and future cost escalations. Savings from occupying a smaller footprint and sustainability improvements along with opportunities for increased rental revenue (both long and short term) would serve to reduce operating costs going forward. In addition, the County holds surplus and under-utilized space at the Court House and 40% of the Edelbrock Centre is currently tenant space. Further discussion with respect to the future use and value of the under-utilized/surplus and tenant space is required.

There is currently \$496,000 set aside for renovations along with \$300,00 that has been in the capital reserve for several years to update the lift at the rear of 55 Zina Street to a fully accessible elevator. Although, capital reserves are likely to come under some pressure due to inflation in the years ahead, there is a healthy balance in the rate stabilization reserve due to surpluses realized over the past couple of years. Debt financing is also an option given the low level of debt currently held by the County and the significant debt capacity is available.

An investment in spaces that put people first will help optimize service delivery and enhance workforce satisfaction for years to come.

## **Recommendation**

**THAT the report of the Chief Administrative Officer, dated September 8, 2022, with respect to Service Optimization and Work Force Strategy Update – Space Needs Assessment Consultants Report, be received;**

**AND THAT the phased-construction recommendations contained in the *Dufferin County Office Space Assessment and Modernization Feasibility Report* prepared by DPAI be incorporated into future DRAFT budgets for consideration;**

**AND THAT staff be directed to prepare a report with respect to future options for surplus/under-utilized and tenant occupied/vacant space.**

Respectfully Submitted by:

Sonya Pritchard, C.P.A., C.M.A  
Chief Administrative Officer

Attached: Dufferin County Office Space Assessment and Modernization Feasibility  
Report



**Dufferin County**  
Office Space  
Assessment + Modernization

**Feasibility Report**

2022



# Dufferin County

## Office Space Assessment + Modernization Feasibility Report

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# 1.0 PROJECT SUMMARY

# 1.1 Introduction

## INTRODUCTION

Dufferin County is located in south-central Ontario, Canada. Orangeville, the County seat, is located about 75 km north-west of Toronto. Dufferin County has an area of 1,485 km<sup>2</sup> (557 square miles) and a population of approximately 61,000. Within the County there are four towns: Mono, Orangeville, Shelburne and Grand Valley. There are also four rural townships: Amaranth, East Garafraxa, Melancthon and Mulmur. The County of Dufferin employs approximately 400 staff that could use the facilities covered in this study.



## BACKGROUND OF STUDY

The County of Dufferin engaged DPAl Architecture Inc. to assess the existing space at four (4) locations and recommend designs that accommodate the evolving needs of a dynamic workforce that are client/employee - centered, welcoming, optimized and enhanced for employee well-being, collaboration and to better serve the public. Key to the study is addressing an adaptable multi-use meeting space that can accommodate in-person, hybrid (some in-person, others remote) or fully equipped meeting space that can accommodate in-person, hybrid (some in-person, others remote) or fully remote (all remote with a few critical staff in the room) meetings of County Council.

The goal of this project is to provide recommendations on how to transform the existing space to serve multiple purposes simultaneously within a hybrid working model. Recommended designs will be progressive, sustainable, and provide diverse options for flexible spaces where employees can perform work both individually and collaboratively, as well as meet the needs of the community they serve.

To complete this project, DPAl engaged the following consultants:  
Smith + Andersen (Mechanical + Electrical Consultant)  
LEA Consulting (Structural Consultant)  
Green Reason (Sustainability / Well Consultant)  
Thornton Tomasetti (Acoustic Consultant)  
Marshall & Murray (Cost Consultant)



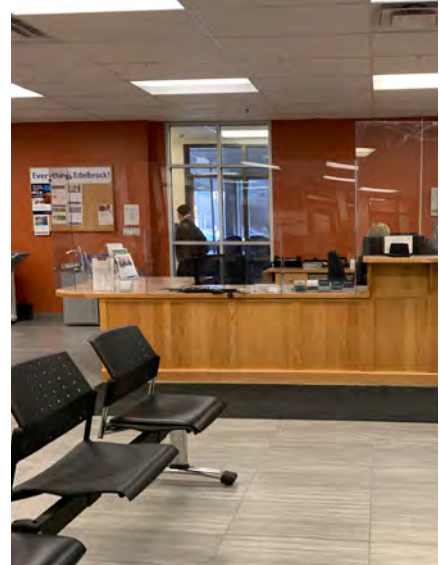
## 1.2 Project Process

DPAI Architecture Inc. will complete the project in 3 distinct phases: Assessment, Future State Vision and Programming, and Design Implementation and Recommendations.

### ASSESSMENT

An assessment of how existing spaces are currently being utilized, considering the effectiveness of how the space is being used. Spaces included in the scope of work are offices, workspaces, meeting rooms, staff break areas, Council and /or Committee meeting spaces and public spaces. Locations forming part of the assessment are as follows:

1. W+M Edelbrock Centre in Orangeville. Edelbrock currently houses 16 managers and 48 staff.
2. County Administration Office in Orangeville. County Administration includes atrium, visitor space, original registry office and Courtrooms 103 and 104.
3. Museum of Dufferin in Mulmur. 2 managers and 11 staff currently work out of MoD.
4. County Operations Centre in Primrose. 2 managers and 15 staff work out of this building, with staffing levels increasing significantly during the winter.



As part of the assessment process, the consultant team visited all the sites to document existing conditions and systems. DPAI also held engagement sessions with management and staff to understand how the spaces currently function, what works, and what doesn't.

The assessment of the spaces focused on the following:

- Spatial quality (efficient use, inspirational/motivational aspects, welcoming environment, diverse/inclusive concepts)
- Ability of the space to support staff and visitor needs (how well the workspace has been optimized for function of service delivery)
- Accessibility of spaces designed for public use
- Effectiveness of how these spaces promote employee health and comfort
- Value added by Leased Spaces and opportunities to expand or reduce present leases
- All observations were tabulated into a report by DPAI that was verified by Dufferin County



## 1.3 W&M Edelbrock Summary

### ASSESSMENT SUMMARY

Located at 30 Centre St in Orangeville, ON, the W & M Edelbrock Centre has been transformed several times over its lifespan. In 2012 the County acquired and extensively renovated the building to serve as a hub for social service delivery in Dufferin County. The single storey building is comprised entirely of office space with tenants occupying approximately 40% of the footage including the entirety of the partial basement which is set up as office and classroom space. The Edelbrock Centre has space allocated for lease holders, some of which is currently vacated and remains unoccupied at this time. Edelbrock currently houses sixteen (16) managers, and forty eight (48) staff.

The County office service hub at Edelbrock is comprised of three major functions: administrative offices, the employment resource centre (ERC), and the early years centre (EarlyON). The result of the assessment of the Edelbrock Centre was that the building was not functioning very well as a service hub. The hub lacked clear wayfinding to navigate the building and available services. The main service desk is located within an oversized ERC space and is poorly designed from a service delivery and staff safety standpoint. The ERC space has no access to natural light and is institutional and unwelcoming. The space is also not branded to reflect the County's presence.

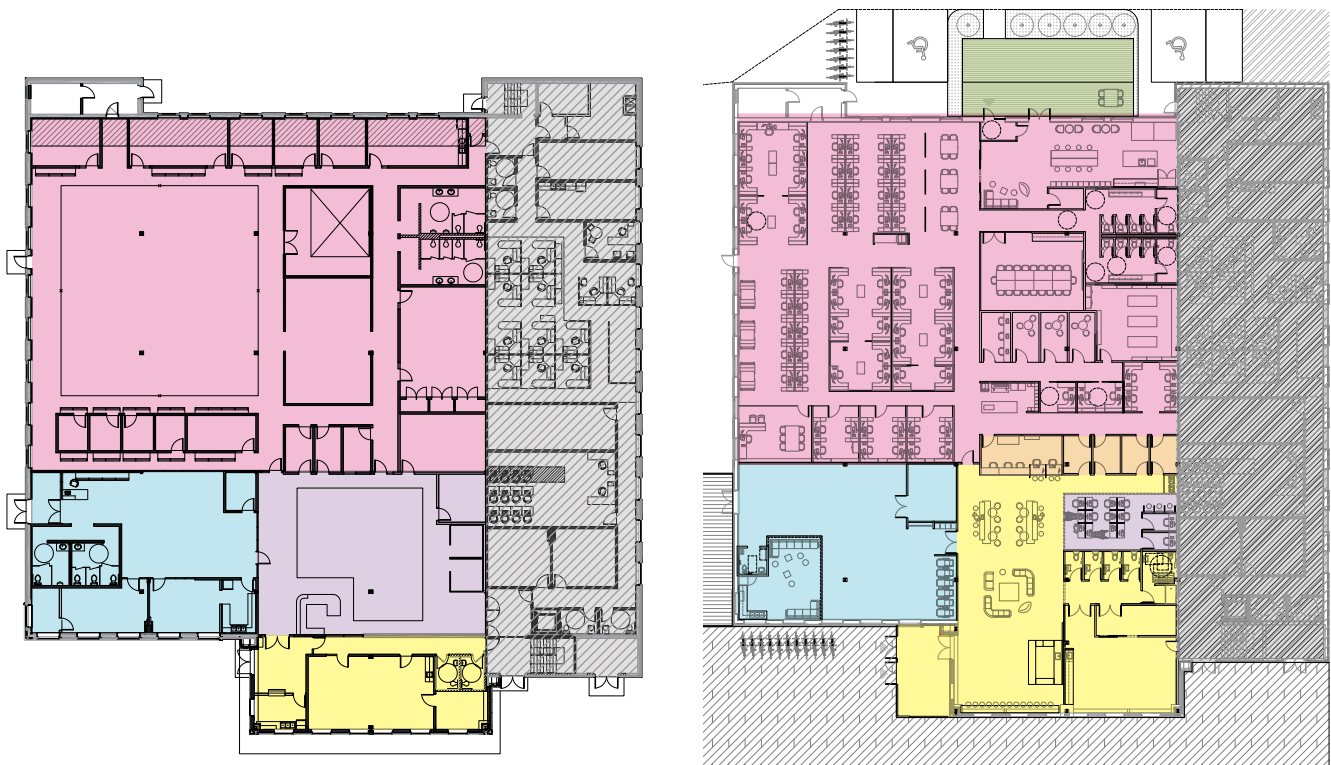
The administrative offices consolidate all service departments for Dufferin County, including services that have been relocated from the Court House complex on Zina street. The consolidation was an operational decision by the County due to most staff shifting to working from home during the COVID-19 pandemic. As more staff return to work, more staff will need to be accommodated in the space, but the offices are envisioned to continue supporting a hybrid working model. The administrative offices are not adequately serving the needs of staff. The design of the space blocks access to natural light with one exterior wall taken up by enclosed offices. Open workstations are designed as 4ft high opaque cubicles that are not conducive to connection and collaboration between staff members within the same department and across different departments. The design also limits connectivity between staff, which does not promote a sense of community and positive office culture. The space currently doesn't offer a variety of workspaces for the varying needs of different departments and individual working styles.

The EarlyON offers free, high-quality programs for families and children from birth to 6 years old. This is a great service for parents in the community for support with young children. EarlyON is laid out as one main central space referred to as "family time" with ancillary spaces and program rooms arranged on the perimeter. The space has no windows to the exterior beyond the glazing near the front entrance which offers very little natural light into the space. The space also has no views to the exterior. There is no dedicated coat and boot storage space, or room for multiple strollers to be stowed away while families use the space.

### PROJECT VISION

The visioning engagement session with management and staff focused on the design of the service hub and defined the future the staff want for how they work and deliver service to the community. The following key guiding principles were established for the future service hub:

- **Accessible, Inclusive, and diverse:** Spaces that ensure equal and inclusive access, opportunity and representation of all members of the community.
- **Flexible:** an adaptable, multipurpose, and technologically fitted out space that supports a hybrid working model, group work, and individual work.
- **Collaborative:** a space that encourages collaboration and meeting both in-person and remotely.
- **Progressive:** A space that speaks to the future of work
- **Service Delivery:** A space that supports better service delivery to the community
- **Healthy:** a space that promotes public and employee health and comfort (air, acoustic, and lighting quality, biophilic design, movement, health and safety)
- **Sustainable:** Energy efficient space that reduces energy demand and uses sustainable materials.
- **Revenue Generation:** Economically sustainable spaces that leverage public spaces to allow opportunity for revenue generation



existing plan

proposed plan

#### DRAWING LEGEND

<span style="display: inline-block; width: 15px; height: 15px; background-color: #e91e63; border: 1px solid black; margin-right: 5px;"></span> County Offices	<span style="display: inline-block; width: 15px; height: 15px; background-color: #ff9800; border: 1px solid black; margin-right: 5px;"></span> Main Service Desk /Reception	<span style="display: inline-block; width: 15px; height: 15px; background-color: #8bc34a; border: 1px solid black; margin-right: 5px;"></span> Outdoor Space
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4dd0e1; border: 1px solid black; margin-right: 5px;"></span> EarlyON	<span style="display: inline-block; width: 15px; height: 15px; background-color: #fff9c4; border: 1px solid black; margin-right: 5px;"></span> Public Entrance	<span style="display: inline-block; width: 15px; height: 15px; background-color: #9c27b0; border: 1px solid black; margin-right: 5px;"></span> Employment Resource Centre (ERC)

#### RENOVATION SUMMARY

The proposed renovation generally maintained the existing boundaries of each programmatic area but leveraged the flexible existing structural layout to completely reconfigure each area. The public areas of the service hub are proposed to be renovated to a welcoming space that promotes exceptional service delivery to the residents of Dufferin County and brand the Edelbrock Centre as Dufferin County’s main service hub.

A new entrance vestibule addition is proposed to clearly mark the main public entrance to the service hub and providing space for signage and branding. Site improvements near the main entrance are also proposed to mark the main entrance and enhance the public entrance. A landscaped public terrace is proposed to create an outdoor public space for use by the community. This can be landscaped with modern paving, softscapes, planters, and various kinds of seating furniture.

The foyer is proposed to be designed as a welcoming, bright, and inclusive space that welcomes the community to the service hub. The foyer contains a lounge area and café but is designed to be one open space that provides direct access to all services the public requires such as the waiting area, service desk, employment resource centre and EarlyON centre. The main service desk is proposed to be highly visible from the entrance to the service hub with clear signage marking the reception area. The desk is also proposed to ensure adequate space for service delivery and designed with consideration for staff safety and comfort. The ERC is proposed as a distinctly branded space that is accessed off and open to the waiting area and lounge.

The EarlyON is proposed to be reconfigured to maximize the size of the family time area and provide it with access to natural light. The main entrance to the Early Ontario Centre (EarlyON) is proposed to be relocated into the service hub foyer with clear signage and distinct branding for easy identification and way finding. The proposed EarlyON foyer area is configured to allow space near the entrance for stroller parking and coat and boot storage. The exterior entrance is maintained but now provides access to an outdoor fenced off terrace that may be used for play or programs.

The staff offices concept design proposes a space that balances openness and privacy. Openness is achieved by maximizing the use of glazed partitions to maintain visual connectivity across the floor area and access to natural light and views. Openness is also achieved by placing introverted spaces away from the exterior wall, such as storage rooms, washrooms, small meeting rooms, and private offices. This frees up the exterior glazed walls for open workstations, touch down stations, collaboration zones and lounging zones. A dedicated exterior staff entrance separate from the main public entrance is proposed for staff security and privacy. This entrance has with an associated outdoor terrace and dedicated staff parking spaces. Secure access to the service hub and service desk is also proposed for staff. For both public and staff areas, all washrooms are proposed to be gender neutral and designed to meet current code accessibility requirements including a full universal washroom.

### PROJECT PHASING

The proposed renovations to the Edelbrock Centre are proposed to be phased into 4 separate construction projects. This will allow the service hub to continue operating while undergoing the proposed renovations. This also allows for phases to proceed as funding is available for each project.

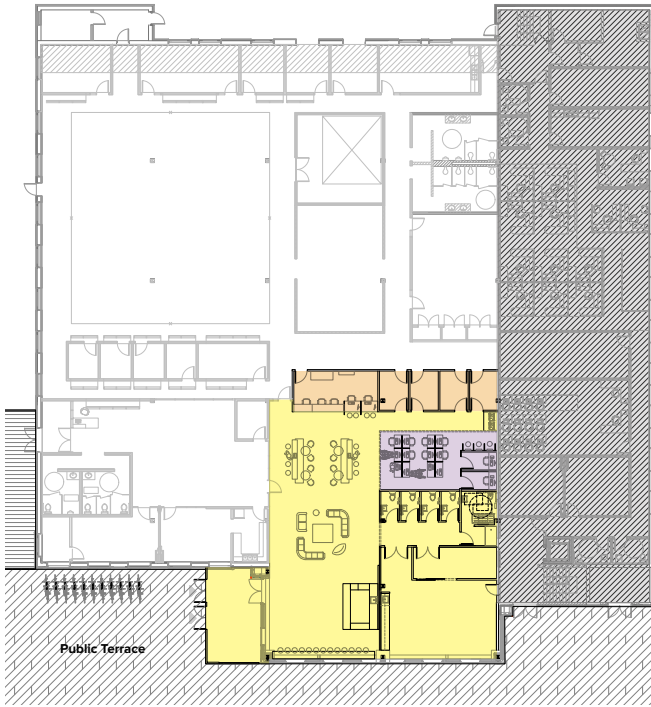
### COST SUMMARY

A Class D cost estimate was prepared for the proposed schematic design and was broken down to reflect the cost of construction for each phase.

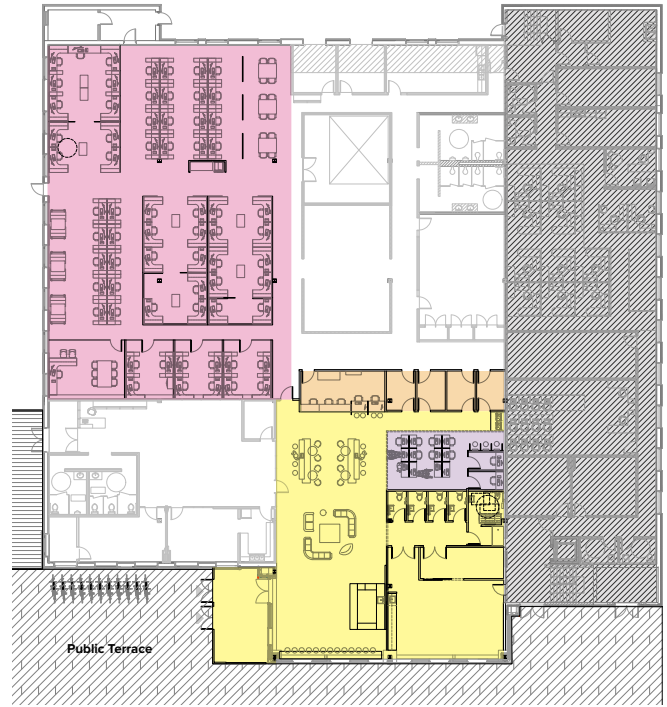
The Total Projected Construction Cost is estimated at:

PHASE 1:	\$1,612,736
PHASE 2:	\$1,289,391
PHASE 3:	\$1,654,979
PHASE 4:	\$523,744
<b>TOTAL:</b>	<b>\$5,080,851</b>

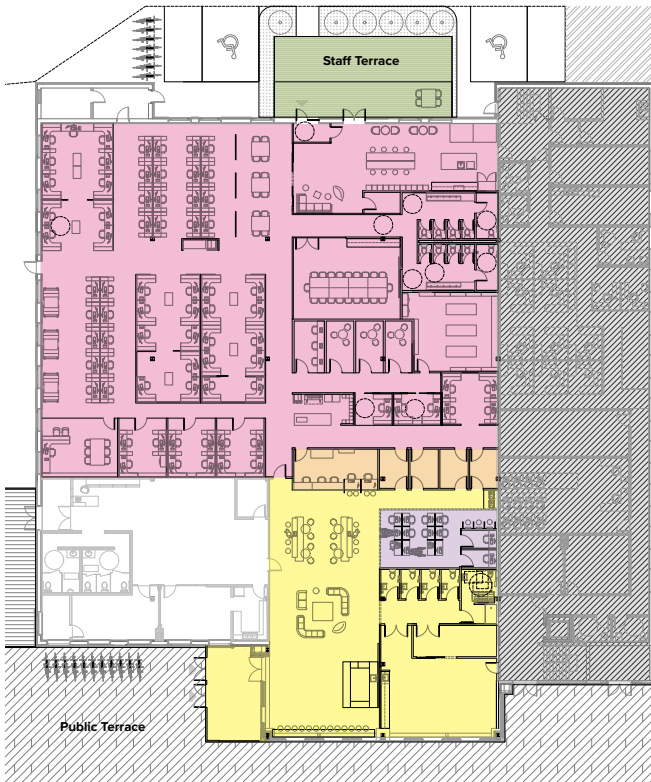
# PROPOSED PHASING



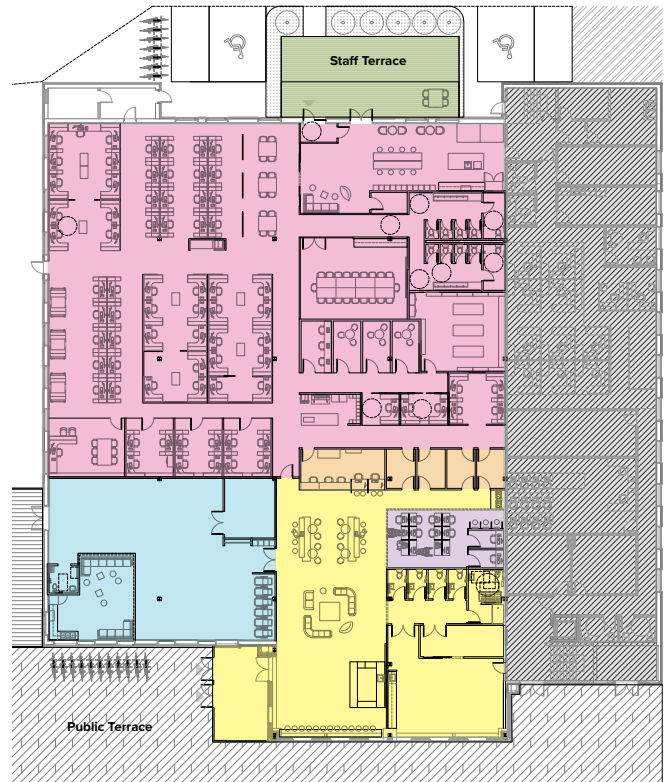
**PHASE 1: Service Hub and ERC**



**PHASE 2: Staff Area - workstations only**



**PHASE 3: Staff Areas - Board room, private meeting rooms, admin area, lounge, washrooms, and storage**



**PHASE 4: EARLYON**

## 1.4 Zina Council Chambers Summary

### ASSESSMENT SUMMARY

Located at 55 Zina St in Orangeville, ON, The Courthouse complex is a structural accumulation of 3 building expansions to the original 1881 Heritage Courthouse, with additions and renovations made in 1973, 1988, and 2011. Almost 60% of this space is leased to provincial and municipal governments and is excluded from the scope of this project.

Utilization of the space was assessed by splitting the complex into its 4 building components. The 1881 Courthouse currently houses the County IT Staff on the main floor, with County server(s) and IT infrastructure housed in the basement. The second floor is leased to the Ministry of Attorney General (MAG) where Jury Court services is conducted. The 1881 Courthouse space seems to need some immediate repairs, being the oldest space within the complex, though spatially it is functioning well as reported by the IT department.

The MAG Court Services Division expands into the 1973 building on the second floor and basement, sharing the space with the Dufferin County Law Association in the basement. The upper-level administration space was vacated by the County Treasury department. The MAG also leases the 1988 expansion, servicing both civil and family law proceedings. The 1973 building space is in good physical condition with minimal repairs to be done due to water damages on the ceilings.

In 2011 the County added a 20,000 ft addition to the complex. The basement of the complex is used as storage and houses IT and security infrastructure. It is also noted that the County Facility team is housed in the space as well. Moving up, the main floor contains a County managed Jury Court room utilized by both the Caledon Provincial Offence Office and MAG. The courtroom is also periodically rented out as a source of income for the County and is maintained as such. The second floor contains a functional office space, contains office and cubicle spaces. It is the team's intention that the 2011 space be assessed for its ability to be converted into the county's council chambers. The 2011 building is generally well maintained and functional. While an accessible elevator services the basement and main floor, services are inadequate / not up to code on the second levels. Accessibility from the lower parking garage to the proposed location of the council chambers is currently disjointed and requires the use of a limited use limited application LU/LA elevator from the basement level to level 1 and then a full-service elevator connecting level 1 to level 2. It was noted that natural light and comfort of the building is adequate based on user review, but upgrades could be recommended.

It should also be noted that the detached Registry office structure on Zina Street was renovated as an office space, formerly housing the Count's HR department, but is currently vacant.

### PROJECT VISION

The visioning engagement session with management and staff focused on the space planning of the council chamber and the possible utilization of surrounding space, with discussion of upgrades to accessibility infrastructures. The following key guiding principles were established for the future council chambers:

**Accessible, Inclusive, and diverse:** Spaces that ensure equal and inclusive access, opportunity, and representation of all members of the community.

**Flexible:** an adaptable, multipurpose, and technologically fitted out space that supports hybrid council meetings with broadcasting capabilities.

**Revenue Generation:** Economically sustainable spaces that leverage public spaces to allow opportunity for revenue generation

## RENOVATION SUMMARY

The space planning of the council chambers is proposed to occupy/reinvent the currently vacant administrative offices on the second floor of the 2011 building addition on 55 Zina Street. The main council chamber is designed to accommodate a meeting space for councilors, senior management, and staff, along with a speaking podium for delegations. The space also features an accessible viewing gallery for members of the public.

The space is to be designed with acoustic and viewing considerations, as the main objective of the space is to support delegation presentations to both council and for public viewing. In addition, the room should be designed with broadcasting capabilities, and houses sufficient IT infrastructure to support said function. The main space is also be designed to be a flexible function space, furniture to be modular and movable to support different events outside of council meetings, as a possibility for revenue generations for the county.

An overflow space has been designed to allow members of the public to view the council meetings on site when the gallery is full. The viewing gallery is to have seating and monitors/presentation screens, but to also be a flexible gathering space. Existing bathrooms and kitchenette to remain to service the space.

A breakout room has also been proposed as a resting area for staff and council members outside of council sessions. Access to the room is designed to be away from public areas. The room should also be equipped with comfortable lounge furniture, with dedicated kitchenette and fridge to service visiting council members and staffs.

### Accessibility Improvements

A new elevator addition on the north side of the building in the parking lot is proposed to achieve true accessibility from the parking lot to all levels of 55 Zina. While it is currently possible for members of the public to reach all levels through accessible means, the journey is disjointed, via LULA lift and elevator ride on opposing ends of the 2011 building and require staff assistant to operate.

The proposed elevator is exterior to the footprint of the building in the location of the current vestibule. This location was chosen to minimize extensive modifications to the existing structure. The elevator may be designed to receive similar masonry cladding to match the existing building and could feature signage for the building.

A second option was explored to upgrade the existing LULA lift to provide for a smoother and assistant free journey as a more cost conscious option of the proposal.

## COST SUMMARY

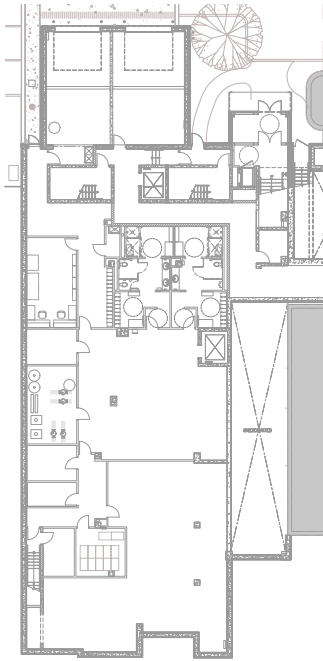
A Class D cost estimate was prepared for the proposed schematic design. The Total Projected Construction Cost is estimated at:

**OPTION 1: ELEVATOR ADDITION AND RENOVATIONS \$1,798,616**

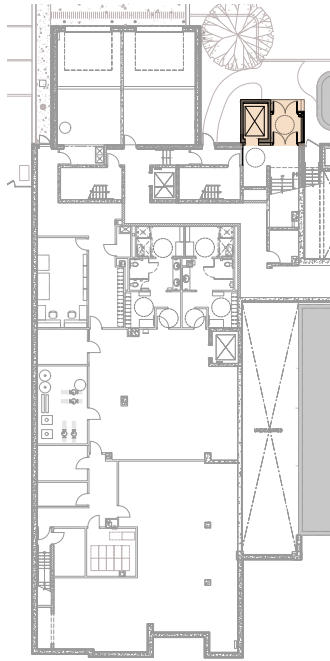
**OPTION 2: LULA REPLACEMENT AND RENOVATIONS \$1,228,565**



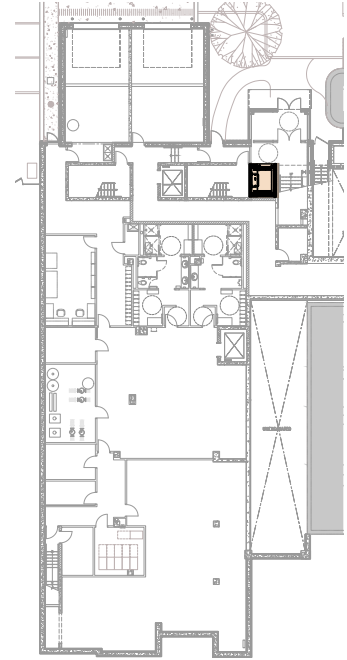
# PROPOSED RENOVATION DRAWINGS



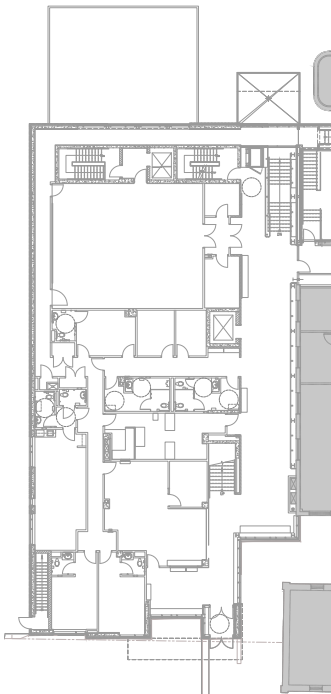
Existing - Basement



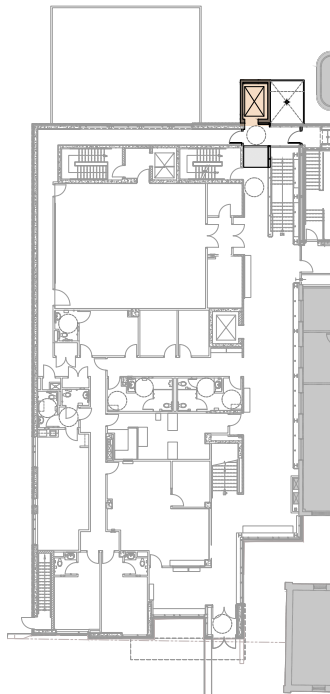
Proposed - Basement  
Option 1: Elevator Addition



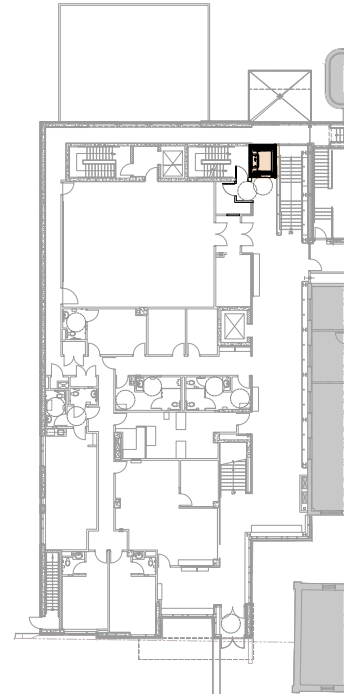
Proposed - Basement  
Option 2: LULA Renovation



Proposed - Level 1

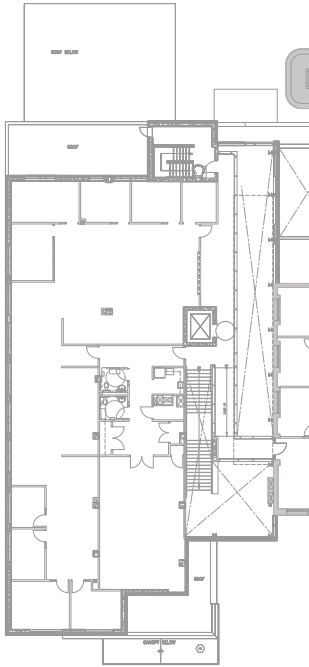


Proposed - Level 1  
Option 1: Elevator Addition

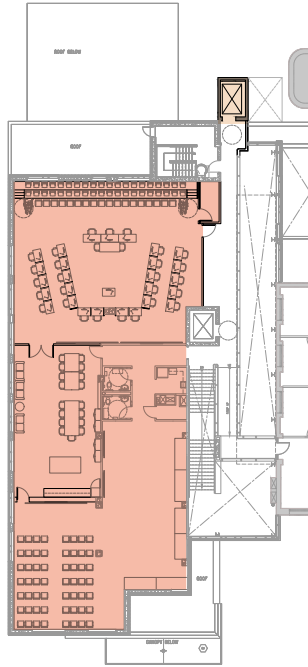


Proposed - Level 1  
Option 2: LULA Renovation

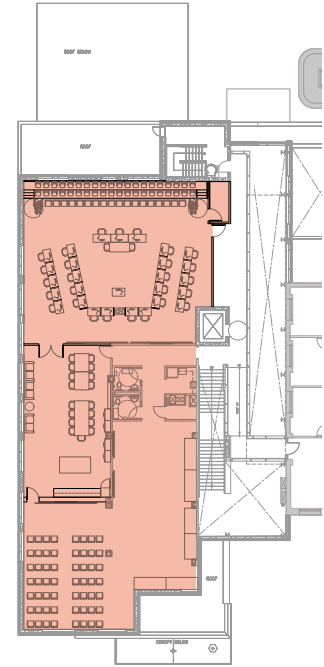
# PROPOSED RENOVATION DRAWINGS



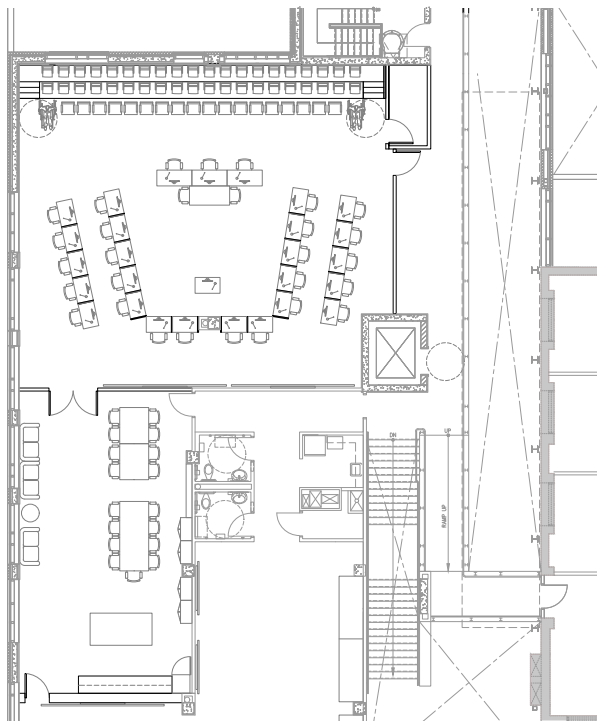
Existing - Level 2



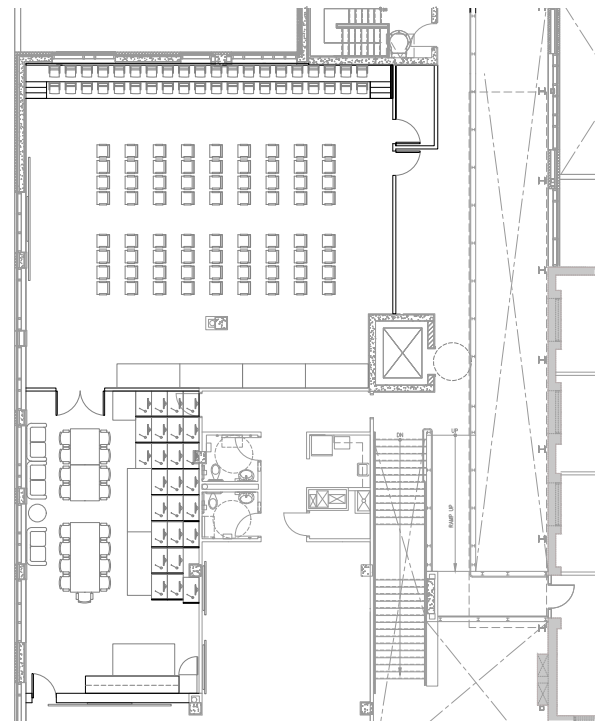
Proposed - Level 2 - Chambers  
Option 1: Elevator Addition



Proposed - Level 2 - Chambers  
Option 2: LULA Renovation



Proposed - Level 2 - Council Chamber Layout



Proposed - Level 2 - Alternative Space Layout

## 1.5 Museum of Dufferin Summary

### ASSESSMENT SUMMARY

Located at 936029 Airport Road in Mulmur, ON, The Museum of Dufferin is a County owned facility which includes displays, exhibits and archives for both large and small artifacts. The facility is comprised of archival space, corridors, offices and workshops in the lower levels with two (2) managers and eleven (11) staff currently work out of MoD, with exhibition spaces and educational programming spaces on the upper levels. The museum also currently lends an offices the County's Forest Manager.

The County Museum archive storage is at capacity. The County is currently looking at potential MOUs with local lower tiers to help elevate the storage issues.

Accessibility of the space was also assessed. The space is serviced by an elevator and is generally barrier free.

There was no proposed renovation for the Museum of Dufferin Location after the Architectural team's assessment.

## 1.6 Primrose Operation Centre Summary

### ASSESSMENT SUMMARY

The Primrose Operation Centre is the hub for all County seasonal road maintenance services with a 32 staff compliment. The space currently provides 2 garages for County fleet vehicles and storage spaces for construction equipment. Administrative offices for managers and supervisors are adjoining the North garage. The locker room, change room, and washroom, and washroom facilities were found to be inadequate in servicing staff, providing accessibility, and with limited provisions for equitable gender inclusive use. The lunchroom currently adequately services the staff, though was noted by staff to be cramped and short of support spaces.

Portable offices are currently located on site to off set the lack of available office and meeting space in the building. The portable are currently non-accessible.

There was no proposed renovation for the Operation Centre after the Architectural team's assessment.



## 2.0 ASSESSMENT

## 2.1 W&M Edelbrock



Located at 30 Centre St. in Orangeville, ON, the W & M Edelbrock Centre has been transformed several times over its lifespan. Initially constructed as a grocery store, the building was converted to indoor storage, then remodeled as a bowling alley. In 2012 the County acquired and extensively renovated the building to serve as a hub for social service delivery in Dufferin County.

The single-storey building is comprised entirely of office space with tenants occupying approximately 40% of the footage including the entirety of the partial basement which is set up as office and classroom space. The Edelbrock Centre has space allocated for lease holders, some of which is currently vacated and remains unoccupied at this time. Edelbrock currently houses sixteen (16) managers, and forty eight (48) staff.

## DUFFERIN COUNTY SERVICE HUB

The County office service hub at Edelbrock houses three major areas: administrative offices, the employment resource centre (ERC), and the early years centre (EarlyON). Services include: Ontario Works, Community Housing, Homelessness Prevention, EarlyON Children’s Services, Climate and Energy, Waste Services, Engineering Services, Facilities Management, Public Works Administration, Land Use Planning, Building Inspection Services, Economic Development and Tourism, People and Equity, Clerks, Finance, Procurement, and the Office of the CAO.

The main entrance to the service hub provides access to a small foyer, through which double doors lead to the ERC, a vacant cafe, and a corridor leading to a multipurpose/board room and public washrooms. The multipurpose room is currently set up like a board room and is available for external bookings by the public. The multipurpose room furniture currently does not allow much programmatic flexibility beyond board room functions.

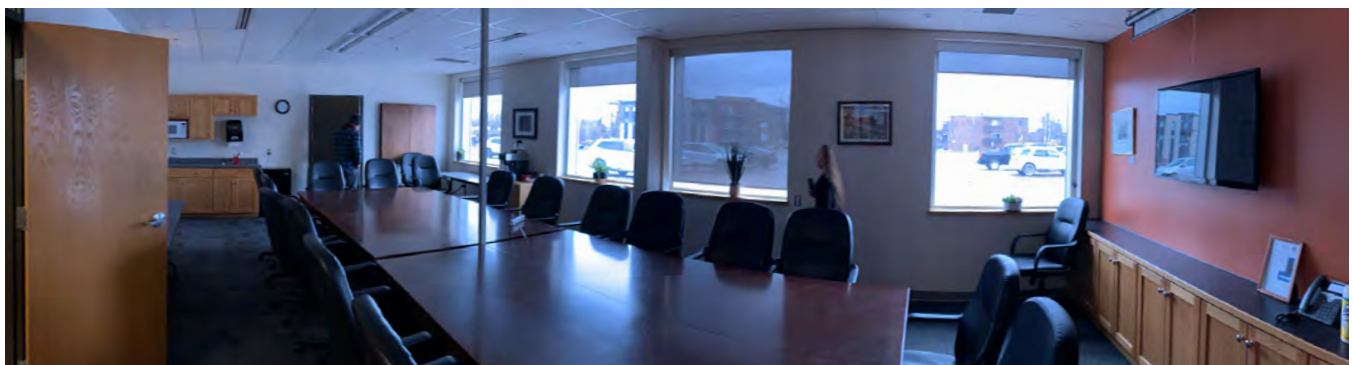


Figure 1. Board Room

## ADMINISTRATIVE OFFICES

The administrative offices consolidate all service departments for Dufferin County, including services that have been relocated from the Court House complex on Zina street. The consolidation was an operational decision by the County due to most staff shifting to working from home during the COVID-19 pandemic. As public health mandates shifted, the County’s offices shifted to a hybrid working model which allows staff to work from home or from the office.

The consolidation of services at Edelbrock allowed the County to assess their service delivery model in Edelbrock, and the desire to accommodate the evolving needs of a dynamic workforce that are client/employee - centred, welcoming, optimized and enhanced for employee well-being, collaboration and better public service. The service departments at Edelbrock are community services, Early ON children services, waste services, clerks, Ontario Works, housing services, and HR.

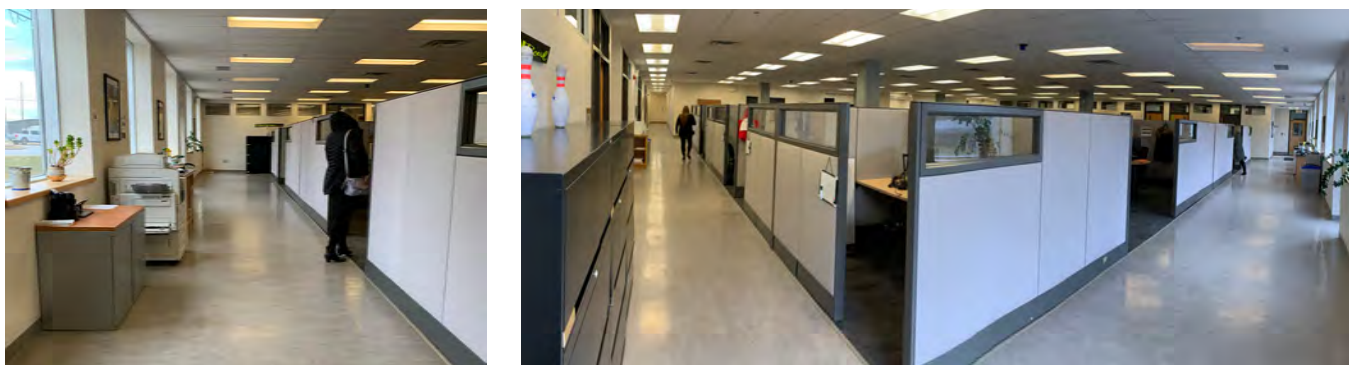


Figure 2. Corridor space around the perimeter of the cubicle workstations. The high walls of the cubicles block natural light and views from perimeter windows

## **SPATIAL QUALITY**

The administrative offices are designed with enclosed spaces surrounding open workstations on three sides. The enclosed spaces include private offices for dedicated personnel, hotel offices, and meeting rooms.

The open workstations are designed as 4ft-high padded cubicles. The colour scheme for the offices is devoid of any colour, and staff expressed that they felt it was too grey and cold. Staff also expressed that the space generally lacked character and did not reflect the multi-culturalism and diversity of individuals who work there, and the County at large.

## **FUNCTIONALITY**

The high opaque partitions of the cubicles are not conducive to connection and collaboration between staff members within the same department and across different departments. Newer staff hired during the pandemic noted that they felt isolated and that it was harder to get to know other staff. Any touchdown collaboration is only possible at desks or in a small bookable board room, and in the “Dufferin Room”.

The office space has adapted to the hybrid working model and the fact that not all staff are back in the office full time by offering multiple hotel cubicles, or hotel offices. Small dry erase boards have been utilized outside the office spaces to allow individuals using the space on a given day to write down their names, indicating occupancy.

The service hub is not functioning well in terms of service delivery to the public. There is no dedicated front service desk at which to welcome the public and serve them.

## **HEALTH + COMFORT**

The open office space performs well acoustically given its soft surfaces and finishes. The carpet flooring, acoustic ceiling tiles, and padded cubicles offer great sound absorbing qualities. The padded cubicles perform very well at blocking the direct sound path and speech transfer between workstations.

The workstations area has windows along the eastern wall, but for staff sitting in these cubicles, natural light and access to views are blocked by enclosed offices and a meeting room on the northern elevation.

The high partitions also limit connectivity between staff, which does not promote a sense of community and positive office culture.

The space doesn't currently offer variety when it comes to accommodating the different needs and working styles of staff, to allow them to work where and how they work best. There are no “quite zones” offering low stimulus for individuals who work best in quiet settings, nor are there “active zones” for individuals who work best in spaces with low level noise such as music, radio, and quiet din.



## EMPLOYMENT RESOURCE CENTRE (ERC)

The Employment Resource Centre is a self-directed resource site where clients can access job postings and the tools needed for job searching. Services include access to computer, internet, fax, and photocopy services. Staff on hand can provide advice and assistance to anyone in their search for employment or career development.



Figure 3. A single open space combines the functions of the ERC, the service desk, and the waiting area for the service hub.

### SPATIAL QUALITY

The employment resource centre is laid out as one large open space surrounded by other programs and supporting spaces. The space has a dual function as the ERC but also acts as the first point of arrival for the public to the service hub. A reception desk with one staff member is located near the entrance to the space. The remainder of the space has chairs for waiting, computer stations for use by ERC patrons, and a printer and copier.

The space has no access to natural light and is an open space surrounded by primarily opaque partitions and doors with minimal glazing. The space is mainly defined by groupings of furniture, with no change in flooring material to define the space and different area.

### FUNCTIONALITY

The space does not function well from a service delivery standpoint. There is no signage or wayfinding directing the public to the appropriate area. The space is not branded well to reflect the presence of the County's service hub.

The public is served by all departments in two interview rooms north of the space that have access doors from both the ERC and the offices to the north. While the rooms offer privacy, they limit the number of patrons that can be served at once, especially since those rooms are also used to serve the ERC patrons.

The layout and location of the service desk are not ideal and pose safety risks for the staff member working there. The service desk can be accessed from 3 sides, including from behind the staff member, so minimal privacy is offered. Egress from the desk is also a concern. Should that portion of the desk be blocked, there is no way for staff to exit. There is currently no emergency call system installed for staff to use if needed.

The ERC works well with the location of the Early Years Centre, which is directly adjacent to it. This is a service that parents may use while being serviced by the County.

## ONTARIO EARLY YEARS CENTRE (EARLYON)

The EarlyON offers free, high-quality programs for families and children from birth to 6 years old. This is a great service for parents in the community for support with young children. EarlyON offers programs that allow parents to learn and play with their child, meet people, and get advice from early childhood professionals. Parents visiting other services or attending an alternative education program can also temporarily leave a toddler in the Ontario Early Years Centre.



Figure 4. View of the “family time” space in the EarlyON Centre

### SPATIAL QUALITY

EarlyON is laid out as one main central space referred to as “family time,” with ancillary spaces and program rooms arranged on the perimeter. These include washrooms, a staff office, and two program rooms separated by a movable partition that may transform both spaces into one larger one.

The central space has wooden furniture and colorful accents that add warmth to the space. The open plan is subdivided into zones through the use of furniture, carpets, floor marking, storage shelves and toys.

While the program rooms, ERC, and the service hub were all designed with glazing offering views into the EarlyON, these have been fitted out with privacy film. The space has no windows to the exterior beyond the glazing near the front entrance which offers very little natural light into the space. The space also has no views to the exterior.

### FUNCTIONALITY

EarlyON has two access points: a dedicated main entrance and vestibule from the exterior, as well as access to the ERC. This has been noted to work well with the functions of the program.

The reception area is currently utilized as more of a storage space for toys and furniture. There no dedicated coat and boot storage space, or room for multiple strollers to be stowed away while families use the space.

## GEORGIAN COLLEGE

Georgian College is a major leaser at the Edelbrock Centre, where they run their Career and Employment Community Services (CECS) program, which aims to bridge the gap between employers looking for workers and job-seekers looking for long-term employment. This program complements the services at ERC which Georgian College jointly runs with the County.

The college occupies approximately a third of the ground floor area and is accessed through a separate entrance to the exterior, which provides elevator and stair access to the basement.

The space is set up with a central open office with workstations arranged in cubicles, and other enclosed spaces with two classrooms, one private office, and two meeting rooms.



Figure 5. Vestibule with entrance to Georgian college and access to basement

## BASEMENT

The basement is mainly used as leasable spaces. The basement is laid out with a long corridor that provides access to the different tenant spaces.

The largest unit is leased by Hospice Dufferin for use as an office and program space. The unit includes a dedicated reception area, enclosed offices, and an open program area.

Another unit is leased by the Upper Grand District School Board where they run their Centre Street Alternative Education Program. This unit is one open room with workstations and desks.

Three offices in the basement were vacant at the time of the visit.

The layout of the basement is not inviting. The long, narrow corridor has no access to natural light, however tenant spaces enjoy access to large windows with ample natural light, despite their location in the basement.

It has been noted that the basement experiences frequent flooding.



Figure 6. Long, narrow, and dark corridor in basement provides access to leased spaces



Figure 7. Large windows in basement offer ample natural lighting into office spaces

## ACCESSIBILITY SUMMARY

The Edelbrock Centre is designed to be fully accessible in line with code requirements of the time it was renovated in 2012. The centre is built on one level that is flush with grade, with elevator access to the basement. All entrances have automatic door operators, and corridors throughout are wide enough to accommodate wheelchair access. Barrier free washrooms are provided throughout the building, however, there is no universal washroom on site. All washrooms in the administration area are currently designed as gendered facilities with stalls, though other public washrooms in the building are private, designed as stand alone washrooms that may be easily converted to gender neutral washrooms.

## VALUE ADD

Edelbrock Centre offers the County avenues for revenue generation through leasable spaces. The majority of available leasable spaces are leased out with just a few vacant units in the basement. The café near the main entrance of the ERC is currently The cafe space is being used by BSocial Enterprises and is operating on a part time basis with intention to increase hours.

## STRUCTURAL SUMMARY

The building is a single-story structure with a partial basement constructed from load-bearing exterior masonry walls, interior steel columns and steel deck roof on open web steel (OWSJ) joists. The floor over the partial basement is precast hollow core concrete panels. The interior partition walls are non-loadbearing steel studs sheathed with drywall.

The floor plan and structural layout of the centre offer great flexibility to move interior partitions and wall around to reconfigure the space.

## ELECTRICAL SUMMARY

**Normal power distribution:** the primary distribution voltage throughout the facility is 208v/120v with 600a capacity. The existing main distribution electrical panels and transformers serving these spaces seem sufficient to serve the new requirements of the spaces. Some modification to the panels might be required for future renovations.

**Emergency power distribution:** there is no life safety generator for any of the facilities and all life safety including fire alarms and emergency lighting are on battery units.

**Fire alarm and mass notification system:** the building has a conventional two-stage fire alarm system model mircom fx-2000 which is located on the main entrance. The building utilizes a fire alarm (bells) for notification.

**Lighting:** the facility has a combination of fluorescent, incandescent, halogen and led. The led bulbs were installed throughout the facility and on some light fixtures during the last few years due to the old bulbs burning out. Lighting in some spaces is therefore inconsistent.

**Lighting control:** there is no lighting control system in the building and all lighting is controlled via local lighting control devices installed throughout the space.

**Grounding:** existing panels are grounded in the electrical rooms.

**Communications:** the facility has it is own rack along with apc ups and is based on total data usage and the number of outlets installed through the space.

## MECHANICAL SUMMARY

### HVAC:

- Heating/cooling provided through packaged gas fired rooftop units.

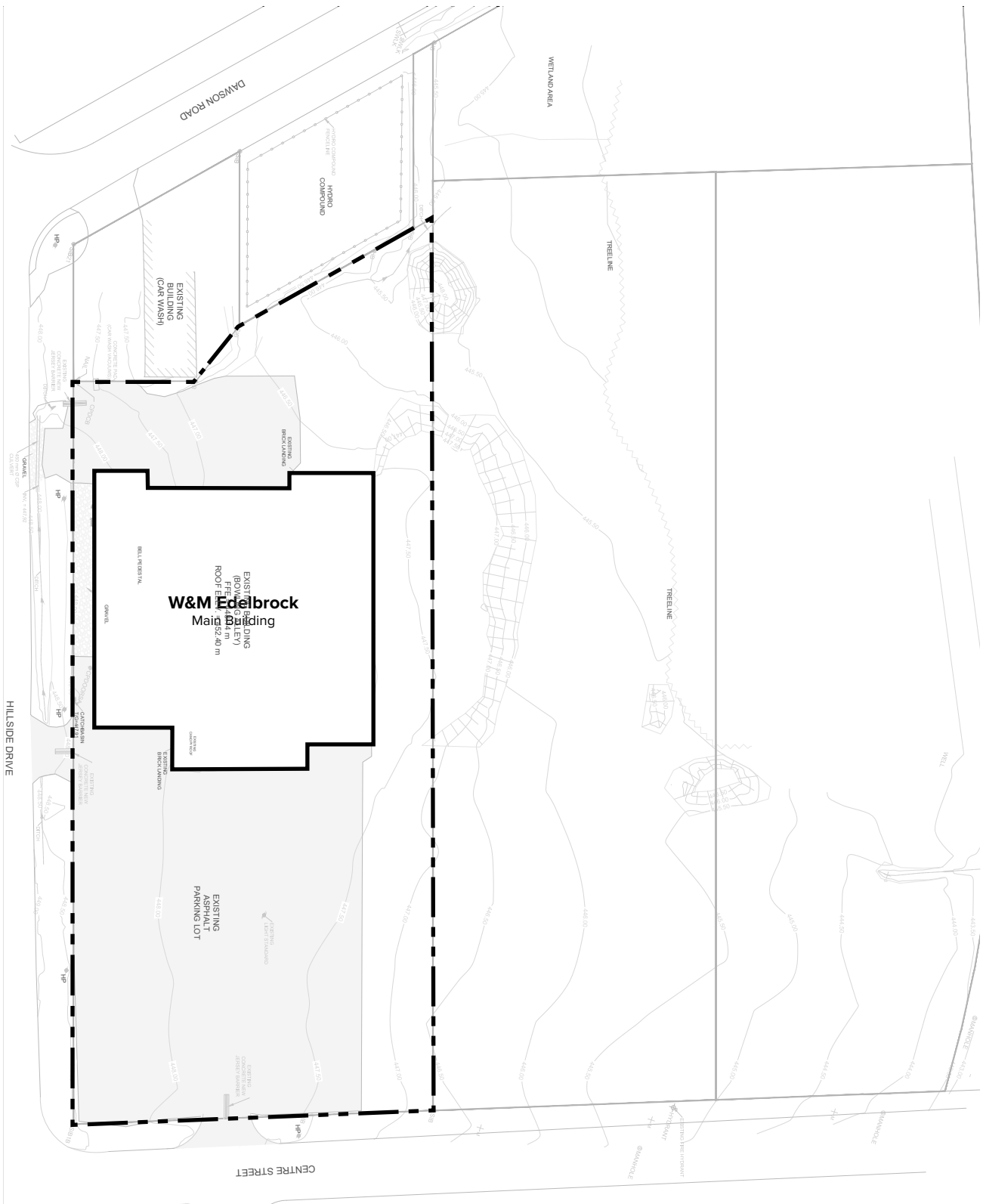
- Existing drawings indicate 6 rooftop units that provide heating/cooling to the building.
- Rooftop unit ductwork distributed into the tenant space through square plaque diffusers or linear slot diffusers in areas with a ceiling, and duct mounted grilles in open ceiling areas.
- Existing drawings indicate 11 exhaust fans as per schedule below, serving: washrooms, janitor room, kitchen, and lift machine room
- Existing LAN room cooling provided through a split A/C system
- Follow-up survey required in order to determine existing equipment capacities and distribution of services.


***PLUMBING:***

- Incoming 50mm domestic cold water line.
- Existing water softener downstream of incoming water line.
- Gas fired hot water heater in sprinkler room provides domestic hot water to the building
- 38mm Domestic Hot Water and 19mm Hot Water Recirc mains distributed to the existing plumbing fixtures in the building.
- Existing 150mm sanitary main line buried in basement of building. 150mm tie-ins available at ceiling space of basement.
- Follow-up survey required to verify pipe sizes, distribution, and hot water heater capacity

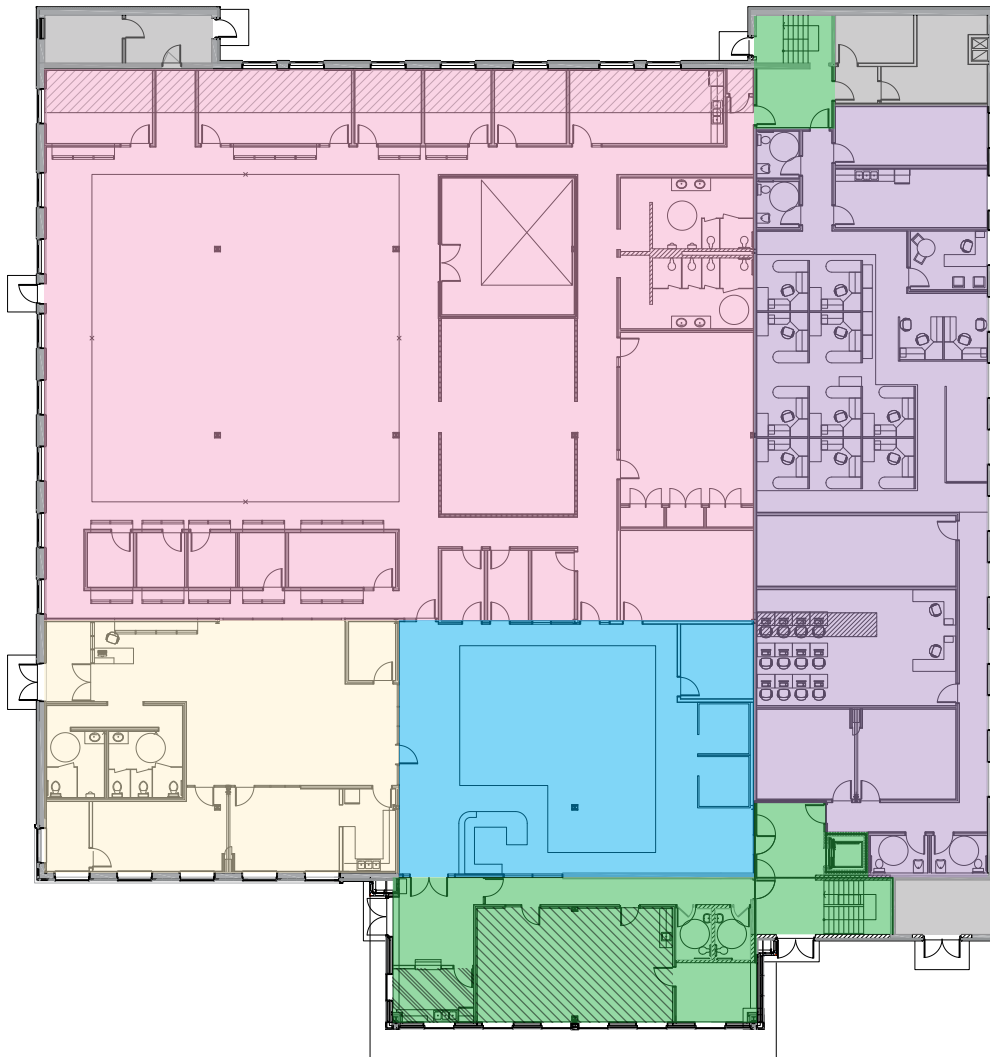
***FIRE PROTECTION AND LIFE SAFETY SYSTEMS:***

- Protected by a wet sprinkler system. Sprinkler head locations to be modified as required to suit architectural changes.

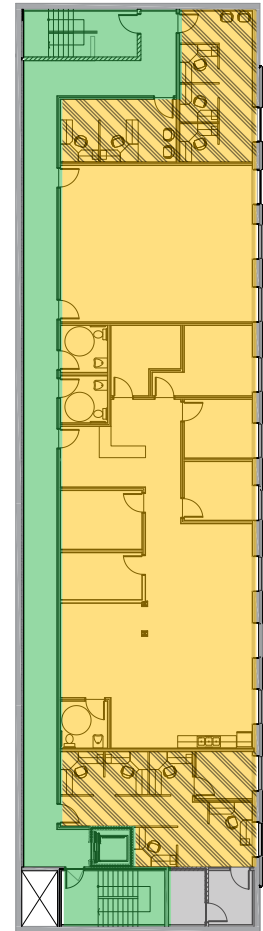


 existing site plan | drawing scale 1:1000

## MAJOR PROGRAMMATIC AREAS












 existing plan - ground level

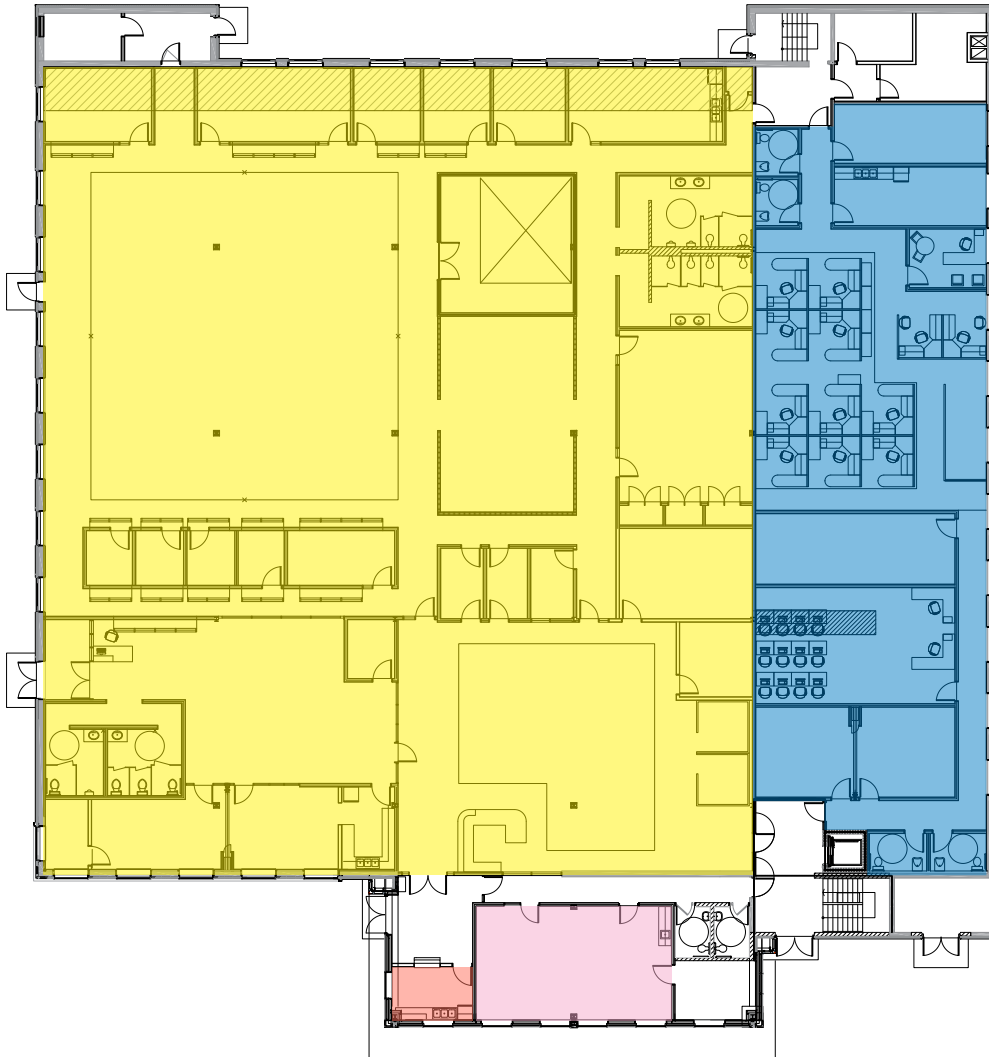


existing plan - basement

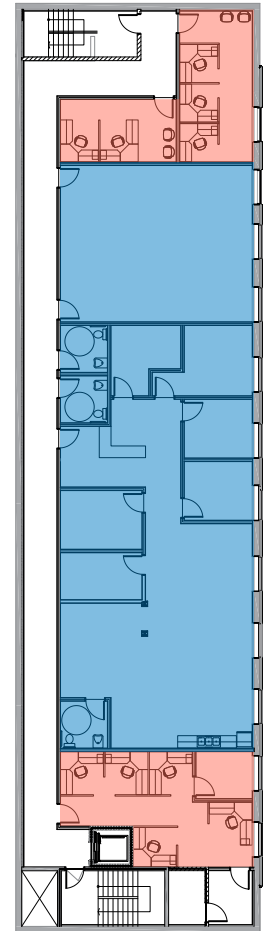
### DRAWING LEGEND

-  service areas
-  common areas
-  used by County offices
-  used by Ontario Early Year Centre
-  used by Employment Resource Centre
-  leased to Georgian College
-  leased to Hospice Dufferin
-  short term leasable space
-  vacant leasable space

# CURRENT LEASABILITY POTENTIAL







 existing plan - ground level



existing plan - basement

## DRAWING LEGEND





-  spaces used by County offices
-  leasable spaces
-  leasable spaces - short term
-  currently vacant spaces



The following checklist outlines all the spaces within the existing building, as well as the consultant team’s assessment of the existing spaces.

The following checklist notes are referenced on the existing condition plans in the following pages.

**CURRENT CONDITIONS TAG**

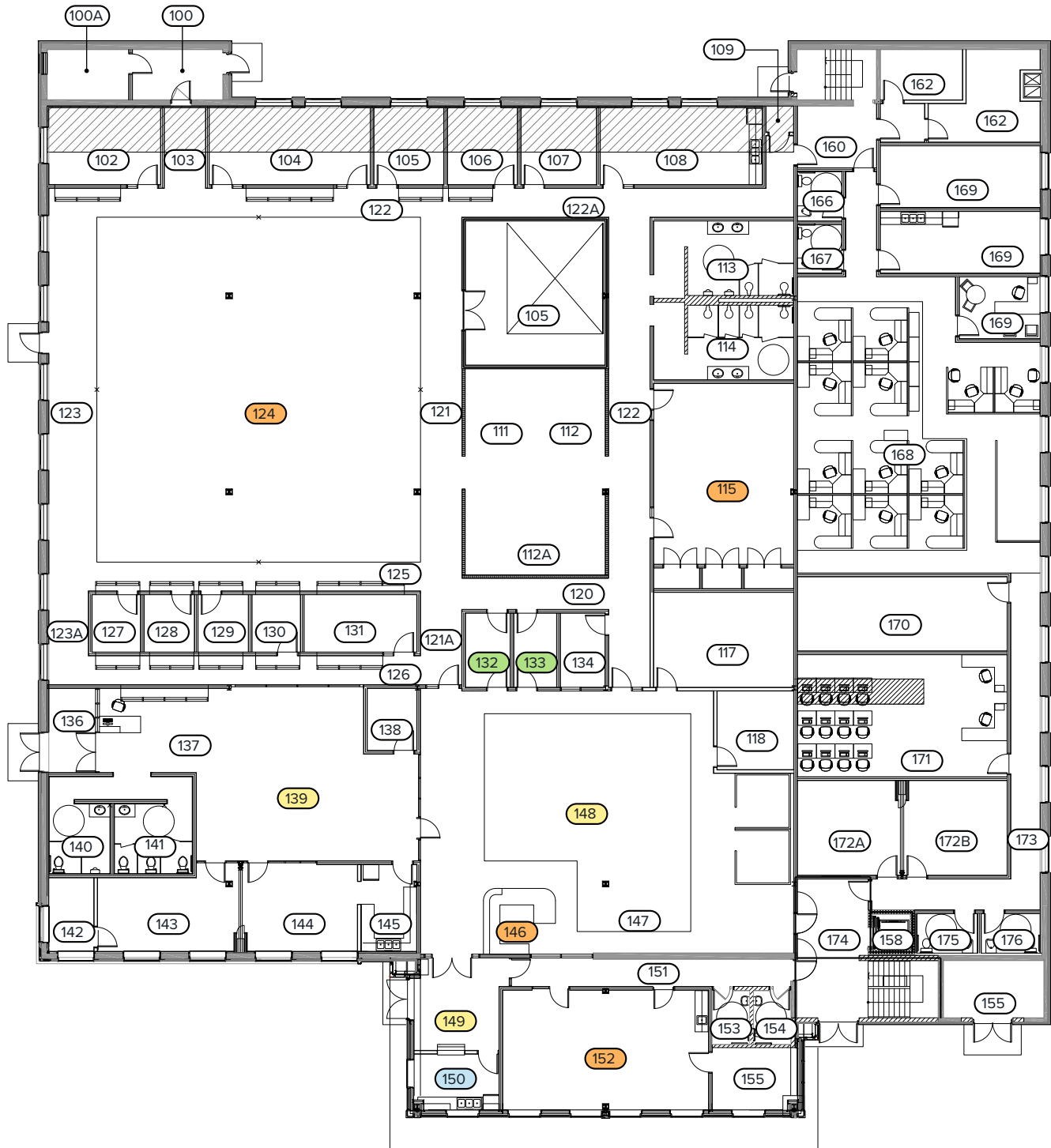
-  denotes that the area of the existing building is adequate
-  denotes that the area of the existing building is not adequate
-  denotes that the area of the existing building is not fully adequate but is acceptable
-  denotes currently vacant spaces available to be leased out

ID	Room Name	Description	Current condition
Basement			
Common Areas			
000	Lift Machine Room	Mechanical room for elevator	
001	Vestibule	Vestibule to adjacent elevator mechanical room	
002	Corridor	Main access corridor to basement offices	Space is uncomfortably long and dim, not ideal
Leaseable Basement Office			
003	Office	Existing vacant office for lease	Vacant, ready to be leased out
004	Office	Existing office nested in 003, for lease	Vacant, ready to be leased out
017	Vacant Office	Existing space for lease	Vacant, ready to be leased out
018	Vacant Office	Existing space for lease	Vacant, ready to be leased out
Leased Unit to Hospice Dufferin			
006	Office		
007	Office		
008	Office		
009	Quiet Room		
010	Office		
011	Storage		
013	Program Room		
Washrooms			
014	Male WR	Visitor’s male washroom	
015	Female WR	Visitor’s female washroom	
Leased Unit			
016	UGDSB	Leased to Upper Grand District School Board	

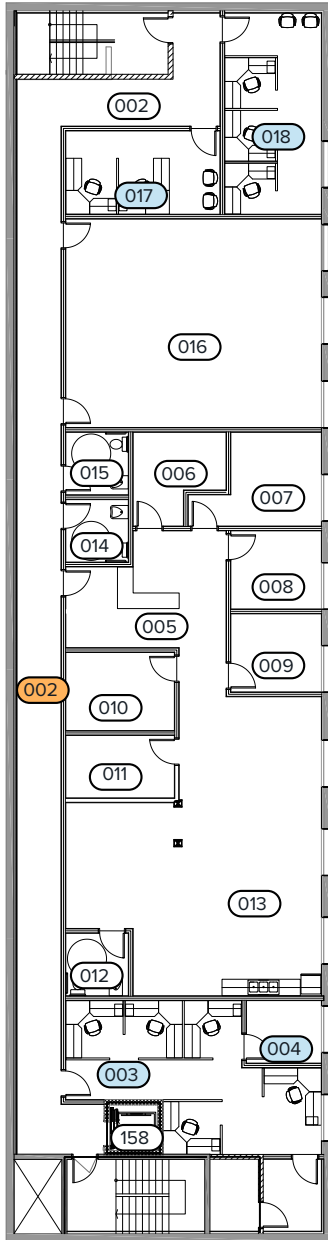
ID	Room Name	Description	Current condition
Level 1			
100	Elec. Room	Existing electrical room	
100A	Sprinkler Room	Existing sprinkler control room	
County Offices			
102	Office	Senior manager's office	
103	Corridor	Existing service corridor to access 100 and 100A	
104	Small Board Room	Spare meeting room and multipurpose room	
105	Office	Community service manager office	
106	Office	Hotel office	
107	Office	HR office	
108	Staff room / Kitchen	Staff room / lounge area	
109	Closet	Storage closet	
110	Files	Used as storage room for file storing. Equipped with modular, rolling, high density filing cabinets	
111	Printer	Printing area with filing storage	
112A	Work Stations	Work stations in cubicles	Occupied by finance and public works
113	Male WR	Shared office male washroom	
114	Female WR	Shared office female washroom	
115	Dufferin Room	Meeting and multipurpose room	Room layout is not ideal and not flexible.
116	Closet	Storage closets within dufferin room, 3 units	
119-123	Corridor	Corridor	
124	Computer Stations	Individual working cubicles	Currently divided into cubicles shared by staff in following departments: Community Services, EarlyON children's services, Waste Services, clerks, Ontario Works, Dufferin County housing services, Facilities Management, Climate and Energy, Building Inspection. Some hoteling pods, used by all services divisions, are available for WFH flexibility- this is working well. Staff expressed feeling segregated with the high wall divisions of the cubicles, cutting off sense of culture and collaborative opportunities. High walls also block natural light coming into the building.
125	Corridor	Corridor	
126	Corridor	Corridor	
127	Office	Office space	Occupied by Community Services supervisor
128	Office	Used as a hotel office	
129	Office	Used as a hotel office	
130	Shared Office		
131	Children		
132	Interview	Interview room	2 exits ideal for staff security

ID	Room Name	Description	Current condition
133	Interview	Interview room	2 exits ideal for staff security
134	Office	Used as a hotel office	
Ontario Early Years Centre (EarlyON)			
136	Foyer	Foyer to early year centre / Family time room 139	
137	Reception	Reception area for early year centre. Equipped with computer, chair and desk for 1 staff	
138	Office	Office for early year centre staff	
139	Family time	Open activity area for early year centre with chairs and work stations for children, and storage along walls for activities and craft storage	Space is adequate, but will need upgrade to storage and furniture solution
140	Male Washroom	EarlyON Washroom	1 urinal and 1 barrier-free stall, and 1 lavatory.
141	Female Washroom	EarlyON Washroom	2 standard stall and 1 barrier free stall, 1 lavatory.
142	Toy Storage	Room dedicated for toy storage accessed off Program room 143.	
143	Program Room	Multipurpose room for early year programming / activities. Joined with 144, can be separated into individual spaces using foldable partition.	
144	Program Room	Multipurpose room for early year programming / activities. Joined with 143, can be separated into individual spaces using foldable partition.	
145	Program Kitchen	Kitchen area that opens into program room 144.	
Employment Resource Centre			
146	OEYC/ERC Reception	Reception area for employment centre. Contains reception millwork with access on 3 sides. Contains a workstation for 1 staff	Space currently poses a security issue for resident staff, as there is no second exit for staff in case of an emergency
117	Training		
118	Office		
147	Workstations	Work stations that may be used by patrons of the ERC. Contains multifunction printer	
148	ERC	Visitor waiting area for employment centre with seating	Adequate, but to look into security issues in general for this area
Common Areas			
149	Foyer	Foyer for main building entrance	The foyer is small and utilitarian in nature, mainly offering thermal control from the main entrance doors. The main building entrance does not feature prominent signage for the service hub.
150	Cafe	Cafe area ready for lease	Currently vacant, ready to be leased out
151	Corridor	Corridor	
152	Board Room	Rentable board room near front of entrance. Contains board room table for up to 8 people.	Board room table is inflexible. The desire is for space to be used as a flexible multipurpose room going forward
153	BF WR	Functional barrier free washroom, for visitors	
154	BF WR	Functional barrier free washroom, for visitors	

ID	Room Name	Description	Current condition
155	Storage	Storage space adjacent to 152 board room	Functional storage space occupied by mixed County departments. Is it ideal that this does not service Board Room 152?
157	Exterior Storage	Storage room accessible from exterior	
158	Lift	Functional elevator	
159			
160	Vestibule		
161	Vestibule		
162	LAN Room	IT Room	
163	Janitor Room	Janitor storage for cleaning supplies	
Georgian College			
164	Archives		
165	Kitchen		
166	Male WR	Barrier free male washroom	
167	Female WR	Barrier free female washroom	
168	Open office	Open office work stations	
169	Office	Functional office space	
170	Workshop	Flexible working space, used as classroom space for various programs	
171	Computer Lab	Computer room / classroom	
172A	Workshop	Classroom/training room for Georgian college programs. room conjoined with 172B, has capability to be separated into individual spaces with foldable partition	
172B	Workshop	Classroom/training room for Georgian college programs. room conjoined with 172A, has capability to be separated into individual spaces with foldable partition	
173	Corridor	Corridor	
174	Corridor	Corridor	
175	BF WR	Functional barrier free washroom, for visitors	
176	BF WR	Functional barrier free washroom, for visitors	



 existing plan - ground level | drawing scale 1:300



 existing plan - basement | drawing scale 1:300



## 2.2 Zina Street Courthouse Complex



The Courthouse complex is a structural accumulation of 3 building expansions to the original 1881 Heritage Courthouse. Almost 60% of this space is leased to provincial and municipal governments and is excluded from the scope of this project.

Currently, the main floor of the original 1881 Courthouse is utilized by County IT staff, providing County-wide IT services. The second floor is leased to the Ministry of Attorney General (MAG), where Jury Court services are conducted. The County server(s) and IT infrastructure are located in the basement of this original building.

The basement of the 1973 expansion is leased to the Dufferin County Law Association, and MAG Court Services Division. The second floor is leased to MAG and provides criminal court administration.

Finally, the expansion has an upper-level administration space that has recently been vacated by the County Treasury department.

The 1988 expansion is completely leased to MAG, where their Court services are provided for both civil and family law proceedings. In 2011, the County added a 20,000 ft addition to the complex. Currently the basement of this addition contains County storage/file space, building IT and security infrastructure. The County Facility team base their service operations from this location. The main floor contains a County managed Jury Court room that is utilized by the Caledon Provincial Offence Office through a Memorandum of Understanding (MOU). Administration and service counter space is also included in the MOU. Periodically, MAG will rent the Courtroom through a separate agreement with the County.

The second floor has been recently vacated by County Public Works, Clerks, and Building services. The space offers both office and cubicle space, a service counter, moving file system and board room.

The original detached Old land registry office structure on Zina Street also forms a part of the complex, with a separate entrance off Zina Street. This structure was renovated as an office space and was used to formerly house the County's HR, but is currently sitting vacant.



## 2011 ADDITION (BASEMENT)



Figure 1. Facilities staff workspace

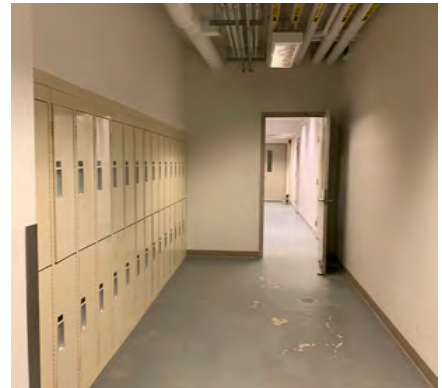


Figure 2. Basement hallway

### SPATIAL QUALITY

Basement Level spaces offer no access to views or to natural light. Corridor and locker spaces appeared to have low lighting levels at the time of DPAI's site review, which may be due to the existing fixture lenses designed to reduce glare. Spaces toured were occupied with storage items including in the space designed for a gym, corridors and the Facilities Team's workspace. The gym is directly accessed from the elevator and is in unfinished condition, with only rubber tiles installed.

Majority of Basement level floor areas are either painted concrete in circulation and utility areas and exposed concrete in storage areas. Painted concrete floors will need recoating at some point due to lifting of finish in some places. Facilities space flooring appears to be a sheet good and is in decent condition, as are the wall and ceiling finishes.

At the time of our visit, the Facility team members present appeared to be very satisfied with operating out of Zina, as it appears to work operationally for their team. While the location appears optimal, especially as it is in proximity to the workshop spaces, their dedicated workspace needs improvement.

### FUNCTIONALITY

Facilities Team's dedicated workspace presently multi-functions as a lunchroom, meeting room, touchdown, storage & equipment room, and other within one small, enclosed space. The team could use a dedicated lunch and rest area, a properly planned kitchenette, and proper storage and ergonomic furniture solutions.

As a utility spaces floor, the basement appears to flow well, however, additional secure storage rooms with properly planned storage systems could assist with the County's departmental storage needs if the County continues to utilize the basement for its storage needs, or if a thorough review of storage needs is not conducted.

### ACCESSIBILITY

As this space is served by an accessible elevator, the basement level appears to be accessible in circulation areas and in non-utility/storage areas visited.

### HEALTH + COMFORT

Besides the need for proper ergonomic and proper storage solutions, DPAI's tour did not reveal any Health and Safety Concerns on the Basement level.

While deemed acceptable and adequate by the occupants in terms of comfort during DPAI's site tour, the Facilities' team's work area could be a more pleasant and inspiring place to work. There is no access to natural light or views to the exterior, so other design solutions are recommended to improve the overall comfort of the space.

## VALUE ADD

Should additional storage spaces be made available to various departments where they are located in lieu of using the basement level, opportunities for storage space sub-let may be available on the basement level for either County program space or sub-tenants who may occupy the 2nd and 1st floor administrative spaces.

## 2011 ADDITION (MAIN LEVEL)



Figure 3. Main floor courtroom



Figure 4. 2011 addition main public hallway

## SPATIAL QUALITY

Main floor public spaces are open to the floors above and below. Ceilings are high, lending the feeling of generous and open space. The warm, soft neutral colour palette is calming and compliments the adjacent building's exterior brick. Elements of stone veneer and wood panels bring biophilia and nature into the public spaces. Public spaces are generally inviting, given what has been traditionally found in buildings with justice spaces. The Public spaces are generally well maintained, and aesthetic upgrades/modifications would be minimal in this area should Caledon Provincial Offence & MAG no longer be utilizing the space in the future, and if the County decided to either re-occupy the building and/ or sub-let to other organization(s) and/or group(s).

Judicial support spaces offer limited access to natural light in the majority of the spaces. The spaces are disconnected out of necessity by the nature of the current occupancy.

## FUNCTIONALITY

The public spaces function and flow well (though court proceedings were not in session, and overflow into corridors was not observed) should Caledon Provincial Offence & MAG continue to utilize the Main Floor Courtroom and supporting spaces. Should Caledon Provincial Offence Office & MAG vacate the premises, renovations to the support spaces could improve flow in these areas. The support spaces are in relatively good condition and well maintained.

## ACCESSIBILITY

The 2011 Addition appears to be built to Ontario Building Code accessibility standards at the time of permitting, complete with an elevator and wheelchair lift. Although the lift may meet minimum standards it is not practical and does provide equitable access to those who require it as individuals must request assistance and wait for someone to arrive. Since this addition's completion, changes to the Ontario Building Code and accessibility best practices around Universal and Inclusive design have evolved. Any major renovation/reconfiguration of space may result in the need to add a Universal Washroom, and some upgrades to comply with current code and accessibility standards may apply.

## HEALTH + COMFORT

2011 Addition is comfortable and inviting. Improvements to acoustics may be of benefit due to the number of hard surfaces in the public areas. We observed no glaring safety or health issues in the public areas. The Security Guard was dressed in jacket and toque (there may be thermal comfort issues that could use improving). Generally, the

internal and support spaces felt warm with adequate heat and ventilation. It should be noted that at the time of DPAI's visit, external temperatures were cooler, but above freezing.

### VALUE ADD

Should there be no other space to house Council Chamber, the existing Courtroom may offer the County an opportunity as a location for Council Sessions. While existing judicial support spaces provide opportunities for in-camera sessions, and public corridors may provide overflow for council session audiences via video screen and audio, the public spaces would need additional acoustic treatment, and the courtroom would need renovations to remove most of the fixed work surfaces, seating millwork benches and prisoner box. A feasibility study is required to determine if the existing courtroom is spacious enough for 14 councilors plus staff, community delegates and visitors typically present while in session. The courtroom is already set up with security and A/V infrastructure. Modifications to these systems would require further investigation to suit council sessions.

Vacated judicial support spaces on the main level may offer opportunities for both sub-let and County and/or community program spaces. The visioning phase will discuss and discover opportunities in greater detail for these spaces.

### 2011 ADDITION (2ND FLOOR VACANT SPACES)



Figure 5. Committee room

### SPATIAL QUALITY

The Public Service Desk is in good physical condition. Administrative office space finishes are also in good condition and are neutral. Existing workstation, panels and other furniture may be too outdated depending upon the future tenant's needs and if furniture is desired as part of a lease. Panels are higher than current workplace practices. New tenancy in this area may require new furniture. HDF/compact storage system remains and may or may not be a feature for sub-let. Administrative space feels somewhat disconnected due to its configuration, and offices take up a large portion of the windows, which is less than ideal.

### FUNCTIONALITY

The existing service desk may need reconfiguration depending on the needs of any new tenant, however it is in good condition. The spaces could be reconfigured as required with additional glazing at office fronts should they remain in place for future tenants and/or the County.

The committee room suite complete with Kitchenette and barrier-free washrooms appears to be in good condition, and relatively turn-key for community short term rentals. The large, fixed table is not conducive to today's agile meetings, and may need to be dismantled to make way for breakaway nesting tables and other collaboration furniture configurations, depending on its new use.

### ACCESSIBILITY

The 2nd floor vacant spaces appear to be accessible, however they may not be up to today's current code/accessibility

best practices. Limited upgrades may need to be implemented dependent upon which design standard the County prefers (Rick Hansen, FADs, etc.).

### **HEALTH + COMFORT**

Access to natural light is available, however access to exterior views is limited due to the clearstory configuration of the existing windows. Offices and Meeting Rooms occupy the corners, and existing workstation panels are high, limiting connection between any future County Staff or future tenants' teams who may occupy the space. The space feels thermally comfortable. Artificial lighting appears adequate in the space, though the County may wish to upgrade to LED fixtures for better energy efficiency, and to meet 2050 climate change targets.

### **VALUE ADD**

This space is prime leasable space and possibly turnkey depending on the new tenant.

### **1973 EXPANSION (2ND FLOOR VACANT SPACE)**



*Figure 6. Office vacant space*

### **SPATIAL QUALITY**

This space has character, with large expansive windows along the exterior walls. The space is in good physical condition, with the exception of water damaged ceiling tiles observed in the front reception space, off the entry. The County may wish to confirm that this issue has been addressed. New ceiling tile replacement is needed prior to re-occupancy. Millwork appears to be in good condition, however it is dated. Millwork can be replaced or refreshed prior to occupancy, depending on the tenant and/or by the tenant. Administrative office space finishes are neutral and in relatively good condition. Limited existing furniture may be too outdated, depending upon the needs of future tenants, and whether furniture is desired as part of a lease. The workstation panels are higher than current workplace practices. New tenancy in this area may require new furniture. Enclosed spaces take up a large portion of the window walls, and office fronts offer limited access to natural light and views, which is less than ideal.

Various water damaged acoustic ceiling tiles were observed in the reception, office and open office spaces. The County may wish to investigate if the water leaks are already addressed, and replace the tiles.

### **FUNCTIONALITY**

The existing counter may be required or not, depending on the needs of any new tenant, and is in good condition. The spaces could be reconfigured as required with additional glazing at office fronts should they remain existing by future tenant and/or the County.

The suite includes a very small Kitchenette, and barrier-free washrooms are accessed via the back corridor. The suite appears to be in good condition. Large, fixed storage, while dated, can be updated to suit new tenancy. The space may require demolition, and reconfiguration may be desired by new occupants.

## ACCESSIBILITY

2nd floor vacant spaces appear to be accessible, however they may not be to today's current code/accessible best practices. Limited upgrades may be needed, dependent upon which design standard the County prefers (Rick Hansen, FADs, etc.). The Service desk in the existing reception area does not appear to meet AODA requirements, and the Entry door may require an auto door opener for accessibility.

## HEALTH + COMFORT

Access to natural light is available, however access to exterior views is limited, as most windows are enclosed within existing offices and meeting rooms. The number of enclosed rooms makes the space feel smaller. Offices and Meeting Rooms occupy the corners, and existing workstation panels are high, limiting connection between occupants. The space feels thermally comfortable. Artificial lighting appears adequate in the space, though the County may wish to upgrade to LED fixtures for better energy efficiency, and to meet 2050 climate change targets.

Zina's function and symbolism as a Judicial building may by their very nature present perceived and/or physical barriers to people of colour, Indigenous people and marginalized communities, who represent part of the County. For this reason, it is important to consider whose comfort the County is prioritizing when deciding where to locate the new Council Chamber.

## VALUE ADD

While smaller than the 2nd floor vacant 2011 Addition space, with no to full retrofit, the 1973 expansion could be sub-let to a variety of community agencies or organizations depending upon their needs.

## OLD LAND REGISTRY OFFICE



Figure 7. Old Land Registry Office interior

## SPATIAL QUALITY

The Old land registry office is charming, full of original character with large expansive original barrel windows, barrel-vaulted ceilings, and beautiful hardwood floors in its main area. While the space is well maintained, the challenge of retrofitting this building for modern day needs is evident with split AC units installed at exterior windows, requiring partitions to not extend to the underside of the ceilings and a network of radiator piping and conduit mid-air at the base of the vaults interrupting and detracting from the character of the building. Further, bars on the windows (with the exception of one, a secondary exit) lend the feeling that security is a primary issue for this building. The space could use a retrofit to better honour the building's character.

## FUNCTIONALITY

While the building is special and deserving of care and attention, it is not well-suited as a modern-day workspace.

## ACCESSIBILITY

The Old land registry office is not accessible and would require significant upgrades to the entry and washroom, doors, and hardware to make it accessible.

## HEALTH + COMFORT

Access to natural light is available via the front entry and windows, however thoughtful lighting design could improve lighting in the space. There are AC units above the windows at the back of the building. Radiant heat is provided at each window location. During our tour, the ambient temperature felt comfortable, however investigation is required to determine comfort levels in hot and cold seasons.

## VALUE ADD

While this space has been used as office space in the past, it may be better suited as a small café or retail/mercantile shop.

## 1881 COURTHOUSE (GROUND FLOOR IT SUITE)



Figure 8. IT suite working station

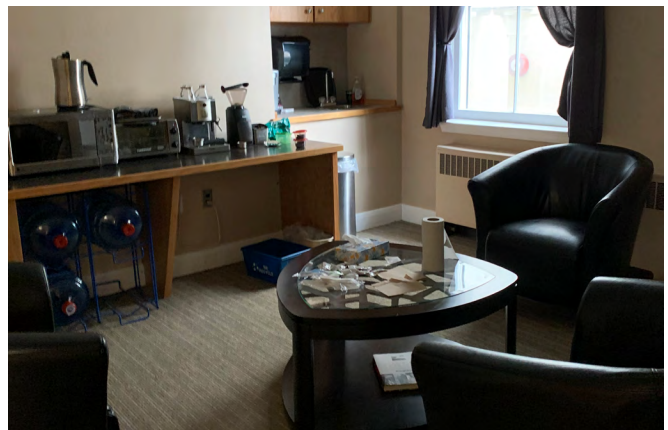


Figure 9. IT suite staff lounge

## SPATIAL QUALITY

The 1881 building is the oldest of the buildings, and various renovations throughout the years are particularly apparent in the IT Suite. While we are informed that the space may be deemed adequate by the IT Department (to be confirmed), it is less than inspiring. Original plaster on exterior walls needs immediate repairs. While the space has received paint and carpeting to match carpeting found in other buildings, the space feels dark, compressed and enclosed. The IT work areas are small and overburdened with oversized furniture that is out of scale with the rooms. Millwork is dated. Dark curtains cover the windows, eliminating views and natural light from the spaces. In the original part of the building, acoustic ceiling tile systems may not show the building and its spaces to their best advantage.

## FUNCTIONALITY

The space feels disconnected due to the separation of spaces by the generous public corridor. The IT suite appears to lack a proper team collaboration space and storage room. Storage solutions could be provided to manage IT devices, cabling and inventory. The existing Lunchroom kitchenette needs proper planning and storage.

## ACCESSIBILITY

This area of the building is not currently accessible and would require significant upgrades to be compliant with today's code and best practices.

## HEALTH + COMFORT

Access to natural light is available in rooms lining the exterior walls, and via stairwell windows from above.

## VALUE ADD

While it may be difficult to move the Server and existing IT infrastructure from this building, increased proximity to other County Departments may be beneficial. The IT Department may wish to relocate to a location where they are more equitably part of the organization. A significant renovation in this area may be considered for sublet to

community groups or for County community programming.

### 1881 COURTROOM (UPPER FLOOR)



Figure 10. Courthouse interior



Figure 11. Courthouse interior

#### SPATIAL QUALITY

The Courtroom is steeped in tradition and a colonial air. The Courtroom holds many architectural characteristics, including original plaster crown mouldings and other details, chair rails, a vaulted ceiling, and vaulted windows on each side. A stunning balustrade and rail feature prominently at the mezzanine level. Courtroom millwork feels heavy in the space, though it is in keeping with the age of the building. Major ceiling plaster repairs are required and will require an experienced craftsman to do so properly. Paint finishes and flooring could also be upgraded.

#### FUNCTIONALITY

The space's functional plan appears to be adequate for limited court proceedings. The room likely requires a thoughtfully planned upgrade in A/V and security as well as millwork and furniture upgrades should it be used as a courtroom and/or as a council chamber.

#### ACCESSIBILITY

Although at the time of our visit, we were informed that wheelchair access is available to this space, this area in the building is not currently accessible to today's building code and best practices. Fully upgrading this area for universal accessibility would be challenging indeed, and would require significant upgrades and budget to bring this space up to best practices.

#### HEALTH + COMFORT

The space feels comfortable thermally for its original use although at the time of our visit, the external temperature was neither hot nor cold. Visitor benches are hard and uncomfortable for any meetings or gatherings that would be more than an hour long. Access to natural light is available via the plentiful large windows, however, additional ambient lighting could be added.

The colonial aesthetic of this space may by its very nature present physical and/or perceived barriers to people of colour and Indigenous and marginalized communities who form part of the County, therefore it is important to consider whose comfort is prioritized by the County within the decision of where to locate the new Council Chamber.

#### VALUE ADD

Although the space could function as a Council Chamber in future, it may be best used as short-term rental space or event space (eg. wedding rentals), with significant upgrades to accessibility.

### STRUCTURAL SUMMARY

The 2011 addition is a two-storey structure with a basement and appears to be constructed of cast-in-place concrete

with exterior load-bearing cast-in-place concrete walls and interior concrete columns. The partition walls within the office space on the first and second floors all appear to be constructed of non-load-bearing steel studs sheathed with drywall.

The 1972 addition is a two-storey structure without a basement, constructed of exterior load-bearing masonry walls, interior steel columns and concrete floors on open web steel (OWSJ) joists. This office space was renovated as part of the 2011 project and the partition walls within this space are of the same construction as those located in the 2011 addition.

The registry office building is a single-storey heritage masonry. The exterior walls appear to be load-bearing masonry and the building has a gable roof. The interior is separated into 3 approximately equal spaces by walls oriented in the north-south direction. These interior partition walls are approximately 24" thick and appear to be load-bearing. In addition to the north-south walls there are partial height partitions oriented in the east-west direction.

## ELECTRICAL SUMMARY

**Normal power distribution:** the primary distribution voltage throughout the facility is 600V/208V with a 1600A capacity. The existing main distribution electrical panels and transformers serving these spaces seem sufficient to serve the new requirements of the spaces. Some modifications to the panels might be required. The building seems to have a backup generator.

**Emergency power distribution:** there is no life safety generator for any of the facilities and all life safety including fire alarms and emergency lighting are on battery units.

**Fire alarm and mass notification system:** the building has a conventional two-stage fire alarm system model Mircom FX-2000 which is the main panel located on the ground floor service room and the annunciator panel is located at the main entrance. The existing buildings utilize a fire alarm, Bells/Strobes, for notification.

**Lighting:** the facility has a combination of fluorescent, incandescent, halogen and led. The led bulbs were installed throughout the facility and on some light fixtures during the last few years due to burning out the old bulbs. Lighting in some spaces is therefore not consistent.

**Lighting control:** Wattsopper relay panel model # LCVR24S is located in the main electrical room. Local lighting control devices are installed throughout the space.

**Grounding:** existing panels are grounded in the electrical rooms.

**Communications:** the facility has its own rack along with APC UPS and is based on total data usage and the number of outlets installed throughout the space.

## MECHANICAL SUMMARY

Gas fired hot water heater in the basement provides domestic hot water to the building.

Incoming 150mm domestic cold water line. 100mm tie-in downstream of meter. Available in basement.

38mm Domestic Hot Water and 19mm Hot Water Recirc mains distributed to the existing plumbing fixtures in the building.

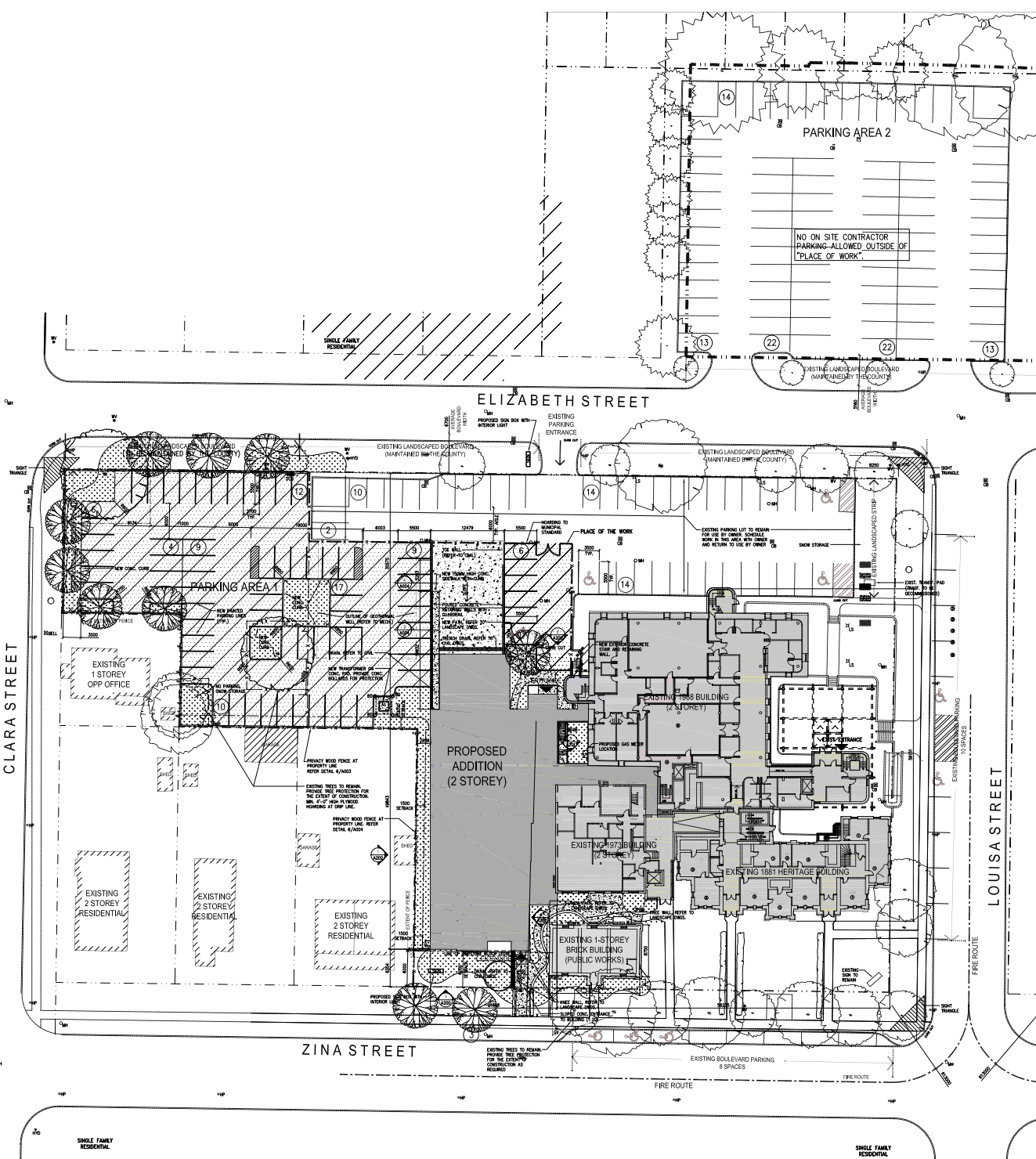
Existing 150mm sanitary main line buried in basement of building. 100mm tie-ins available at ceiling space of basement.

Plumbing provisions (domestic cold/hot water, sanitary drainage, and plumbing venting) available throughout the building to serve existing plumbing fixtures.

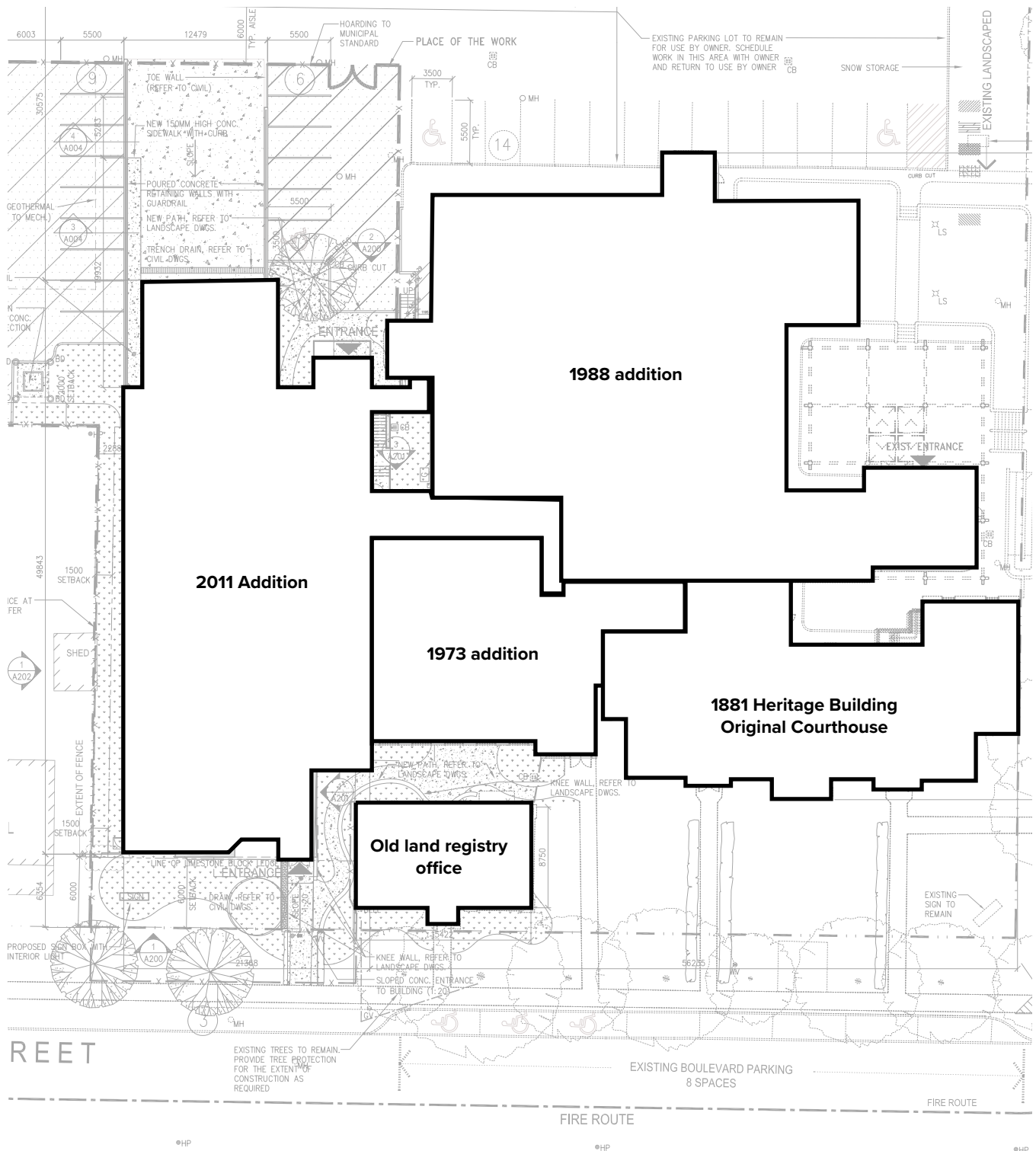
Follow up survey required to verify pipe sizes, distribution, and hot water heater capacity.

**FIRE PROTECTION AND LIFE SAFETY SYSTEMS:** Protected by a wet sprinkler system. Sprinkler head locations to be modified as required to suit architectural changes.



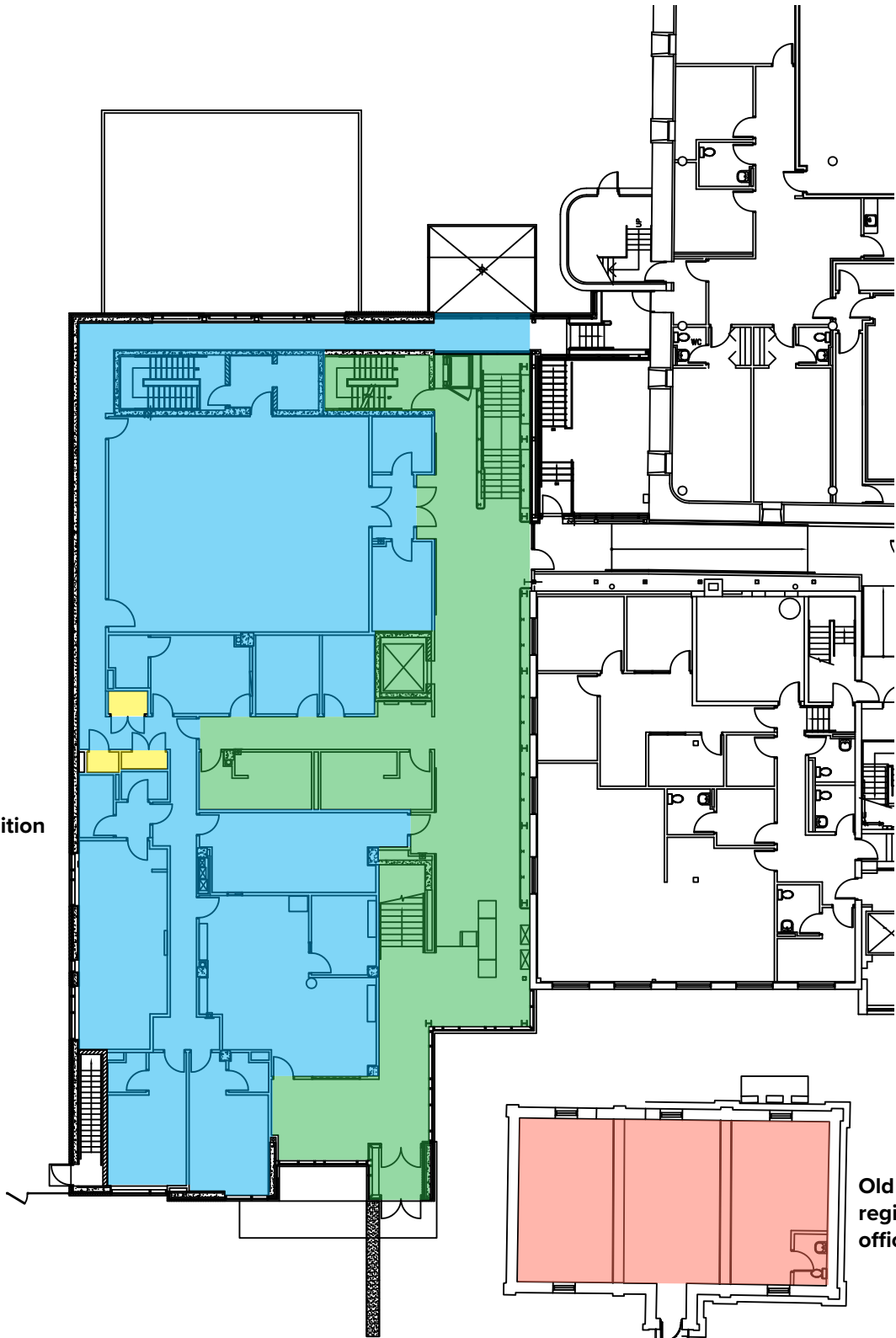


1 site plan | drawing scale 1:1000



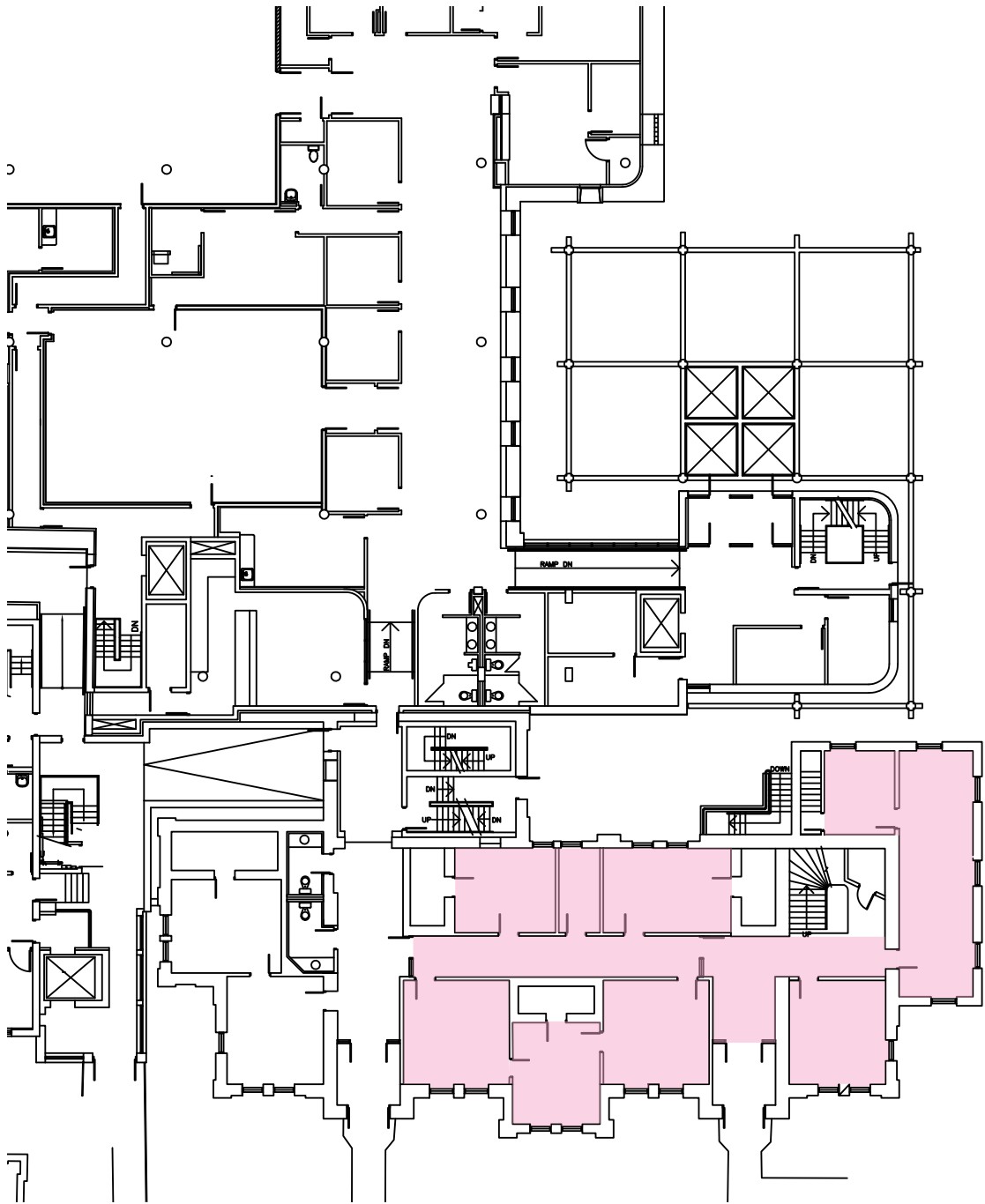
1 site plan | drawing scale 1:500

2011 Addition



Old land registry office

① existing plan - Level 1 | drawing scale 1:300



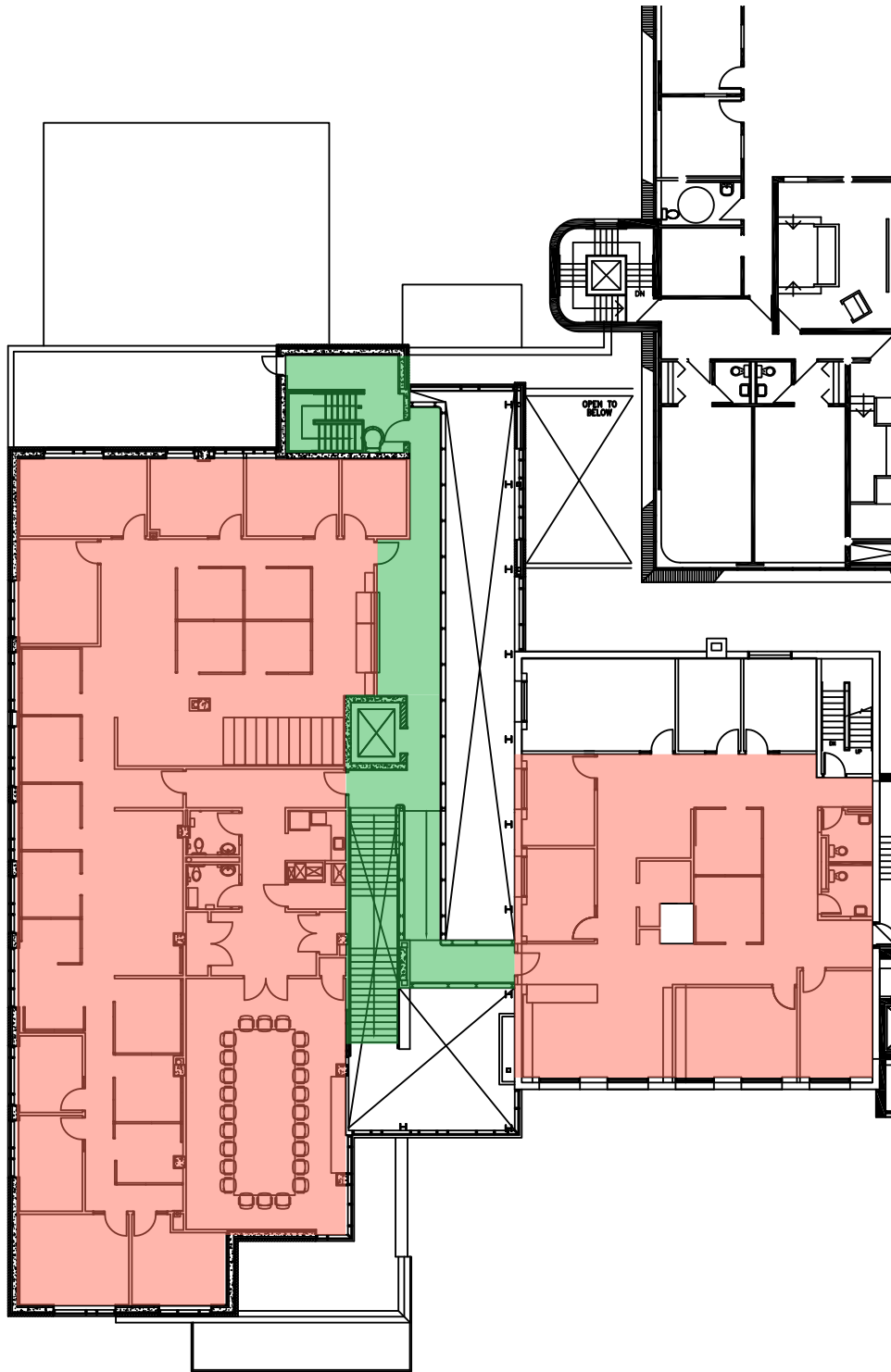
**1881  
Heritage  
Building**

**DRAWING LEGEND**

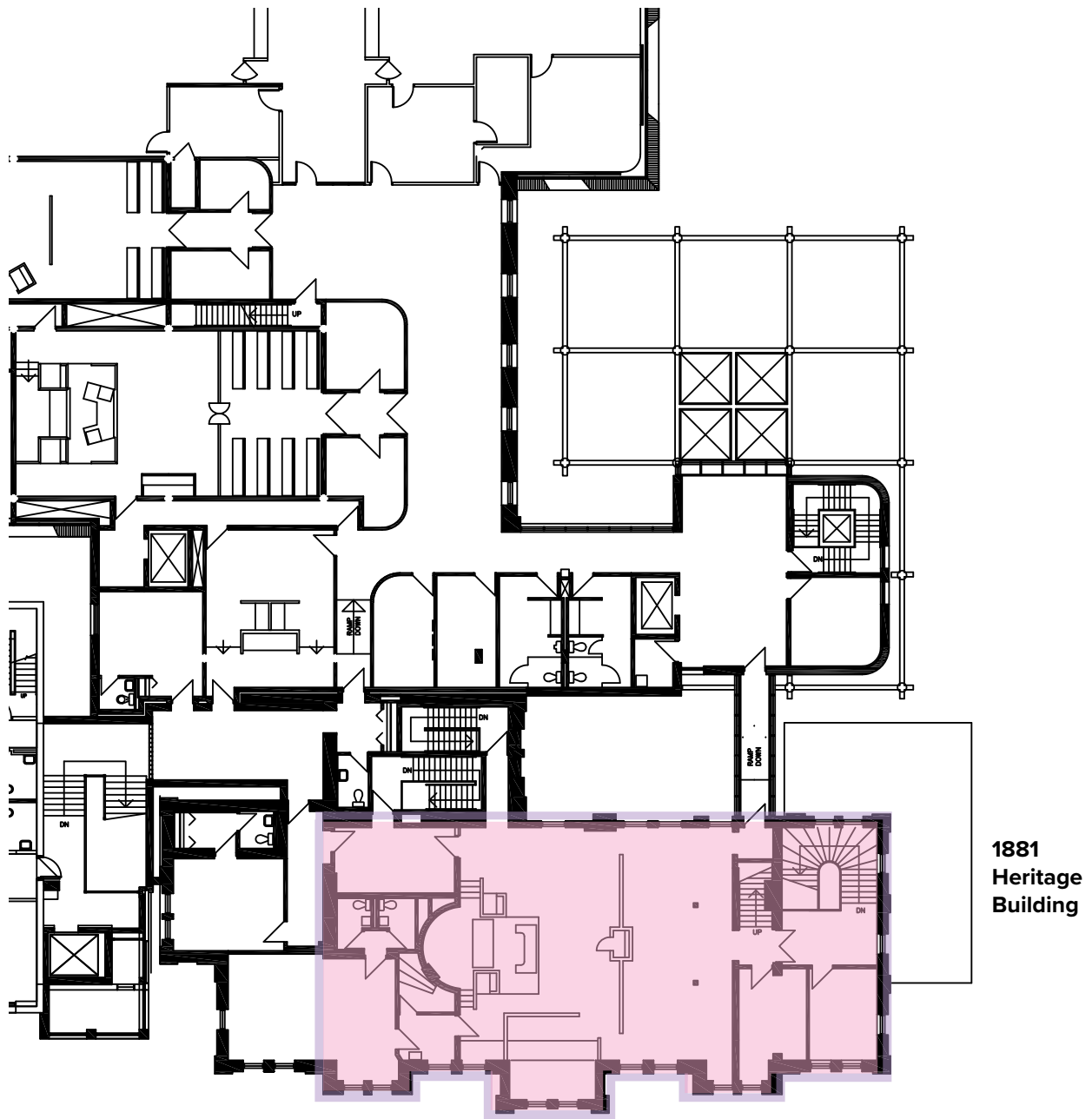
- used by MAG
- service areas
- used by County offices
- common areas
- short term leasable space
- vacant leasable space

**existing plan - Level 1** | drawing scale 1:300

2011 Addition



① existing plan - Level 2 | drawing scale 1:300

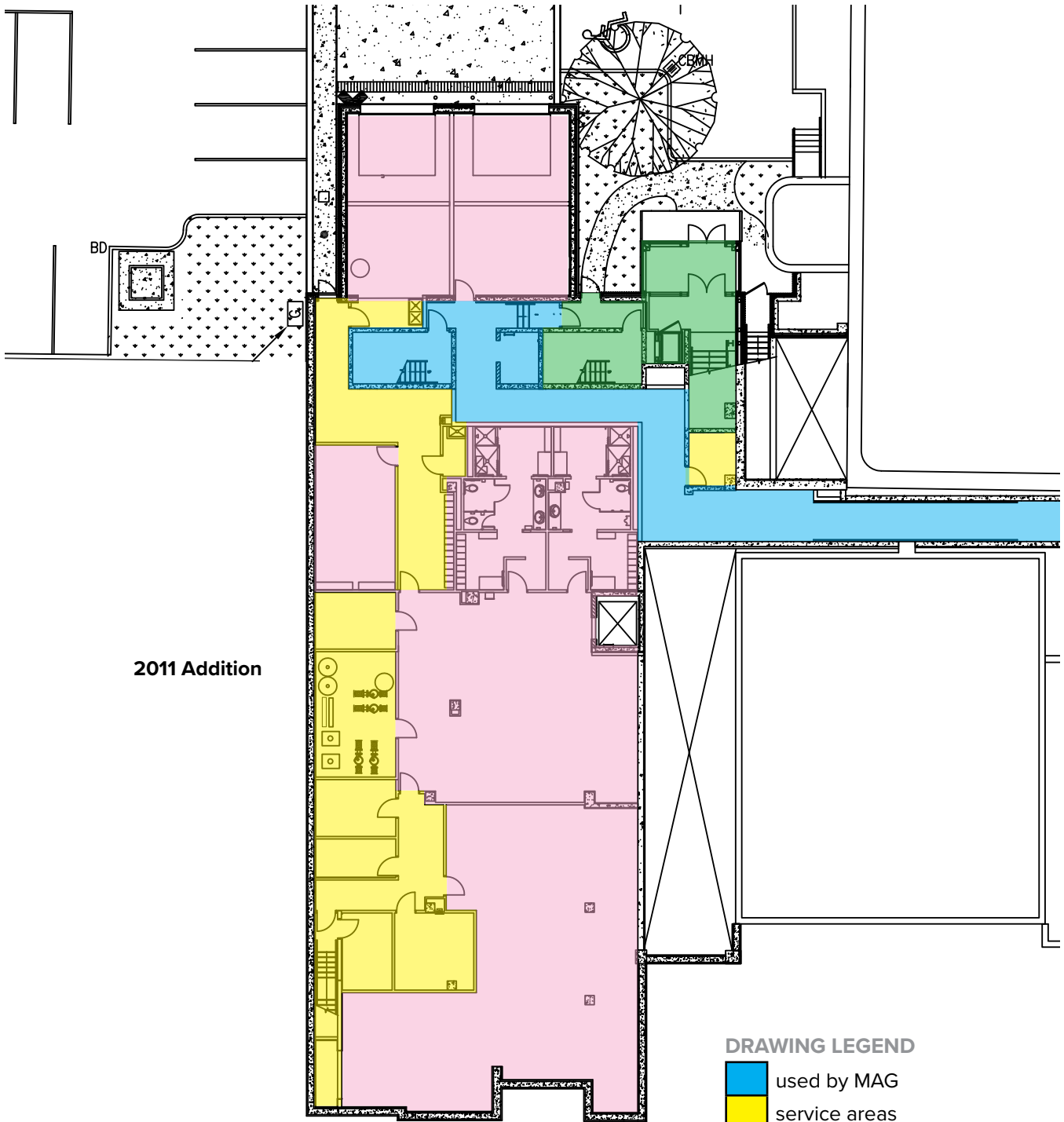


**1881  
Heritage  
Building**

**DRAWING LEGEND**

- used by MAG
- service areas
- used by County offices
- common areas
- short term leasable space
- vacant leasable space

① existing plan - Level 2 | drawing scale 1:300



2011 Addition

**DRAWING LEGEND**

- used by MAG
- service areas
- used by County offices
- common areas
- short term leasable space
- vacant leasable space

① existing plan - Basement | drawing scale 1:300

The following checklist outlines all the spaces within the existing building, as well as the consultant team’s assessment of the existing spaces.

The following checklist notes are referenced on the existing condition plans in the following pages.

**CURRENT CONDITIONS TAG**

- denotes that the area of the existing building is adequate
- denotes that the area of the existing building is not adequate
- denotes that the area of the existing building is not fully adequate but is acceptable
- denotes currently vacant spaces available to be leased out

ID	Room Name	Description	Current condition
Basement			
Service Areas			
B100	Stair A		
B101	Corridor		
B102	Mag IT Room		
B103	County & POA IT Room		
B104	Security Room		
B105	Electrical Room		
B106	Water & Geothermal Room		
B114	Corridor		
B116	Janitor		
B117	Corridor		
B130	Storage		
B132	Elevator		
B134	Elevator Machine Room		



ID	Room Name	Description	Current condition
Basement			
Used by County (Operations Staff)			
B107	Office	<p>Office / main meeting space for operational and road staff, equipped with simple furniture + seating, minimal storage</p> <p>Nature of work does not require a dedicated working space, office is mainly used as a meeting point in the morning to receive work orders before staff heads out</p> <p>Space for decompression is not needed</p>	<p>Staff maintains that the space works well, and the team is close knit, and the nature of their work is not suitable to be combined with others, so there is no desire to open up space and connect with other departments</p> <p>Relocation is also not an option, as staff needs close access to the shop for heavy duty tools and equipment</p> <p>Note from staff: Space is "cosy" - a step up from the unreal scenario of travelers there is a lot of stress on facilities (nature of the job)</p>
B108	Open Storage	Storage / archive space for all old building permits, as well as event materials and other project materials	Staff expressed current location is adequate, does not see relocation of space necessary
B109	Gym	Space was designed to accommodate for a gym	Space was never used for gym
B109A			
B110	Vestibule		
B111	Male Change room		
B112	Vestibule		
B113	Female Change room		
B115	Lockers		
B119	Building Shop Maintenance		
B120	Sallyport		
Used by MAG			
B122	Prisoner's Stair B		
B127	Prisoner's Corridor		
B127A	Prisoner's Corridor		
B128	Prisoner's Corridor		
B129	Prisoner's Corridor		
B131	Prisoner's Elevator		
Common Areas			
B123	Corridor		
B124	Public Stair C		
B125	Vestibule		
B126	Stair D		

ID	Room Name	Description	Current condition
Level 1			
Common Areas			
100	Vestibule		
101	Lobby		
102	Corridor		
103	Intake Court Waiting		
104	Corridor		
105	Pay Phone Alcove		
106	Corridor		
107	Courtroom Waiting		
108	Corridor		
109	Stair C		
121	WC Female		
122	WC Male		
131	Stair F		
137	Stair D		
Used by MAG			
110	Courtroom Vestibule		
111	Interview Room		
112	Interview Room		
113	Standard Jury Courtroom	Standard functional courtroom setup	Adequate, but County wishes to repurpose room into a meeting room with media and monitor set up  Space was good revenue generation from lease when it was made, but County no longer wishes to lease the space out, instead wishes to convert space into a possible council meeting chamber
114	Stair B		
114A	Prisoner's Vestibule		
115	Judge's Private Corridor		
116	Corridor		
120	Remote Testimony		
120A	W/C		
123	Witness Waiting		
124	Police Room		

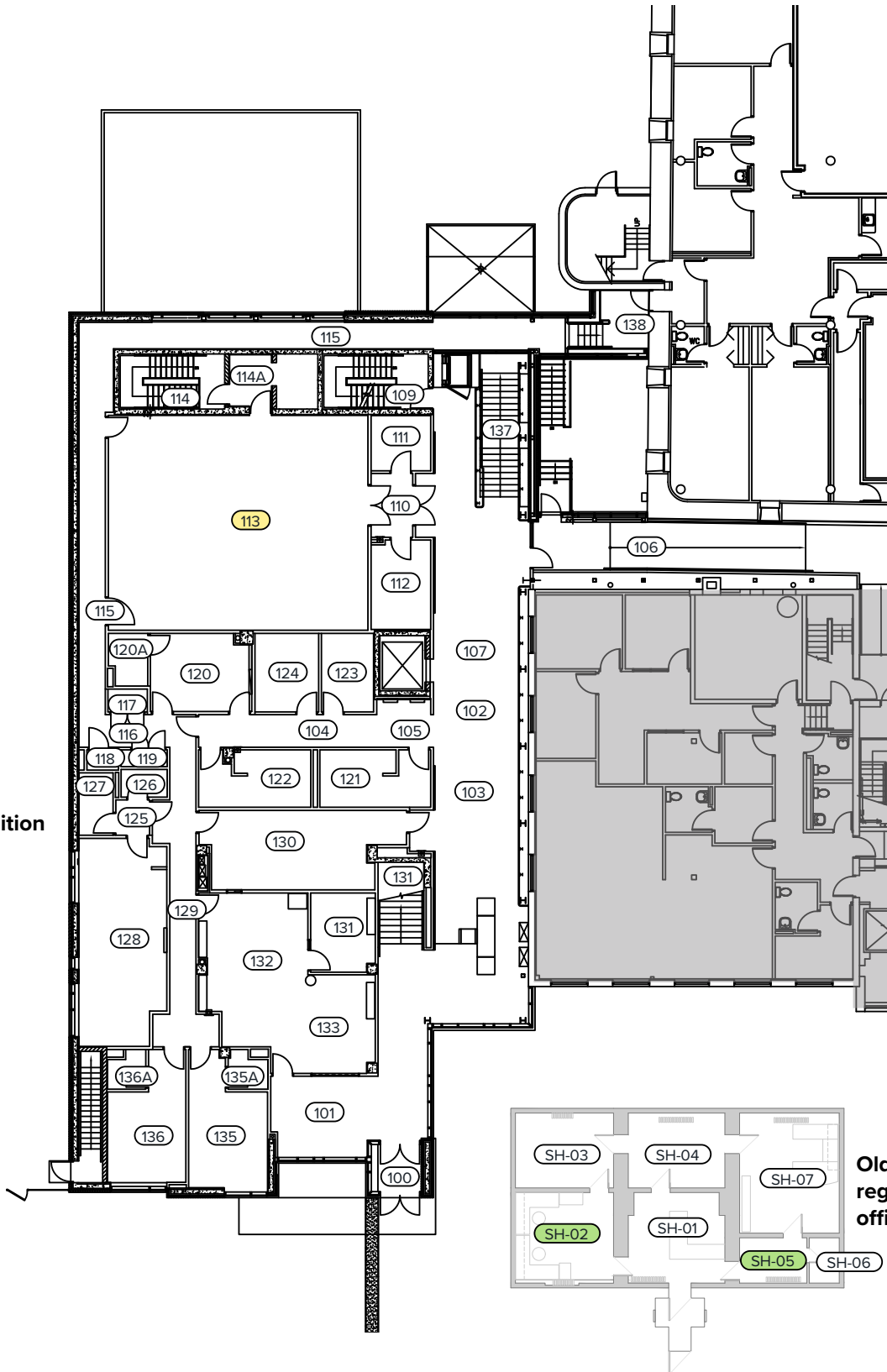
ID	Room Name	Description	Current condition
Level 1			
Used by MAG			
125	Vestibule		
126	W/C		
127	W/C		
128	Jury Deliberation Room		
129	Corridor		
130	POA Intake Court		
132	Open Office		
133	Public Counter		
134	POA Managers Office		
135	Judge's Retiring Room		
135 A	W/C		
136	Judge's Retiring Room		
136A	W/C		
137	Stair A		
Service Areas			
117	AV Closet		
118	Janitor		
119	Elec.		
Used by County			
E-XS106	Lunchroom		
E-XS107	Mail Room		
E-XS110	Payroll Clerk		
E-XS111	Storage		
E-XS112	Meeting Room		
E-XS114	Treasurer		
E-XS115	Deputy Treasury		
E-XS117	Financial Analyst		
E-XS120	Warden		
E-XS122	Web Trainer		
E-XS123	Help Desk Technicians		
E-XS124	IT Systems Administrator		

ID	Room Name	Description	Current condition
Old land registry office			
Safety Concern Present: Building only has 1 exit currently, will need a second exit to adhere to building code guidelines			
Building used to house HR staff who have been relocated to Edelbrock. It is currently vacant.			
SH-01	Admin	Admin/reception area for building - equipped with 1 admin desk unit	Vacant
SH-02	Office	Functional office space - equipped with 2 working stations	Adequate
SH-03	Meeting Space 1	Directly adjacent to office space, only accessed through office or through meeting space 2	Inadequate access to space, space is separated from office area by a low wall, equipped with split unit that services the 2 areas
SH-04	Meeting Space 2	Directly adjacent to admin/reception space, only accessed through admin area or through meeting space 1	Serviceable, space is separated from admin area by a low wall, equipped with split unit that services the 2 areas
SH-05	Kitchen	Staff lounge / kitchen area adjacent to admin space and manager's office - equipped with kitchenette	Adequate
SH-06	Washroom	Existing washroom - only accessed through kitchen	Serviceable, services entire registry office building
SH-07	Office (HR Manager)	Large existing office used by HR manager - equipped with 1 work station, some storage space, only accessed through meeting room 2 and common kitchen area	Inadequate access to space
Level 2			
Common Areas			
200	Corridor		
201	Corridor		
202	Stair C		
202A	Corridor		
218	Stair F		
Vacant Leasable Space (Former County Offices)			
203	Public Counter		
204	Open Office	Open office space	Currently vacant - staff in this office were relocated to the Edelbrock location over the pandemic
205	Meeting		
206	Plans Examiner Office		
207	Facility Manager Office		
208	Chief Building Official Office		
209	Corridor		
210	Corridor		
211	W/C		

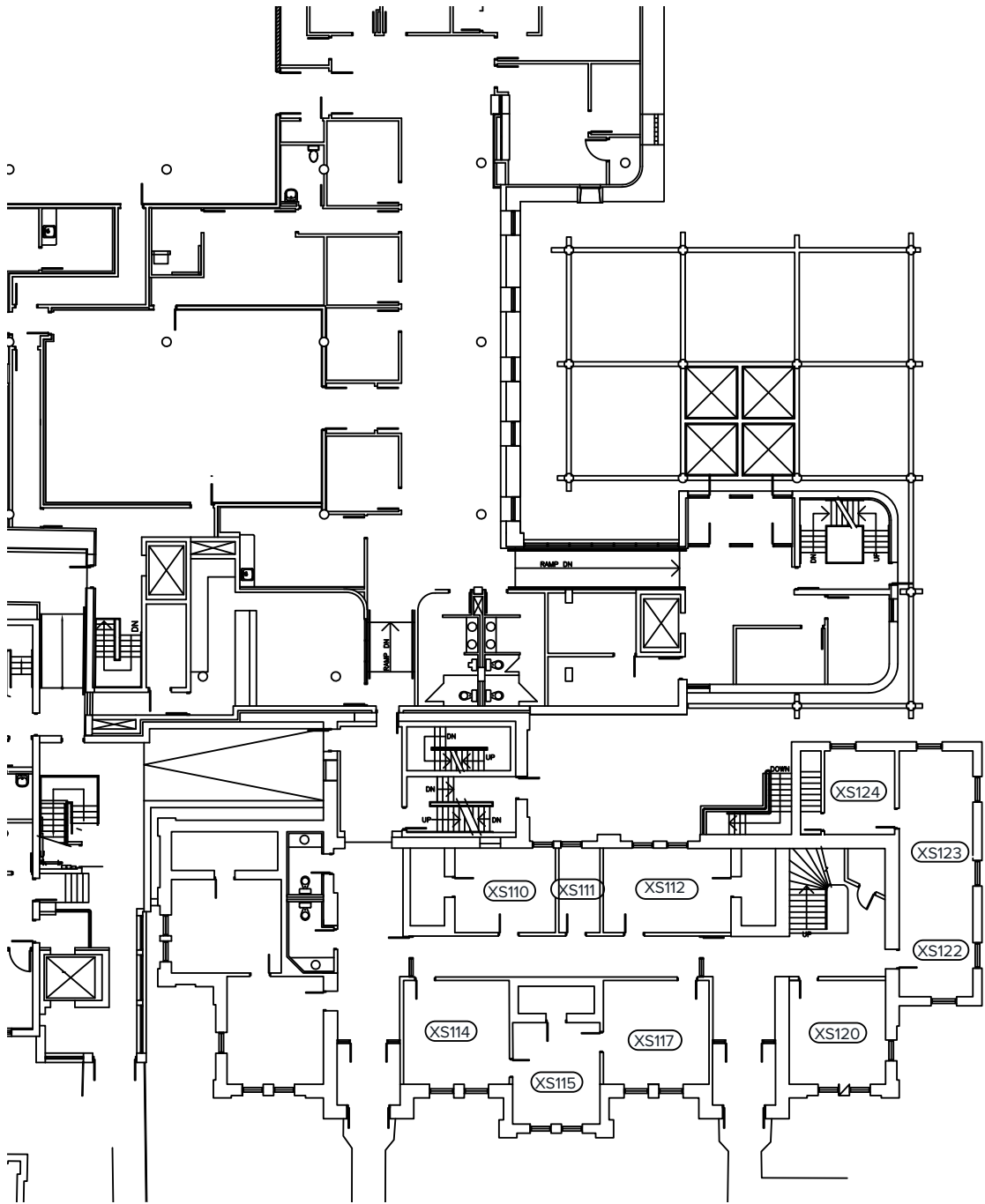
ID	Room Name	Description	Current condition
Level 2			
Vacant Leasable Space (Former County Offices)			
212	Kitchenette		
213	W/C		
214	Janitor		
215	Elec.		
216	AV		
217	Coats		
218	Stair F		
219			
220	Committee Room	General multipurpose room, equipped with large meeting tables	Large table present making space inflexible for other work
221			
223	Open Office		
224	Open Plotter		
225	Open Office		
226	Oper. MGMT Office		
227	Waste MGMT		
228	PW Director Office		
229	Senior Tech. Office		
E-300	Corridor		
E-301	Corridor		
E-302	Corridor		
E-303	W/C		
E-304	W/C		
E-305	Offical County Clerk		
E-306	Open Office		
E-307	Open Office		
E-308	Corridor		
E-309	Coats		
E-310	Kitchen		
E-311	Corridor		
E-312	Office Health + Safety		
E-313	Human Resources Coordinator		
E-314	Human Resources Management		
E-315	File Area		

ID	Room Name	Description	Current condition
Level 2			
Vacant Leasable Space (Former County Offices)			
E-316	Meeting Room		
E-317	Open Office		
Court Room			
XS245	County Courtroom		Space not accessible.

2011 Addition



① existing plan - Level 1 | drawing scale 1:300

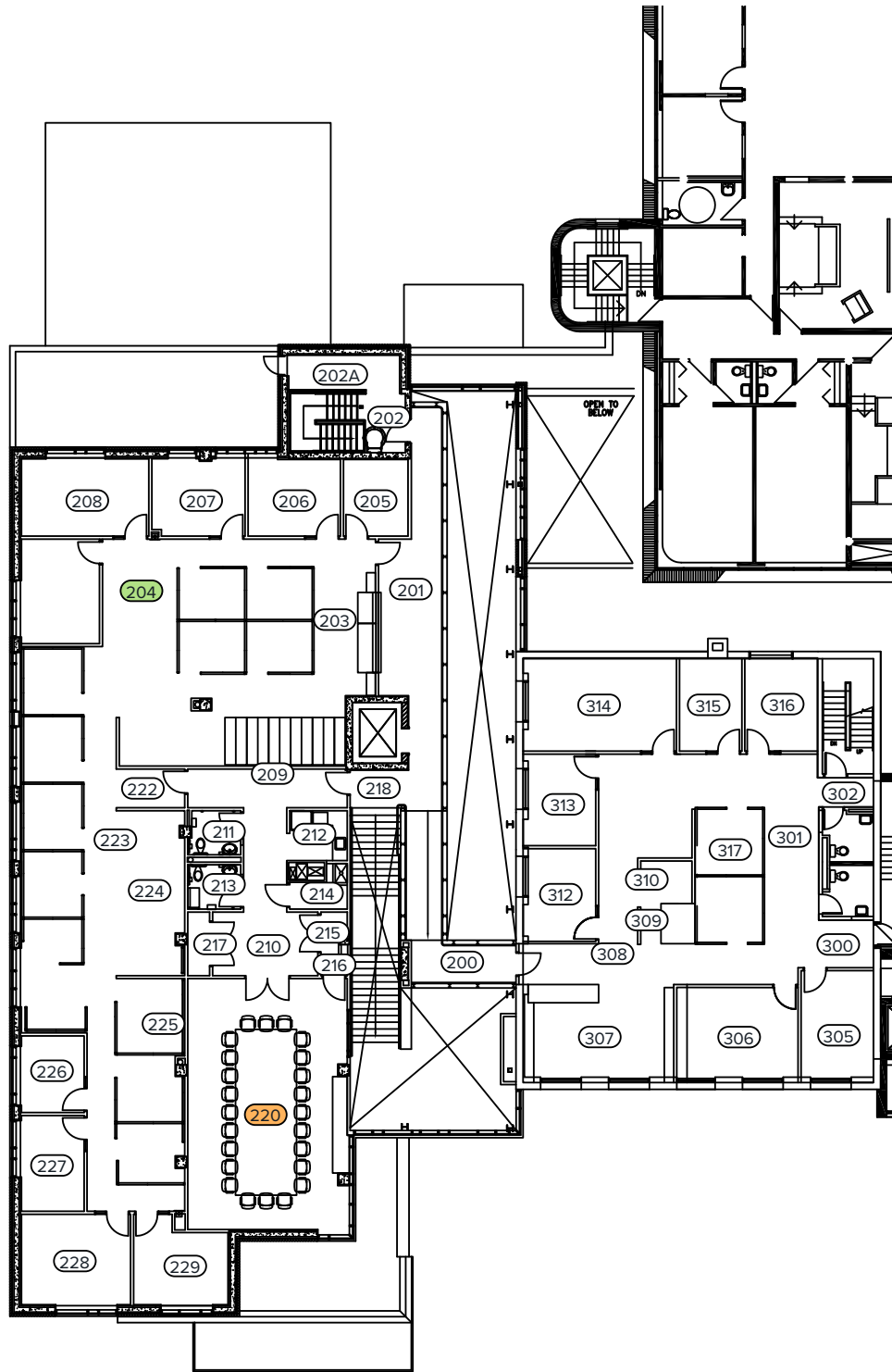


**1881  
Heritage  
Building**

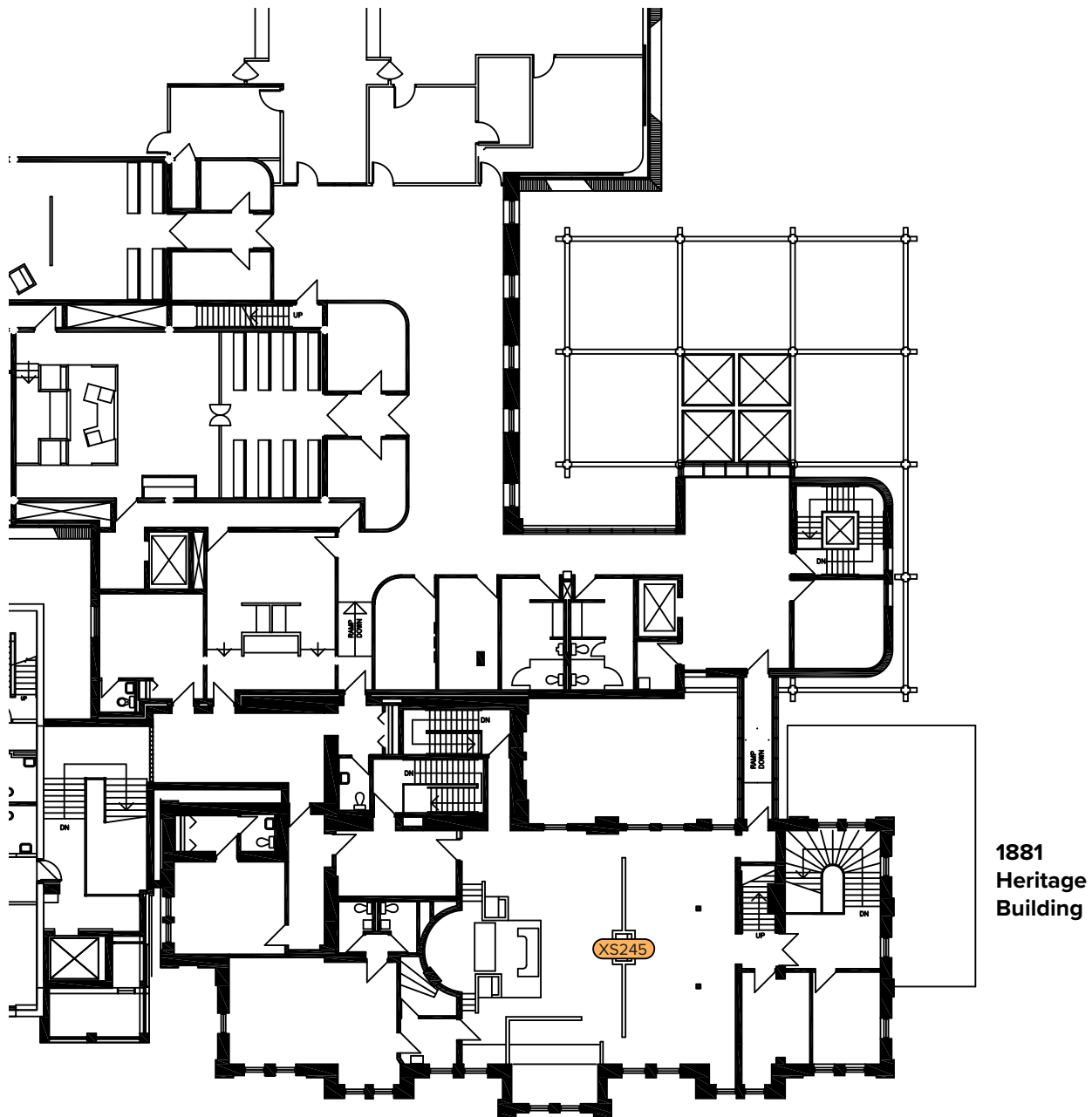
① **existing plan - Level 1** | drawing scale 1:300



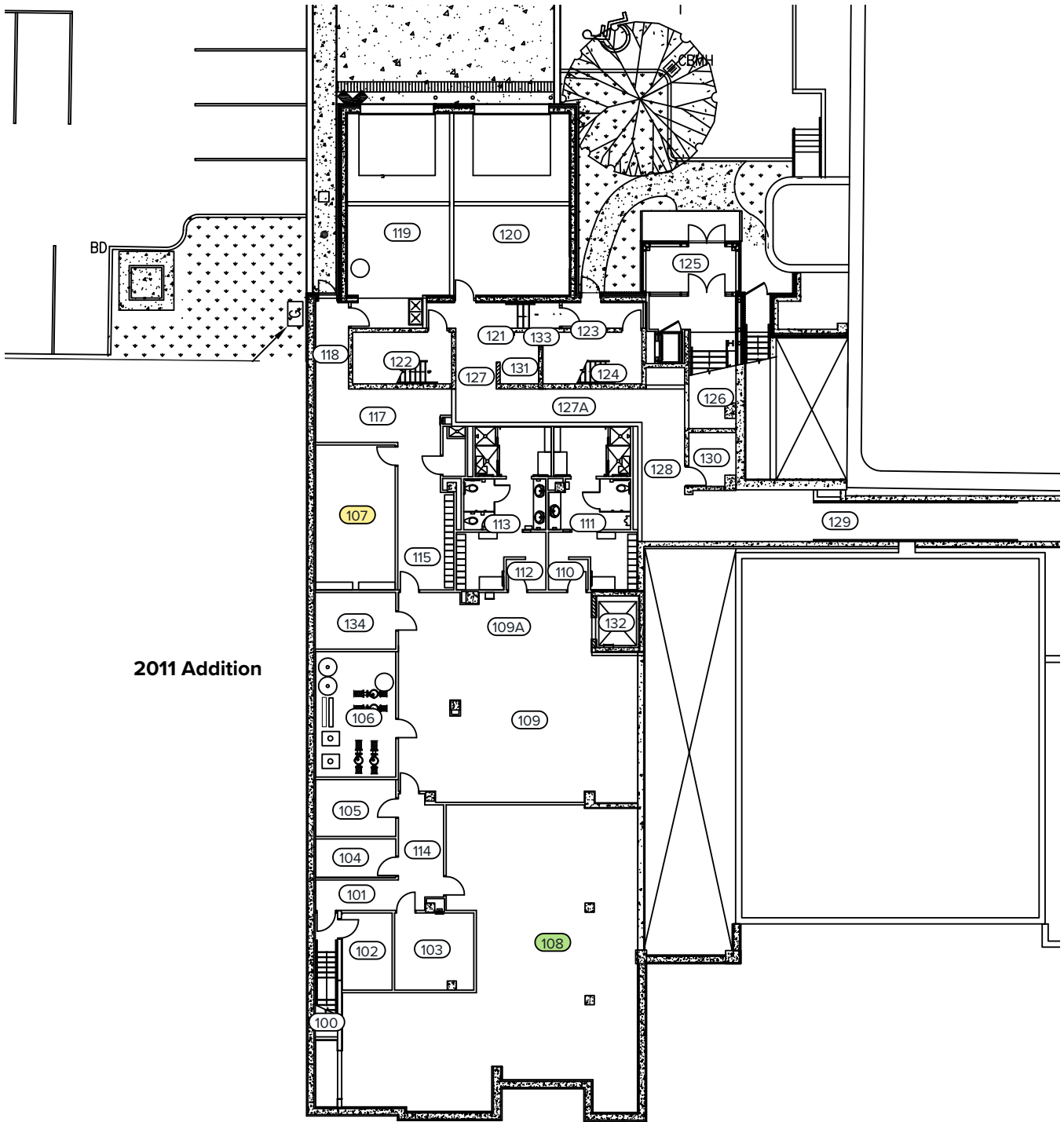
2011 Addition



① existing plan - Level 2 | drawing scale 1:300



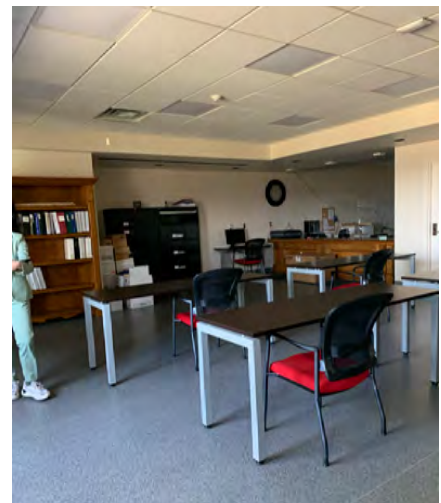
① existing plan - Level 2 | drawing scale 1:300



① existing plan - Basement | drawing scale 1:300



## 2.3 Museum of Dufferin



The Museum of Dufferin is a County owned facility which includes displays, exhibits and archives for both large and small artifacts. The lower level of the museum is comprised of archival space, corridors, offices and workshops. Each workspace on this level is a typical rectangular office which accommodates one to two employees. Two (2) managers and eleven (11) staff currently work out of MoD.

The County Museum archive storage is at capacity. The County is currently looking at potential MOUs with local lower tiers to help elevate the storage issues.

Select spaces were assessed as part of this study as summarized below and in the following pages. The facility generally seemed short on office space. A makeshift office was set up in the donations intake room, this is not ideal as this space has no windows. Office space is also accommodated in related programmatic rooms.

The Education room is used as a programmatic space that is accessed by the public and seemed sufficient for the functions. The archives reading room is also used to conduct research, large format maps, land registry books, and archival documents are brought out by archivist when requested.

An office space not linked to the museum's function is the office for the County Forest Manager.

## ACCESSIBILITY SUMMARY

The building is serviced by an elevator. The basement is served by two gender-neutral, barrier-free washrooms.

## STRUCTURAL SUMMARY

The upper levels appear to be a steel framed structure. The lower level is constructed of load-bearing cast-in-place exterior concrete walls and interior steel columns supporting what appear to be precast hollow core panels which form the ground floor. There are steel stud and masonry block partitions in the lower level. The steel stud partitions are non-load bearing. The masonry partitions also appear to be non-load-bearing; however block walls can provide lateral support to a structure and further investigation may be required if alterations are proposed. If a deflection gap exists above a masonry wall, this would suggest it is not load-bearing.

## ELECTRICAL SUMMARY

**Normal power distribution:** The primary distribution voltage throughout the facility is 600V/208V with 1200A capacity  
**Emergency power distribution:** There is no life safety generator for the facility and all life safety including fire alarms and emergency lighting are on battery units.

**Fire alarm and mass notification system:** The building has a conventional two-stage fire alarm system model Notifier 2500 which is located in the server room in the basement and the annunciator panel is located at the main entrance. The existing buildings utilize a fire alarm, Bells, for notification.

**Lighting:** The facility has a combination of fluorescent, incandescent, halogen and led. The led bulbs were installed throughout the facility and on some light fixtures during the last few years due to burning out the old bulbs. Lighting in some spaces is therefore not consistent.

**Lighting control:** The Lightolier control system is located in the basement electrical room. Local lighting control devices are installed throughout the space.

**Grounding:** Existing panels are grounded in the electrical rooms.

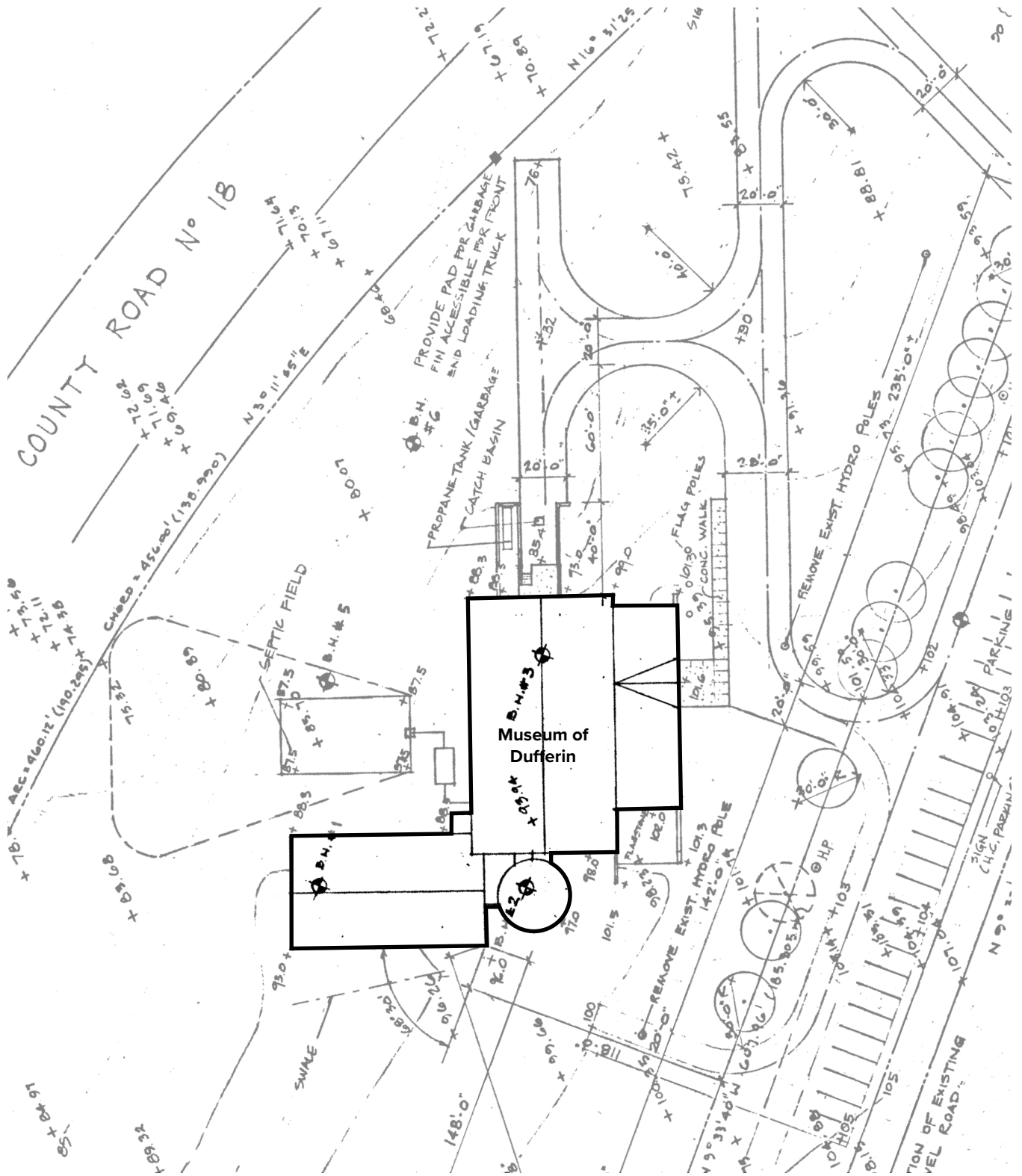
**Communications:** The facility has its own rack along with APC UPS and is based on total data usage and the number of outlets installed through the space.

## MECHANICAL SUMMARY

Plumbing provisions (domestic cold/hot water, sanitary drainage, and plumbing venting) available for existing washroom.

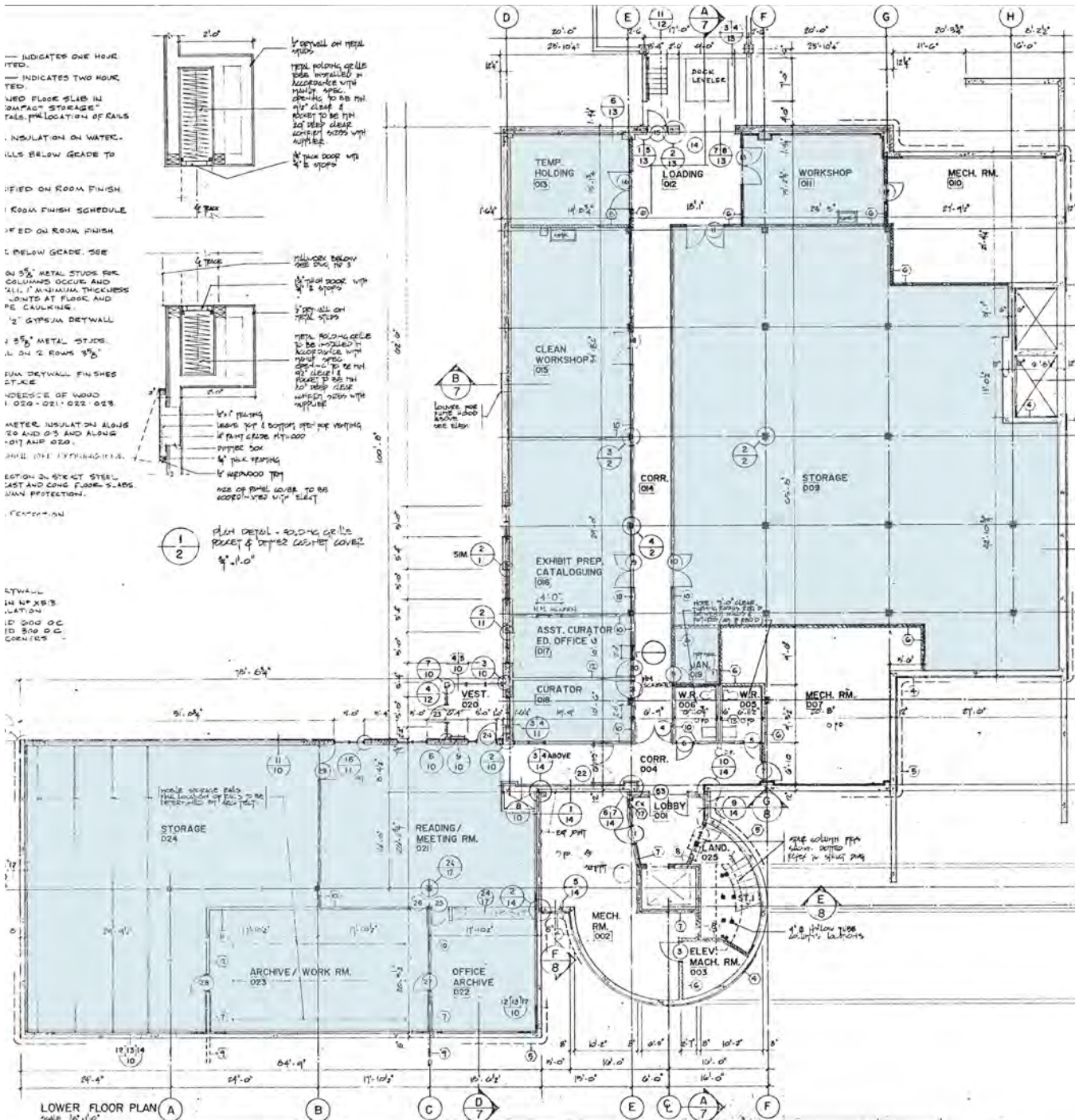
Follow up survey required to verify pipe sizes, distribution, and hot water heater capacity.

**FIRE PROTECTION AND LIFE SAFETY SYSTEMS:** Non-sprinklered building. An independent Code consultant shall confirm the requirements for a new sprinkler system in any non-sprinklered areas.



site plan | drawing scale 1:750

# EXTENT OF ASSESSMENT






existing plan - basement | drawing scale 1:300



The following checklist outlines all the spaces within the existing building, as well as the consultant team’s assessment of the existing spaces.

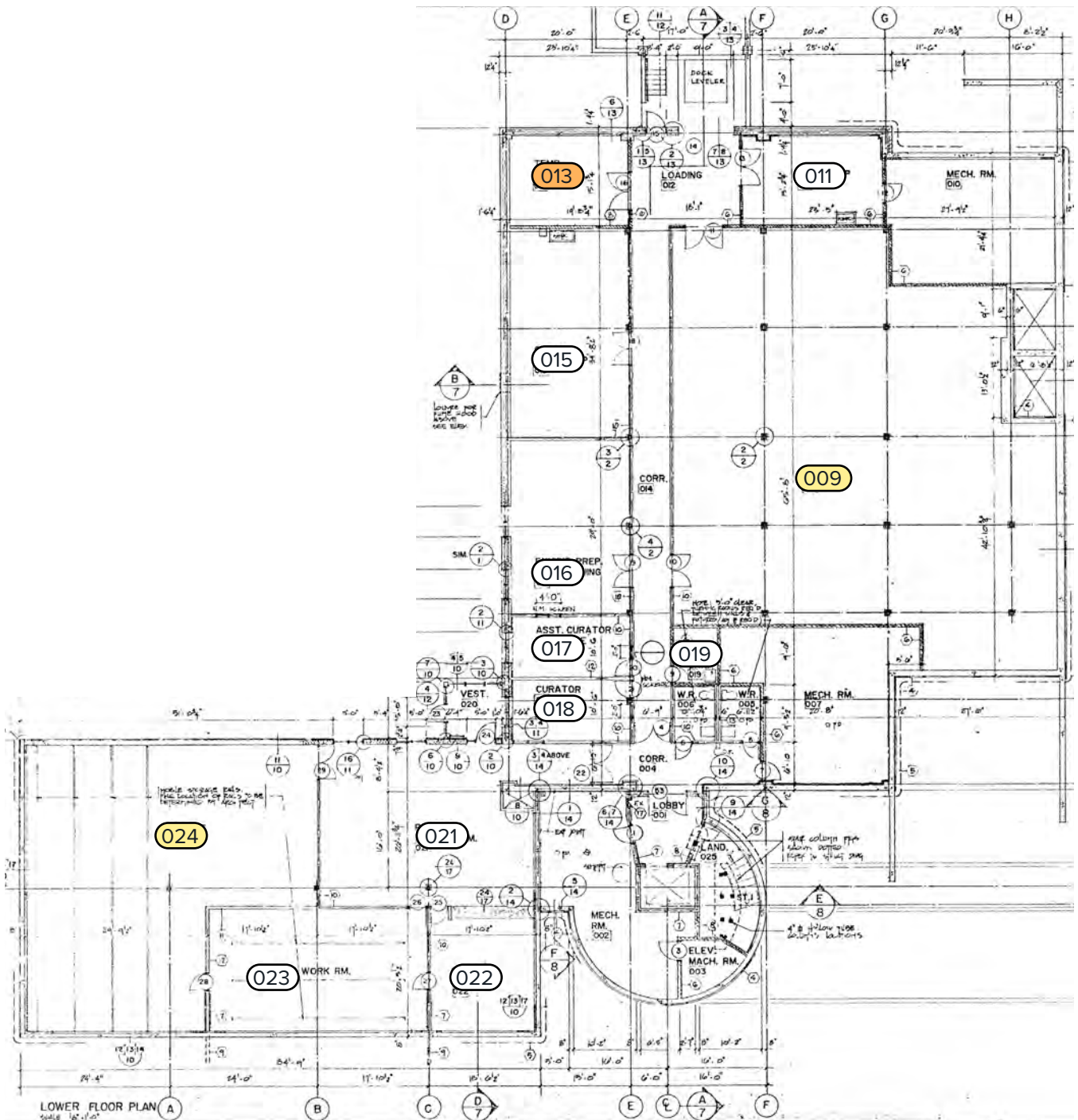
The following checklist notes are referenced on the existing condition plans on the following pages.

**CURRENT CONDITIONS TAG**

-  denotes that the area of the existing building is adequate
-  denotes that the area of the existing building is not adequate
-  denotes that the area of the existing building is not fully adequate but is acceptable

ID	Room Name	Description	Current condition
Museum of Dufferin			
Lower Level			
009	Large Artifact Storage Room	Room serves as storage space for large artifacts (furniture, tools, wagons, sleighs), with sectioned cages for office supplies and exhibition props, equipped with storage shelves and cages	Generally open space, not very organized, lack of storage solution and system
011	Maintenance Room	Storage for tools and materials for facility maintenance, leads to boiler room and control panels for HVAC, equipped with 1 desk and computer	
013	Collections Room / Volunteer Room	Space is used by 2-4 volunteers per day for handling artifact donation intake, also serving as temporary artifact storage, equipped with 3 desk and computer sets, and houses the shared staff printer	Desk in here not ideal, indicates shortage of office space.
015	Education Room	Office for Education Programmer and seasonal intern, also used as Storage of education artifacts and programming materials (craft supplies, etc.) used by 1 volunteer per week	
016	Archives Office	Shared room by archivist, archives assistants and seasonal interns. equipped with desks and tables, as well as working table. Room used for archival document storage and backlogging	
017	County Forest Manager's Office	Room used by the County Forest Manager (public works department) - equipped with desk and computer, storage shelving and units for County forest tools	
018	Curatorial Team Office	Room used by Curator and curator assistant - equipped with 2 sets of desks and computer	
019	Cleaning Closet	Cleaning supply storage	

ID	Room Name	Description	Current condition
021	Archives Reading Room	<p>Room currently used for members of the public to conduct research, Large format maps, land registry books, and archival documents are brought out by archivist when requested</p> <p>Equipped with computers and microfiche readers</p> <p>Noted that room is used by 1-2 volunteers per day</p>	
022	Archives Storage Room	Archival record storage for paper-based items - approx. 65,000 items in stock (records, photos, newspaper etc.), equipped with movable/track shelving	
024	Blue Room / Storage	Acts as storage room for props and overflow artifacts	Also acting as temporary office space for remote work staff (Manager, CAO, Marketing Promotion Coordinator)
023	Small Artifact Storage Room	Archival record storage for artifacts - approx. 30,000 items in stock (3D objects and art etc.), equipped with movable/track system, and computer and desk for cataloging	



 existing plan - basement | drawing scale 1:300



## 2.4 Primrose Operation Centre



The Primrose Operation Centre is the hub for all County seasonal road maintenance services with a 32 staff compliment. The compound contains 2 garages that house the County fleet vehicles and construction equipment, salt domes for road treatment material storage, and an outpost building for Waste management services. The North Garage has an adjoining administration area that includes a Manager and a Supervisor office, office space for administrative support and hourly employee needs. Space is also provided for the Mechanics office, storage area, locker room, and lunch room. Two (2) managers and fifteen (15) staff work our of this building, with staffing levels increasing significantly during the winter.

### SPATIAL QUALITY, FUNCTIONALITY, HEALTH AND COMFORT

The facility is attached to a maintenance garage so most spaces are accessed off the vehicle bays. The main entrance leads to a corridor that accesses 4 office spaces and one staff washroom. The corridor leads to the maintenance garage. One of the offices has direct access to the stock room.

The stock room is also accessible through the maintenance garage. The stock room is well organized and seems to function adequately.

Staff spaces and office spaces are very utilitarian with painted block walls, terrazzo flooring, and acoustic ceiling tiles throughout. Office spaces are cramped, and there seemed to be little storage room available. Generally, the facility is short on spaces that support staff so there are two portables to supplement staff spaces.



Figure 1. Entrance corridor



Figure 2. Admin office

The locker room/washroom/shower room is accessed off the vehicle bays. The space is cramped and short on storage space. The number of lockers/storage cubbies is insufficient to support all the gear that needs to be stored. Extra clothing racks are used to store extra gear, and shower stalls are also being used for storage. Staff indicated that the showers do need to be used at times. The space is also not designed to service all genders. The space includes two toilet stalls and a urinal that is open to the space. A counter with two sinks is designed across the toilets past a row of open cubbies. Staff indicated that female staff use the private toilet near the admin office areas.



Figure 3. Change room showers



Figure 4. Change room locker/gear storage

The lunchroom is also accessed off the vehicular bays and is set up with a computer station, a lunch table and a kitchenette. The lunchroom also functions as an office space and meeting area. The space is dated and the furniture and finishes are worn out. Despite this, staff indicated that the spaces function well for their needs.



Figure 5. Lunchroom meeting space



Figure 6. Lunchroom working area

The portables are set up to complement the lunch room and locker room functions. Each portable is divided into two spaces, one with a meeting room set up similar to the lunchroom, and the other with a bank of 8 full height lockers.



Figure 7. Exterior portable Office



Figure 8. Portable office kitchen setup

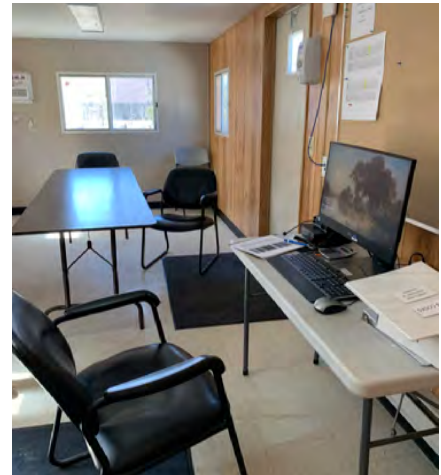


Figure 9. Portable office work station

### ACCESSIBILITY

The building is on one level, but there is no provision for a barrier-free washroom. The portable offices are not accessible since they are elevated and accessible only by two sets of stairs. The facility is not designed to support all genders using it.

### STRUCTURAL SUMMARY

The building is a single-storey structure with garages at the west side and a smaller office space which may be renovated at the east side (see attached highlighted plan in Appendix). The building is constructed of exterior load bearing masonry walls with long span precast concrete roof beams. The masonry wall separating the garage space from the office space appears to be load bearing. The partitions within the office space appear to be non-load-bearing masonry.

### ELECTRICAL SUMMARY

**Normal power distribution:** The primary distribution voltage throughout the facility is 208V/120V with a 200A capacity. Emergency power distribution: there is no life safety generator for the facility and all life safety including fire alarms and emergency lighting are on battery units.

**Fire alarm and mass notification system:** The building does not have any fire alarm system which was not required by the code.

**Lighting:** The facility has a combination of fluorescent, incandescent, halogen and led. The led bulbs were installed throughout the facility and on some light fixtures during the last few years due to burning out the old bulbs. Lighting in some spaces is therefore not consistent.

**Lighting control:** There is no lighting control system in the building and all lighting are controlled via local lighting control devices installed throughout the space.

**Grounding:** Existing panels are grounded in the electrical rooms.

**Communications:** The facility has its own rack along with APC UPS and is based on total data usage and the number of outlets installed through the space.

### MECHANICAL SUMMARY

**Gas fired hot water heater provides domestic hot water to the building.**

**Plumbing provisions (domestic cold/hot water, sanitary drainage, and plumbing venting) available for existing washrooms and plumbing fixtures.**




**Follow up survey required to verify pipe sizes, distribution, and hot water heater capacity.**

**FIRE PROTECTION AND LIFE SAFETY SYSTEMS:** Non-sprinklered building. An independent Code consultant shall confirm the requirements for a new sprinkler system in any non-sprinklered areas.

The following checklist outlines all the spaces within the existing building, as well as the consultant team’s assessment of the existing spaces.

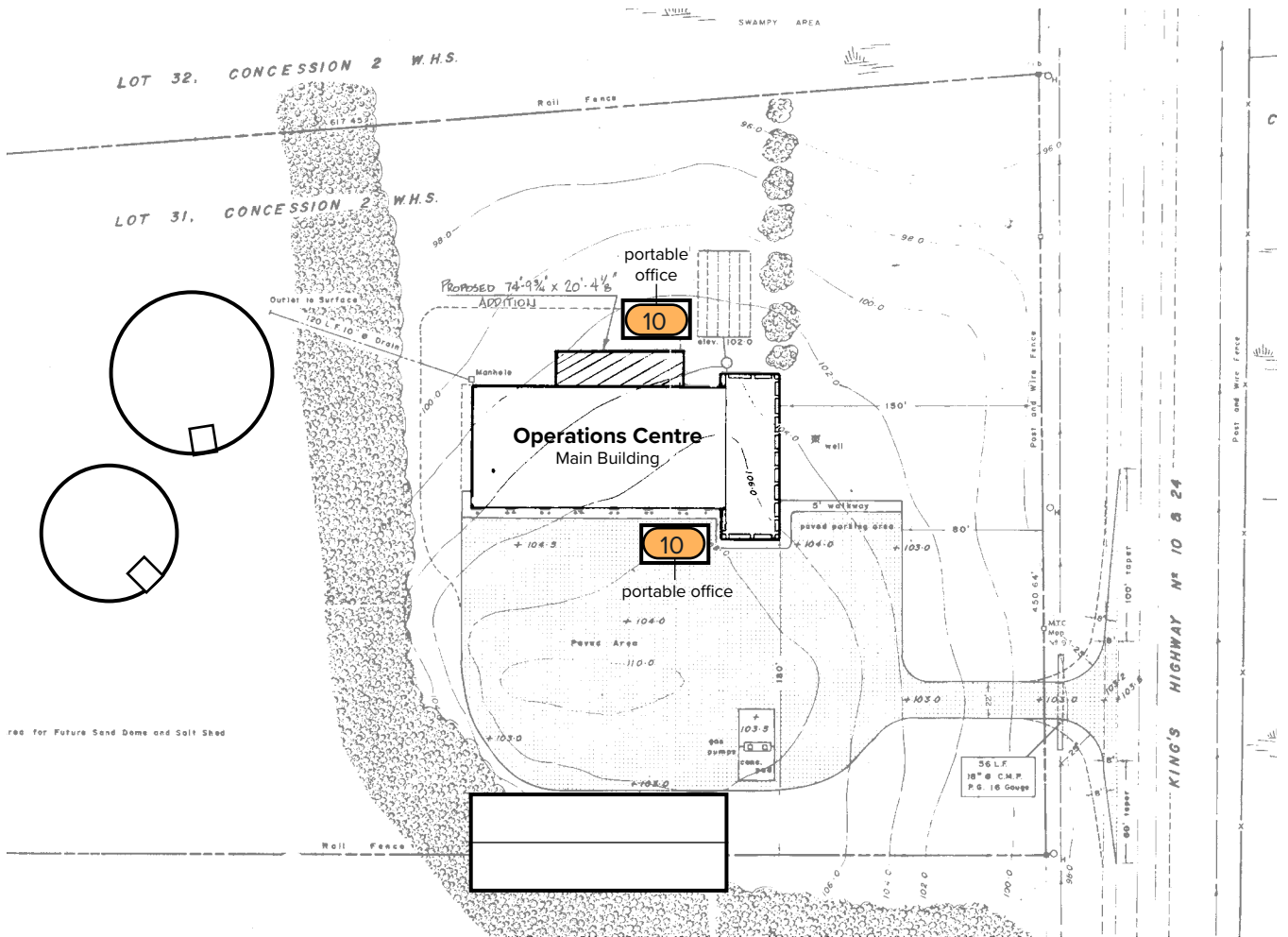
The following checklist notes are referenced on the existing condition plans in the following pages.

**CURRENT CONDITIONS TAG**

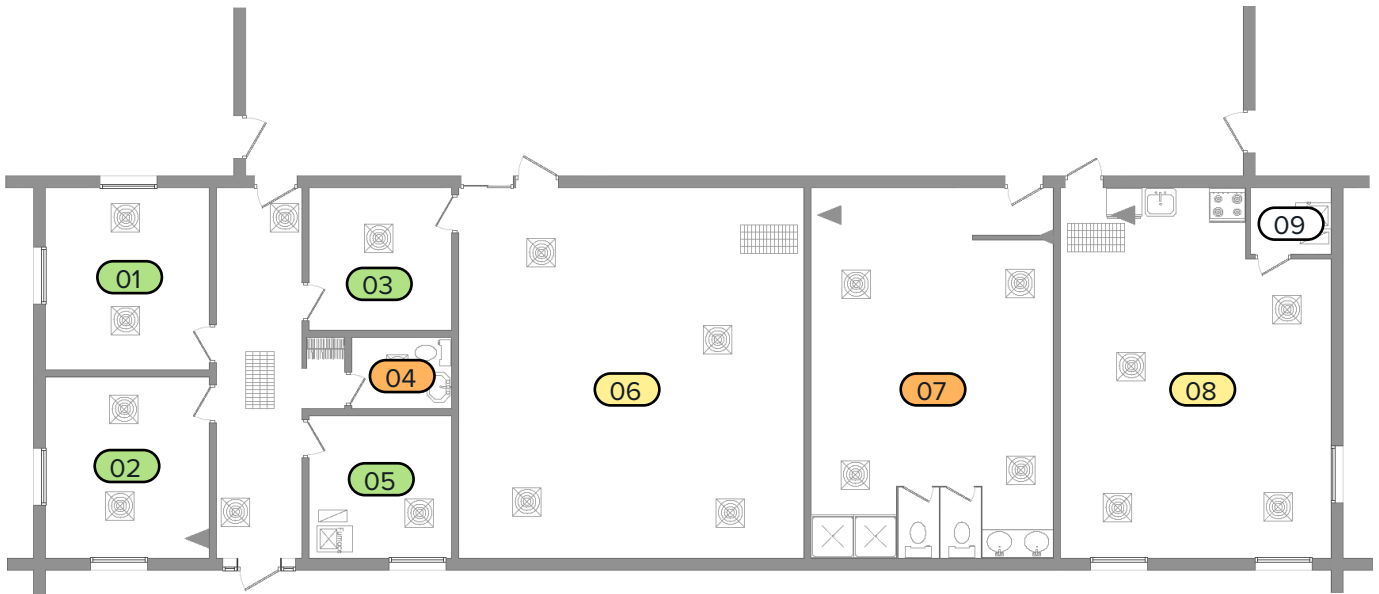
-  denotes that the area of the existing building is adequate
-  denotes that the area of the existing building is not adequate
-  denotes that the area of the existing building is not fully adequate but is acceptable

ID	Room Name	Description	Current condition
<b>Primrose OP - Maintenance Depot</b>			
01	Admin Office	Office space for administration	Adequate
02	Operation Manager Office	Office space for Operation Manager	Adequate
03	Office		Adequate
04	Office WR	Shared washroom for office wing, equipped with 1 toilet and sink	Currently used as change room for female road staff, as there is not change room dedicated for female staff - staff indicated that there maybe an increase of female staff in the future - shows hope to accommodate for future staff
05	Operations / Working Supervisor or Foreman Office	Room used for general operation / for foreman office	Adequate
06	Stock Room / Sign Room	Multipurpose work room, with dedicated space for sign making - generally dirty space due to the constant traffic from road staff to and from outdoor work	More storage needed (for clean / dirty equipment)
07	Communal Washroom / Change Room	Change room for male staff, equipped with lockers, cabinets and showers as well as 2 toilets, 1 urinal and cleaning areas	Lack of storage in the space, showers are sometimes used for storage of dirty equipment. need for mudroom. Change room does not currently accommodate for all genders
08	Lunch room	Multipurpose room used as meeting room / lunch room / training room, equipped with kitchenette and simple furniture (tables and chairs)	The room layout works well for the functions, but is not large enough to accommodate all staff in the building
09	Utility Area	Storage / utility room	
10	Portable Offices	Portable office with two spaces, a multipurpose room with similar functions to the lunchroom, and a separate space with 8 lockers.	Portable offices acquired to make up for shortage in space in the main building.





 existing site plan | drawing scale NTS



 ground level | drawing scale N.T.S



# 3.0 FUTURE STATE VISION

## 3.1 Visioning Discovery Sessions

The purpose of visioning is to help Dufferin County define the future of how they work and deliver services to the community. The ultimate deliverable of this exercise is to establish a clear vision for the future space and inform future space recommendations, design concepts, and to implement plans. This was done through several engagement sessions with managers and staff.

DPAI engaged the users in four separate discovery sessions. These sessions were done virtually using Microsoft Teams and using an online digital whiteboard application called Mural. DPAI provided links during the meeting via the Teams chat function, whereby participants entered their own input into the digital whiteboard in the Mural application onto preformatted “sticky notes”. DPAI provided guidance on how to navigate the mural boards, how to enter their input, and provided transcription services when, if at any time, a participant experienced technical difficulties accessing the digital board. If transcription was required, DPAI asked the participant to verbalize their feedback if comfortable, and if not, to enter their input into the Teams chat function, where it was transcribed by DPAI into a sticky note. Transcription was required for very few participants during the facilitation, a few gaining access throughout the meeting.

DPAI further set the stage for a safe environment in which all participants were encouraged toward respectful dialog.

After how-to’s and etiquette were reviewed, DPAI facilitated a brainstorming session with participants who were asked to consider questions to elicit ideas/feedback based on their extensive knowledge and experience as either managers or staff. Time was given to the participants to fill in their ideas. During this time, DPAI’s facilitator reviewed the input and clarification was requested from the participant who provided the feedback. If through the discussion of the feedback, more clarity was provided, DPAI requested the participant revise the feedback. Where DPAI transcribed the input, the participant was asked to confirm that the transcription best reflected their idea. Sample ideas and context were provided by DPAI if a participant was unclear what the questions were asking.

### **SESSION 1 : MANAGERS ASSESSMENT AND FUTURE STATE VISION ENGAGEMENT SESSION**

During this session the managers representing each department were engaged. This allowed DPAI to better understand current operations and future aspirations from the perspective of managers.

### **SESSION 2 : STAFF ASSESSMENT AND FUTURE STATE VISION ENGAGEMENT SESSION**

During this sessions staff were engaged separately to ensure they were given the chance to express themselves freely and be heard.

### **SESSION 3 : MANAGERS SUSTAINABILITY + WELLNESS ENGAGEMENT SESSION**

During this session, managers were asked questions pertaining specifically to wellness and sustainability questions, goals, and vision.

### **SESSION 4 : STAFF SUSTAINABILITY + WELLNESS ENGAGEMENT SESSION**

A separate session for staff was also held specifically for input on wellness and sustainability questions.

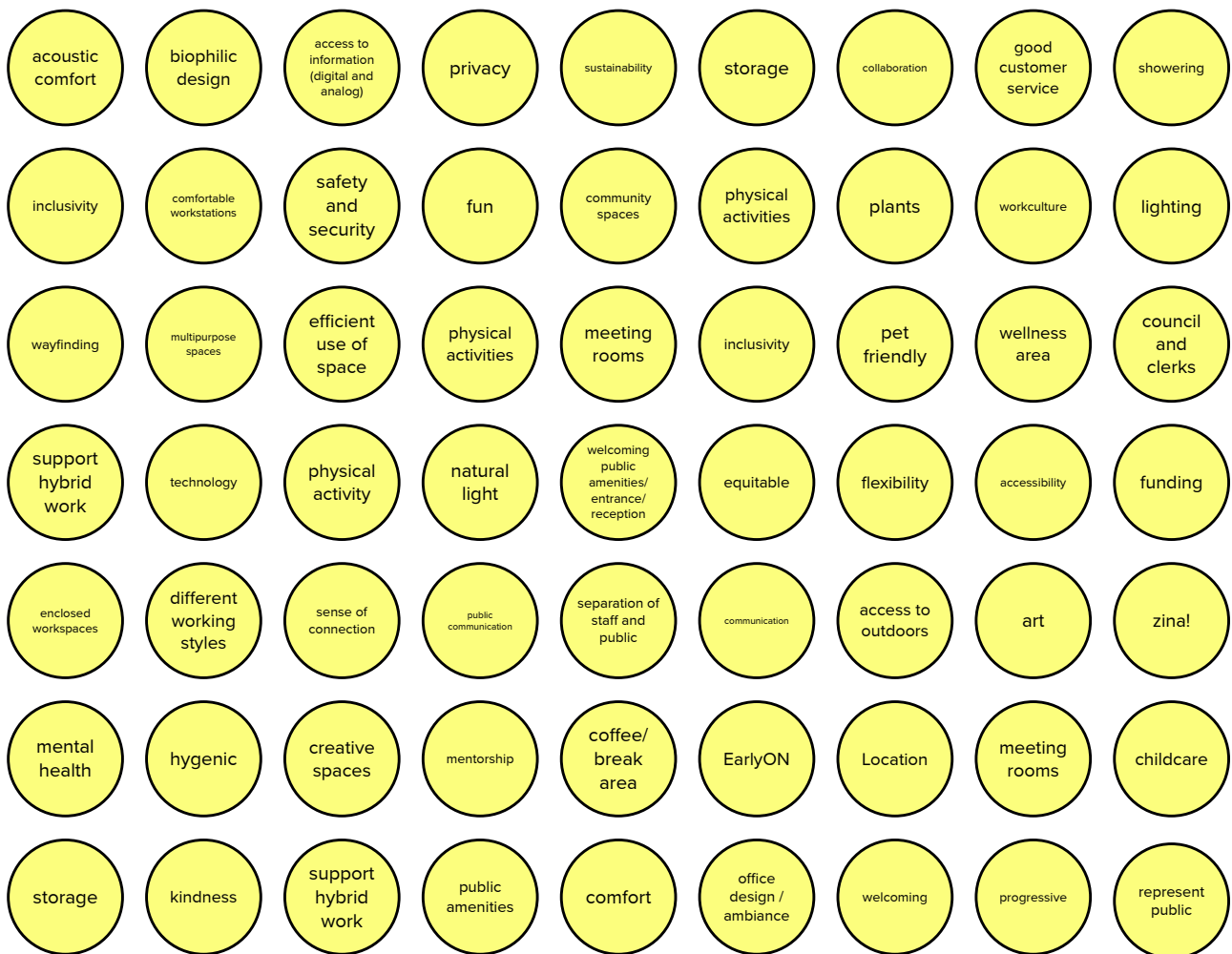
The following pages include DPAI’s analysis of common themes in the sessions. A snapshot of all the responses received on the mural board are included in Appendix A of this report.

## ASSESSMENT AND FUTURE STATE VISION ENGAGEMENT SESSIONS SUMMARY

The following section lists the common questions raised by the DPAI team to help further understand the vision of the Dufferin County Staff and Management teams. The questions are as followed:

1. What does our community + staff need?
2. What do we need as an organization?
3. What is your greatest fear?
4. What works, what doesn't?
5. How can we be more inclusive? How can we leave no one behind?
6. Anything else you want to say?

Through the 2 discovery sessions, we have noted the following topics as common themes shared between the 2 engaged groups:



## SUSTAINABILITY + WELLNESS ENGAGEMENT SESSIONS SUMMARY

The following section lists the common questions raised by the DPAI team to help further understand the vision of the Dufferin County Staff and Management teams, specifically on the topic of wellness and sustainability. The questions are as followed:

### Wellness:

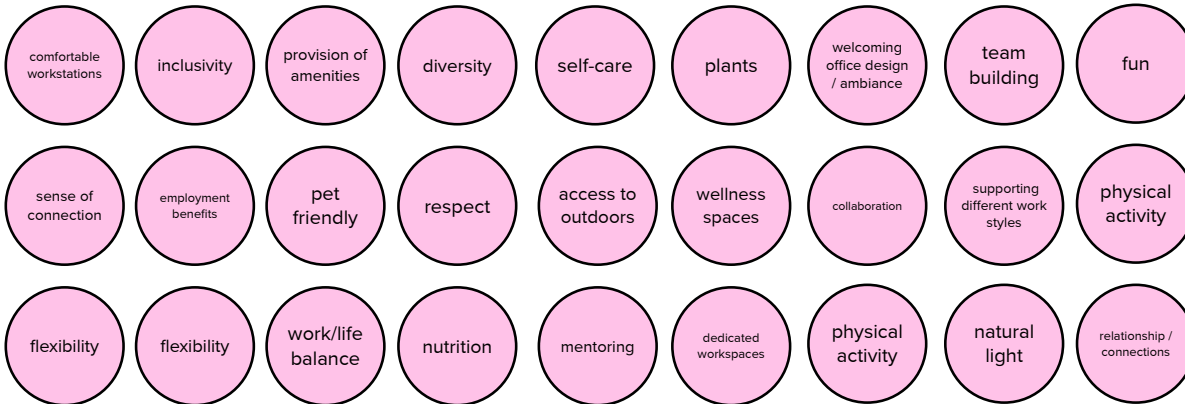
1. What does “wellness” mean to you?
2. What do you need to achieve it at work?

### Sustainability:

1. What do you think sustainability success or lack of success looks like?
2. What does sustainability mean to you? - In general? In buildings?
3. Are there any opportunities or challenges related to sustainability that should be discussed?

Through the 2 discovery sessions, we have noted the following topics as common themes shared between the 2 engaged groups:

### On Wellness:



### On Sustainability:



## 3.2 Visioning - Service Hub



### ACCESSIBILITY, INCLUSIVITY AND DIVERSITY

The service hub is where Dufferin County administers a wide array of its service to the community. Accessibility, Inclusivity and Diversity are main objectives to be considered with the redesigning of the service hub space to ensure equal and inclusive access to all members of the community.

The design of the hub should be barrier-free ensuring that all members of the community with all abilities can use the hub and be serviced seamlessly. This includes all physical mobility barriers in the design of the space including adequate clearances, generous turning radii, accessible counters, and accessible public washrooms including a universal washroom. The design of the hub should also consider visual and auditory accessibility through architecture and service delivery including all signage and print material. Staff spaces should also aim to provide the same level of accessibility to staff areas with a focus on accommodating neurodivergence and designing spaces that are sensory-sensitive.

The service hub should highlight and accommodate the diversity of Dufferin County's community. Translation services should be available and advertised, and a list of employees available for translation services should be easily available at reception. Washrooms should also be inclusive by providing private gender neutral washrooms in both public and staff areas.

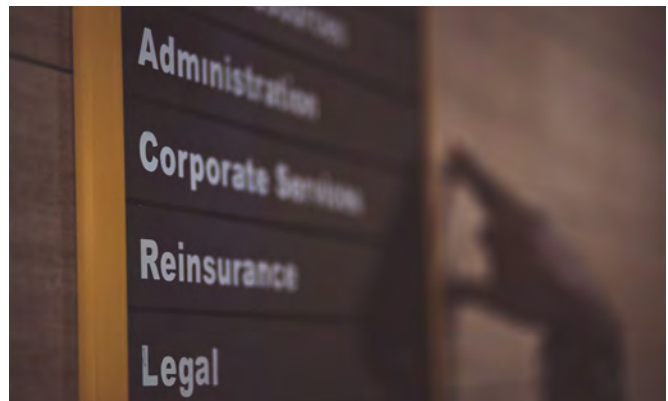
## PUBLIC ENTRANCE AND SPACES

The public entrance to the service hub should be a warm, bright and welcoming space for visiting community patrons. Public areas of the hub should feel like a space for the community that can also accommodate community programming. Public spaces should have comfortable lounge furniture and a social enterprise café area with seating. The service hub should showcase the community's creativity through local art displays as well as providing creative collaborative spaces for community groups. A bookable multipurpose room should be provided for use both during and after hours, to be used as a meeting spaces or creative collaborative space, and is envisioned to host classes, training sessions, and other meeting programs. The multipurpose room should be designed with flexibility in mind to allow for a wide variety of activities and uses to take place. This includes designing flexible furniture solutions to accommodate for various programming needs and providing adequate in-suite storage.

## SERVICE DELIVERY

A model of warmth and welcome should be applied to both the design of the space and service delivery at the community hub. The service hub should not be designed as an institutional facility, but rather an inclusive and accepting environment for clients of different cultural, economic, and social backgrounds.

Wayfinding at the service hub is important to ensure patrons can orient themselves easily within the facility to receive service. Signage should also be present at the entrance of the building as a welcoming sign. Clear and legible signage should be designed throughout the space to help patrons easily navigate to the various service areas (service desk, Early Ontario Centre, Employment Resource Centre). Digital displays should be available to clearly communicate bookable spaces available for patrons. It is also important for the space to include information displays that communicate the various services available at the location as well as service hours.



Along with a clear wayfinding system, an accessible self-serve booking system should also be available for patrons to access services on site. This includes a public booking system for access to the public multi-purpose room, or for scheduled meetings with on-site staff for private, formal conversations in designated interview rooms. Staff should also be able to book loud / quiet meeting spaces, hotel working pods, as well as other designated open collaboration spaces when needed.

Storage location for handout resources such as sanitary products, food banks, household bins should also be considered on the public side to be easily accessible, as part of highlighted services provided by the Dufferin County.

The privacy of patrons is a vital consideration within the design of the service hub. As the nature of patron conversations with on-site staff are varied, spatial requirements differ on a case-by- case basis. It is imperative that privacy requirements for more sensitive conversations should be considered and accommodated. Private meeting rooms should be available to meet with patrons who are receiving certain services or discussing private matters with County staff. This requirement extends to meetings that are conducted digitally or over the phone, therefore ensuring adequate private meetings rooms for staff use is of high importance.

All meeting spaces should be accessible, with adequate space to accommodate both clients and staff comfortably. Rooms and areas with differing privacy considerations to be provided within the space:

**Public:**

- *Casual:* at service desk – casual question / checking in; informal meeting area; informal meeting with acoustic considerations for more one on one meetings
- *Semi Private:* video terminal booths
- *Private:* private rooms for sensitive meetings / interview rooms / space for meeting with vendors

**Staff:**

- Room to review drawings and sketches and physical documents
- Private rooms for sensitive meetings
- Training spaces

While technology should be leveraged in servicing the community, meeting spaces with patrons should allow for review of hybrid documentation so accommodate for different levels of comfort with technology. Meeting paces should also be equipped with monitors and ample counter surfaces that allow information to be easily visible by both staff member and the patron to review and work through documents together and fill in forms both digitally and on paper. It was noted that an important aspect of good service delivery is easy access to tech support for help with online permits for example.

Customer service, while not necessarily something that can be addressed architecturally, was noted as an important aspect of service delivery that should compliment the welcoming spatial environment. Staff should be friendly and informative and should be responsive in their services.

**STAFF WORKSPACES**

Staff spaces should be designed to be inviting and inspiring, to create a more colorful, creative and collaborative space. Working areas are envisioned be accommodating of a variety of working styles, in addition to a focus of collaboration both within and across departments.

Staff workspaces should be comfortable and adequately sized for both individual working and informal collaboration. Ergonomic furniture solutions should be explored for staff well-being. Work stations should accommodate working with larger format files especially within certain departments that require it. All workspaces and workstations should be accessible and equitable, and should not be assigned based on hierarchy. It is imperative that the staff area incubates a sense of community and connection as part of the County’s vision for the space.





It is favorable to provide each department with a designated quiet collaboration section room to accommodate internal departmental meeting. This need could also be accommodated with bookable private hotel pods to be made available exclusively for staff use.

Collaborative co-working spaces should be accommodated and designed for both loud and quiet/private discussions, along with collaboration tools such as movable whiteboard partitions, pin up and whiteboard walls as favorable spatial accessories to be considered. All meeting rooms or areas of collaboration should also be equipped with the necessary A/V capabilities for virtual collaboration and hybrid staff / client meetings. Flexible furniture solutions are recommended to accommodate for various programming needs.

Acoustic considerations should be balanced with visual connection for the staff areas. While it is favorable to maintain sightlines and lower opacities across the working areas, it is understood that some departments require more acoustic considerations for their workstations due to the nature of their work. A balance between designated loud and quiet spaces, as well as their intended location within the staff area should be carefully considered, to maintain an equitable and comfortable working environment amongst all on-site staff.



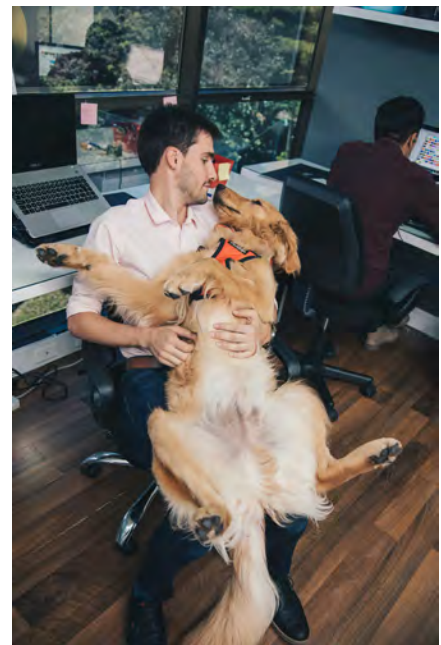
Storage solutions for filing and program materials should also be reconsidered on site. Storage spaces will be mainly used for filing, or for program material and equipment storage.

### STAFF WELLNESS

Improvement of staff and community wellness is one of the priorities of this project. It is recommended that biophilic design principles be implemented in the design including access to natural light and the incorporation of plants and green walls. The design should encourage communal connections. The design should also provide access to outdoor areas for both staff and the community. The design should encourage exercise and movement.

Staff spaces should be designed to maximize access to natural and comfortable lighting across all departments and workspaces. It was recommended that enclosed offices abutting exterior walls with windows are to be enclosed with glass partitions to allow for natural light to flow through. Skylights can also be considered as an architectural intervention.

In addition to the interior staff lounge space, staff envisioned access to an outdoor area as an alternative work area and area of relaxation and leisure. The office space should be designed to encourage exercise and movement. Utilization of roof space for a community roof garden or a roof terrace was also envisioned.



Along with a need for a comfortable leisure / lounge space to relax, staff also commented on the need for a quiet space dedicated for decompression, prayer and meditation. Lounging and decompression spaces are envisioned to be inviting and meditative and to have comfortable furniture. Possibility of creative and art display were also mentioned. It was also pointed out that a possible dedicated shower space may be favorable in both staff and public areas of the building.

### **WORK CULTURE**

In terms of work culture, the county wishes to create a sense of belonging and inclusivity within the space, and wishes to be flexible in facility accommodations in support of diverse working styles. It is ideal that staff feels a sense of belonging and ownership on the decision making of their physical work space, and to encourage communication and organic social connections through the reinvention of the office space. The design of the space should support this goal. Staff areas are also envisioned to be pet friendly.

### **SAFETY AND SECURITY**

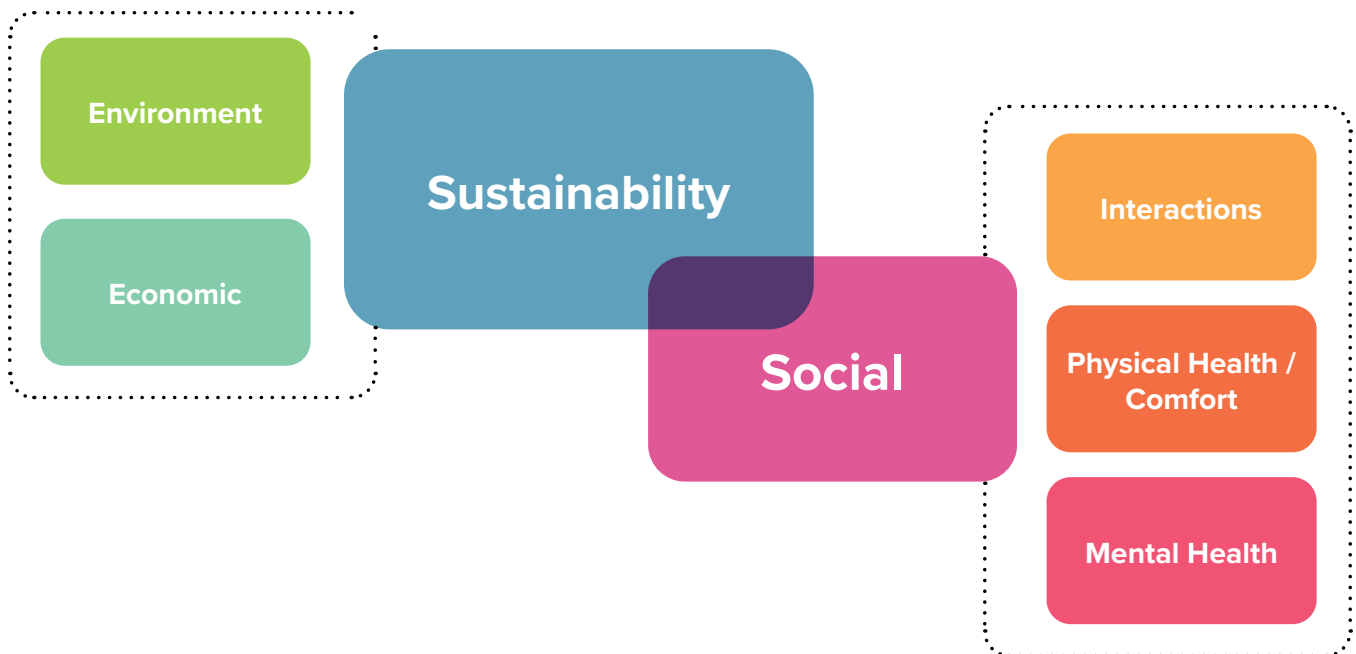
Safety and security of both the public and staff is important in the design of the service hub. The space should be designed with CPTED principles minimizing hiding spots and blind corners. It is recommended that a separate entrance is to be provided for staff use only, as well as maintaining a line of security between the staff side and the public side of the building.

## SUSTAINABILITY + WELLNESS

Dufferin County is dedicated to meeting sustainability building goals for the redesign of this project, as a demonstration of leadership and initiative in the community. Waste management and minimization should be considered in the design and operations of the hub. This includes provisions for water bottling filling in lieu of plastic water bottles. The facility should be upgraded with energy efficient fixtures and systems where possible to reduce energy and water consumption.

During the Discovery sessions, priorities were identified by Dufferin County stakeholders across the spectrum of sustainability. The identified priorities can be organized through the lens of the 3 Pillars of Sustainability. Wellness falls under the pillar of Social sustainability, so this aspect has been discussed in more specific detail to align with the focus on this area.

One other important consideration is the discovery phase naturally identified sustainability priorities that go beyond the current project scope. While all priorities are acknowledged, the focus for the project and this report is on elements that can be implemented within the current scope, with some limited discussion of future project phases.



### Social Sustainability

The pillar of social sustainability focuses on people; in this case, the project's impact on the building occupants including staff and community users would be the area of focus. Since the project places a particular emphasis on this aspect of sustainability, more discussion has been included to look at the specific approaches that address this area.

Although they cannot be completely separated, Social Sustainability has been subdivided into the following categories for the purposes of this discussion:

- Physical Health
- Mental Health
- Interactions

## Physical Health

Often the most common concept that comes to mind when Wellness is discussed, is physical health. In the office environment, physical health is connected to objects such as furniture and equipment as well as indoor environmental elements. Designing for physical health will include aspects that promote healthy function and movement of our physical bodies, help us avoid physical illnesses and keep us comfortable and productive during the workday.

Within the identified priorities from the discovery sessions, we identified natural light, nutrition, access to outdoors, physical activity, plants, comfortable workstations, and provision of amenities as priorities that fall within the Physical health category.



## Mental Health

In recent years, recognition had been increasing of the importance of mental health. The pandemic brought even more attention to this area of health as many people not only encountered physical health consequences, but many people also experienced mental health effects, some of which could continue even longer than lingering physical symptoms. And while mental health and physical health are fundamentally linked, specifically supporting mental health can involve some different and distinct approaches in design.

Within the identified priorities from the discovery sessions, we identified welcoming office/ambiance, wellness spaces, work/life balance, respect, self-care, natural light, employment benefits, pet friendly and fun as priorities that fall within the Mental health category.



## Interactions

Social relations and interaction is the very foundation of human societies. Within the categories of physical and mental health, the individual is addressed, but humans cannot separate themselves from the social aspect of existence. Therefore, it is important to look not only at the individual level, but also at the health and wellness on the level of the organization, team and/or community. It is also important to note that Interactions are also a key component of creating and maintaining both mental and physical health.

Within the identified priorities from the discovery sessions, we identified relationship/connections, mentoring, collaboration, team building, sense of connection, dedicated workspaces, inclusivity and diversity, as priorities that fall within the Interactions category.



## Environmental Sustainability

While only one of the 3 Sustainability pillars, Environment is often the first thought or focus when sustainability is discussed. Efforts to reduce environmental impacts are often the strategies highlighted in sustainability programs and reports, and are the most familiar to the majority of people. This category encompasses elements such as improving energy efficiency, reducing water consumption, addressing carbon impacts, and improving waste diversion and recycling.

Within the identified priorities from the discovery sessions, we identified renewable energy sources, energy efficiency, efficient use of space, resilient buildings, water conservation, rain water collection, less waste—printing, less waste—bottled water, garbage and recycling, circular economy and considering human impact as priorities that fall within the Environmental sustainability category.

## Economic Sustainability

Economic sustainability focuses on financial aspects and activities of an organization; and is generally approached through a lens of ‘compliance, governance, and risk management.’ Within the public sector, profit is not a goal, but fiscal responsibility remains a key factor in ensuring economic sustainability.

Within the identified priorities from the discovery sessions, we identified cost savings, allocating funding, and efficient use of space as priorities that fall within the Economic sustainability category.



# 4.0 FUNCTIONAL PROGRAM

## 4.1 Program - Service Hub

The following checklist outlines all the spatial and programmatic requirements as expressed during the engagement sessions. The program overview outlines the following for each space:

**Room name:** Unique room space name. Every single space and room in the building should be outlined in the program.

**Description:** Brief description of the room and summary of its intended vision / programmatic needs.

**User:** Outlines the quantity of workspaces needed as identified by room.

ID	Room Name	Description
<b>Public Service Area</b>		
001	<b>Foyer</b>	An accessible open space accessed off the building entrance featuring a lounge area, cafe, and waiting area and leading to all main programmatic spaces of the service hub.
001A	<b>Vestibule</b>	New vestibule addition to public entrance with opportunities of branding and signage.
002	<b>Cafe</b>	A cafe within the foyer area and adjacent to the lounge for preparing and serving drinks and baked goods.
003	<b>Public Washrooms / Universal Washroom</b>	Individual stand alone gender neutral washrooms and a universal washroom with a shower for use by members of the public.
004	<b>Multipurpose Room</b>	<p>A meeting room designed to accommodate multiple functions and programs. The room should feature flexible, movable, and easily stored furniture. To be set up with collaborative brainstorming tools and furniture such as movable white boards. To be designed with the capabilities of holding hybrid in-person and remote meetings. To have small kitchenette (preferably to be kept in space).</p> <p>Room is rentable to the public and should have secure direct access to the exterior and to the public washrooms for after hour access.</p> <p>The room to have direct access to a storage room for furniture, equipments and tools when not in use.</p>

ID	Room Name	Description
<b>Main Service desk</b>		
005	<b>Main Service Desk Public Side</b>	Accessible and clearly visible main service desk for patrons to check in, get information, and meet with staff. The desk to have clear signage for services provided, and an area for self serve tablet stations.
006	<b>Main Service Desk Staff Side</b>	Secured main service desk area for staff with a secure direct access to staff offices. Should be designed to maximize connectivity to clients and minimizing barriers.
007	<b>Waiting Area</b>	A waiting area for visitors to the main service hub that accommodates different furniture types and formats for waiting. May accommodate small meeting tables and chairs to allow for less formal meeting options with staff.
008	<b>Interview Rooms</b>	Private room for sensitive private meetings with patrons. To have dual access from the public foyer and the staff area.
<b>EarlyON</b>		
009	<b>Entrance/ Foyer / Reception</b>	Dedicated entrance to the EarlyON area from the service hub foyer with signage for wayfinding and outdoor monitor to display programming. EarlyON entrance foyer o have dedicated space for a small movable check-in desk for computer and phone space and a bulletin / pin up area for information sharing.
010	<b>Family time</b>	Open program area for parents and children with flexible furniture solutions to accommodate for various programs. Smaller storage for painting and craft supplies, paper, and stationary to be accommodated in lockable millwork.
011	<b>Program Room</b>	An enclosed program room with a full program kitchen that includes a cooktop and double oven/stove.
012	<b>Storage</b>	Lockable storage room for larger items(toy storage, large bins.
013	<b>Washroom</b>	An accessible family bathroom with a toilet, sink, baby change table, convenience bench, and coat hooks, with adequate space for strollers.
014	<b>Outdoor Area</b>	Fenced in outdoor area for outdoor kids programming. To accommodate seating and storage space for programs equipments (bucket and bins, shovels, sensory bins with sand).
015	<b>Stroller Parking / Coat Check</b>	Area for stroller parking and coat/bag/shoe storage for visiting families.



ID	Room Name	Description	Users
<b>Employment Resource Centre</b>			
016	<b>Computer Stations (public)</b>	Stations to have open desking with computer access, with charging stations, number of computer station (to be confirmed). Preference for glazed in area between stations to maintain sightlines for security measures.	
017	<b>Phone Pods (public)</b>	Stations to have small working desk area along with phone access, preference for glazed in area between stations to maintain sightlines for security measures. To provide both standing / seating options for phone stations	
018	<b>Printer (public)</b>	Separate space for noise control	
<b>County Offices</b>			
019	<b>Staff Entrance</b>	Secondary staff entrance with direct access to staff areas and positioned away from public entrance for staff security.	
	<b>Workspaces</b>	Staff workspaces to be a mix of private offices, open workstations, and hotel desks/offices. Each department's needs for each type are outlined below.	
020	<b>Private Offices</b>	Enclosed private offices for departments requiring privacy.	
EXO	Executive Offices		
	<i>Senior Management (SMT)</i>	Enclosed office for 2 staff	
	<i>Chief Administrative Officer (CAO)</i>	1 office for use (70-80% of the time), with meeting table for 6 people	
P+E	People and Equity	Enclosed office with 3 workstations.	
PW	Public Works	5 Total: 1 Enclosed office with 3-4 workstation to be used between all public works staff and Enclosed office with 1 workstation to be used between all public works staff	
CMS	Community Services	Enclosed office with 1 workstation to be used between 2 community service leadership staff	
COS	Corporate Services - Finance	Enclosed office with 3-4 workstations.	
021	<b>Open Work Stations in Department Pods</b>	Open collaborative workstations grouped by department and clustered into acoustic pods. Pods to be designed with the ability to acoustic separate some workstations into an enclosed space.	

ID	Room Name	Description	Users
PW	Public Works	10 Total: 9 open stations + 1 quiet station	
	<i>General public works admin</i>	1 station, to be quiet	
	<i>Facilities Management</i>	1 station (can be included in pod)	
	<i>Climate</i>	3 stations (in a pod)	
	<i>Waste</i>	4 (or 5) stations, in pod	
D+T	Development and Tourism	9 Total: 7 open and 2 closed workstations to be shared among D+T department (ecdev, planning, building, project/special)	
CMS	Community Services	15 Total	
	<i>OntarioWorks</i>	5 stations needed currently, add 2-4 more for future growth	
	<i>Housing</i>	5-6 stations needed	
EXO	Executive Offices	3 Total	
	<i>Executive Assistant</i>	1 station	
	<i>Reception</i>	2 stations	
<b>022</b>	<b>Hotel Workstations/ Offices</b>	Hotel workstations shared by all departments. A variety of workspaces should be provided to accommodate a variety of working styles.	
PW	Public Works	Provisions for 24 open deskling hotelling workstations	
	<i>Engineering</i>	6 staff currently in department - may need touchdown stations	
	<i>Forest Management</i>	2 stations	
	<i>Operations</i>	15-32 staff, assuming 50% in office, 16 stations	
CPS	Corporate Services	Provisions for 4 open deskling hotelling workstations	
	<i>Procurement</i>	3 touch down stations for meetings only	
	<i>Information Technology</i>	1 station	
EXO	Executive Offices	Provisions for 2 open deskling hotelling workstations	

ID	Room Name	Description	Users
	<i>Emergency Management</i>	1 station	
	<i>Communications</i>	1 station	
COS	Corporate Services - Clerks / EA	An enclosed hotelling office with 3 spaces for clerks to run virtual council meetings and take minutes, used only 1 or 2 days a week	
<b>023</b>	<b>Informal Collaboration Zones</b>	Open zones for informal collaboration. Zones to have whiteboard / pin up areas for group collaboration. To be comfortable with flexible seating and table that may arranged for different meeting types and/or informal couch/lounge seating.	
<b>024</b>	<b>Lounging Zones</b>	Lounging zones with a variety of seating options such as couches with laptop plug ins and laptop desks, and bar seating along windows as informal work surfaces. Adjacency to outdoor area is desirable for social activities to spill out during summer/warmer weather.	
<b>025</b>	<b>Small Meeting Room</b>	Several enclosed meeting rooms for 2-4 people, to have flexible furniture / working spaces, power access, white boards and wall mounted screens for hybrid collaboration meetings.	
<b>026</b>	<b>Main Board Room</b>	A large meeting room for multipurpose meetings. To have flexible furniture / working spaces, power access, white boards and wall mounted screens for hybrid collaboration meetings, and to have room dividers and a counter/kitchenette area for refreshments.	
<b>027</b>	<b>Lunch Room / Kitchen</b>	An open concept kitchen and eating area for use by staff. Space to accommodate a large fridge, coffee machines, vending machines and water stations. Adjacency to outdoor area is desirable for social activities to spill out during summer/warmer weather.	
<b>028</b>	<b>Staff Washroom</b>	Enclosed standalone gender neutral staff washrooms for staff	
<b>029</b>	<b>Resting Room</b>	A quiet resting room with comfortable furniture for use by staff.	
<b>030</b>	<b>Coat Storage / Lockers</b>	Lockable space for personal items.	
<b>031</b>	<b>File Storage</b>	Secure file storage room with a working table area for large format file viewing	
<b>032</b>	<b>Administration Area / Mail Room</b>	An area with a plotter, dedicated printer for cheque printing, counter space for large format files viewing, and space for mail packaging. Dedicated multipurpose smaller printing spaces shatter throughout working stations (fax, scan, print)	
<b>033</b>	<b>Outdoor Area</b>	An outdoor terrace with multiple outdoor work stations and a shaded canopy	

## 4.2 Program - Council Chambers

The following checklist outlines all the spatial and programmatic requirements as expressed during the engagement sessions. The program overview outlines the following for each space:

**Room name:** Unique room space name. Every single space and room in the building should be outlined in the program.

**Description:** Brief description of the room and summary of its intended vision / programmatic needs.

**User:** Outlines the quantity of workspaces needed as identified by room.

ID	Room Name	Description
<b>Public Entrance</b>		
001	Vestibule	New vestibule to be constructed to accommodate for elevator addition.
002	Elevator	<b>New exterior elevator to be added.</b>
<b>Council Chambers</b>		
003	Chamber	Council chamber to accommodate seating for 14 councilors, 8 senior management and 3 staff (clerks) with possible additional attendance. seats to have access to power. Chamber to also accommodate for a public gallery with accessibility considerations. Space also to include speaker podium for delegations and presentations, and large display screens for viewing. Soundproofing to be addressed.
004	Overflow Room / Area	Room to accommodate overflow of public viewers for council chamber sessions. room/area to include seating and screens for session live streams.
005	Kitchenette	Kitchenette to be installed in the council / staff resting area (breakout room). To include mini fridge, water and coffee stations, and counter space for refreshments. Kitchenette in overflow area to remain for use.
006	Breakout Room	Breakout room to be resting area for staff and council outside sessions. to have lounge furniture and furniture solution for collaboration capabilities.
007	Washrooms	To be nearby to the chambers.
008	Storage	Storage for A/V equipments and general supplies.











# 5.0 CONCEPT DEVELOPMENT

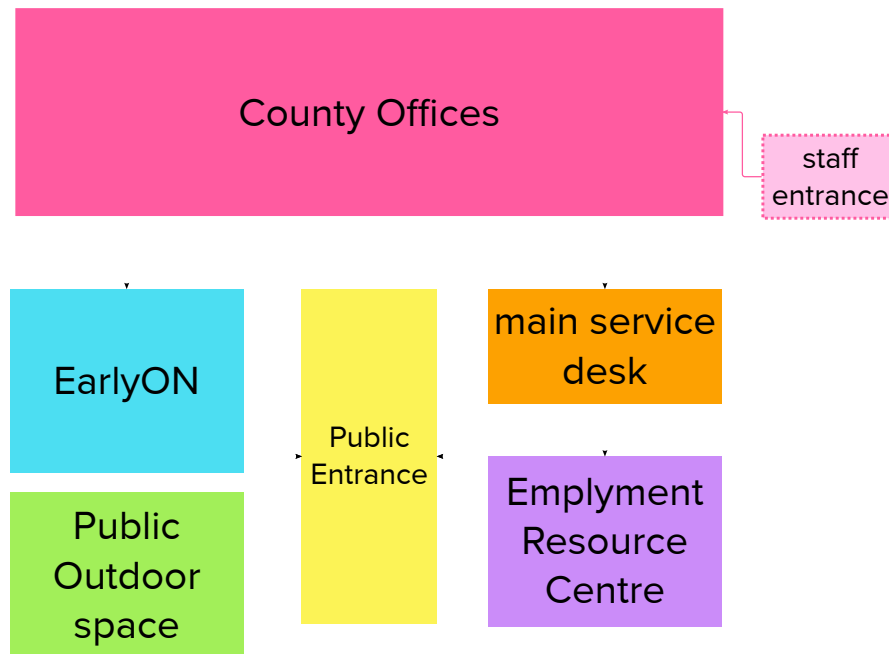
# 5.1 Functional Relationship

Functional relationship diagrams graphically depict the program elements of a design as they relate to each other and to the specific conditions of the site.

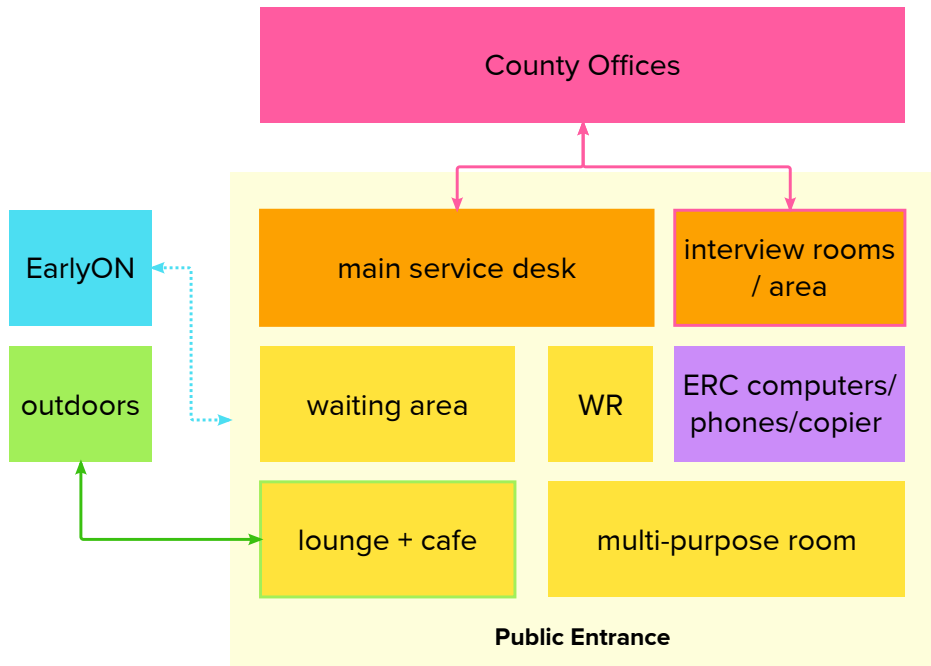
Each room identified in the program is represented by a bubble and its relationship to other spaces and the exterior. These relationships are depicted using the following legend:

	<b>County Offices</b>	Space displaying this symbol is a main entrance point for the public
	<b>EarlyON</b>	Space displaying this symbol should have an entrance or access to the exterior for servicing, loading or receiving
	<b>Main Service Desk / Reception</b>	Spaces displaying this symbol should ideally be located with visual access to the exterior and to be on display from the exterior
	<b>Public Entrance</b>	Spaces connected by this line should be directly connected with direct access to each other
	<b>Outdoor Space</b>	Spaces connected by this line should have direct visibility to each other through site lines or glazed walls
	<b>Employment Resource Centre (ERC)</b>	Spaces connected by this line do not have to be directly connected with direct access to each other but should be easily accessible to each other
	<b>Close Proximity Ideal</b>	Spaces connected by this line should be located within close proximity to each other
	<b>Ground Floor Ideal</b>	Spaces displaying this symbol should preferably be located on the ground floor of the building in the case of a multi-storey structure

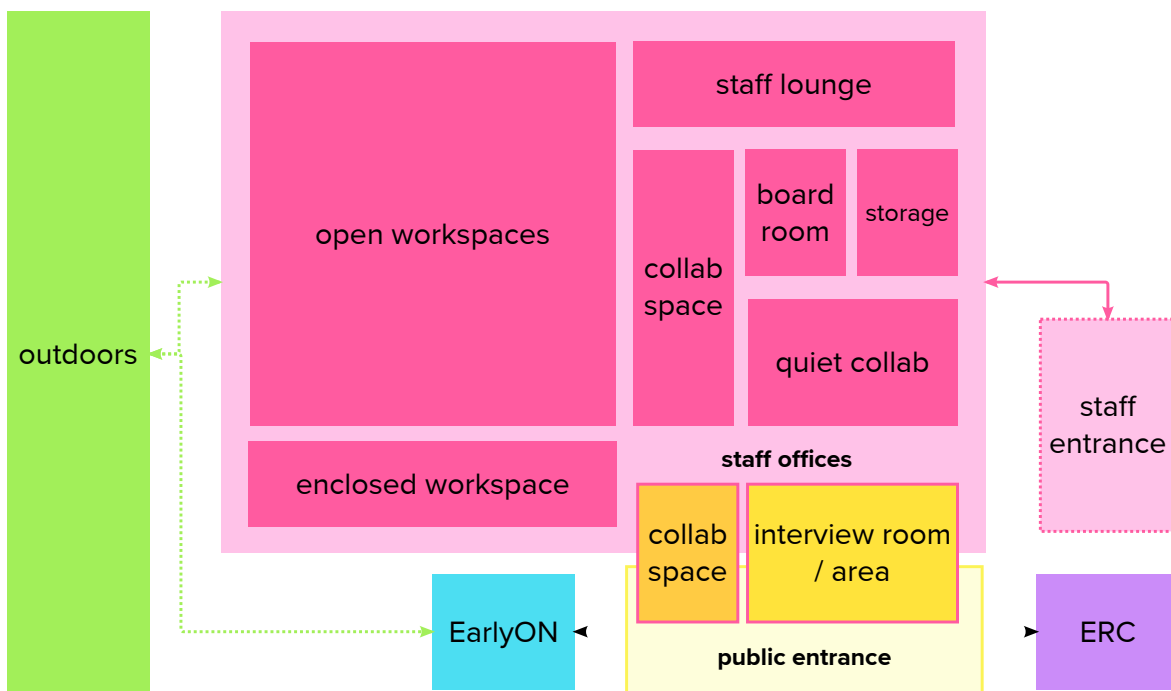
## OVERALL FUNCTIONAL RELATIONSHIP DIAGRAM



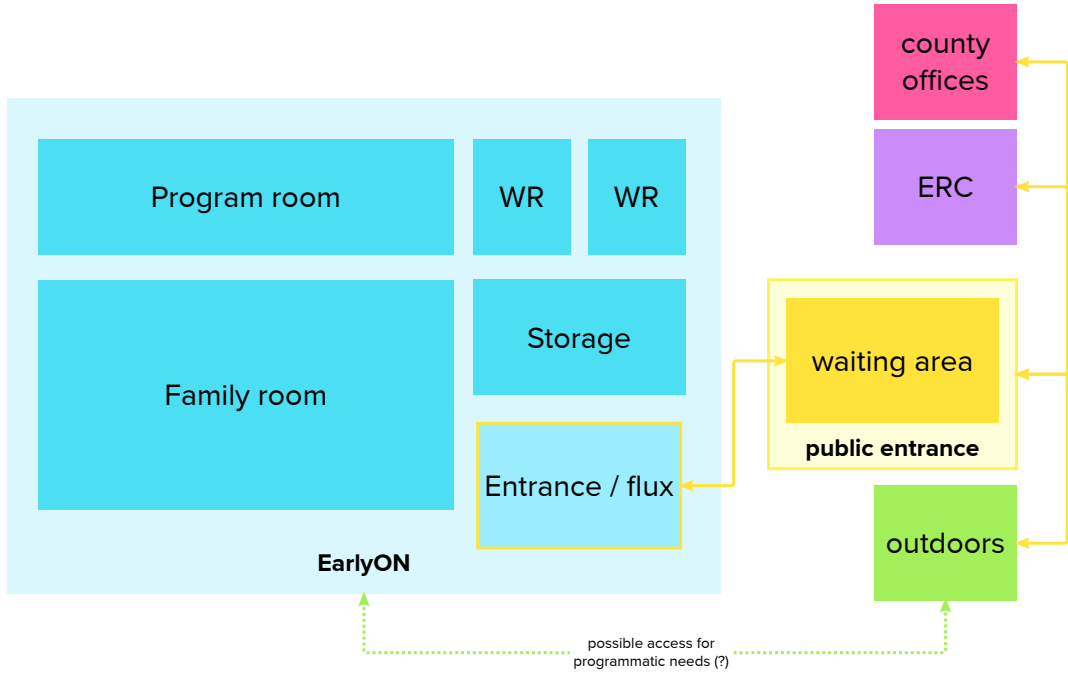
**PUBLIC ENTRANCE FUNCTIONAL RELATIONSHIP DIAGRAM**



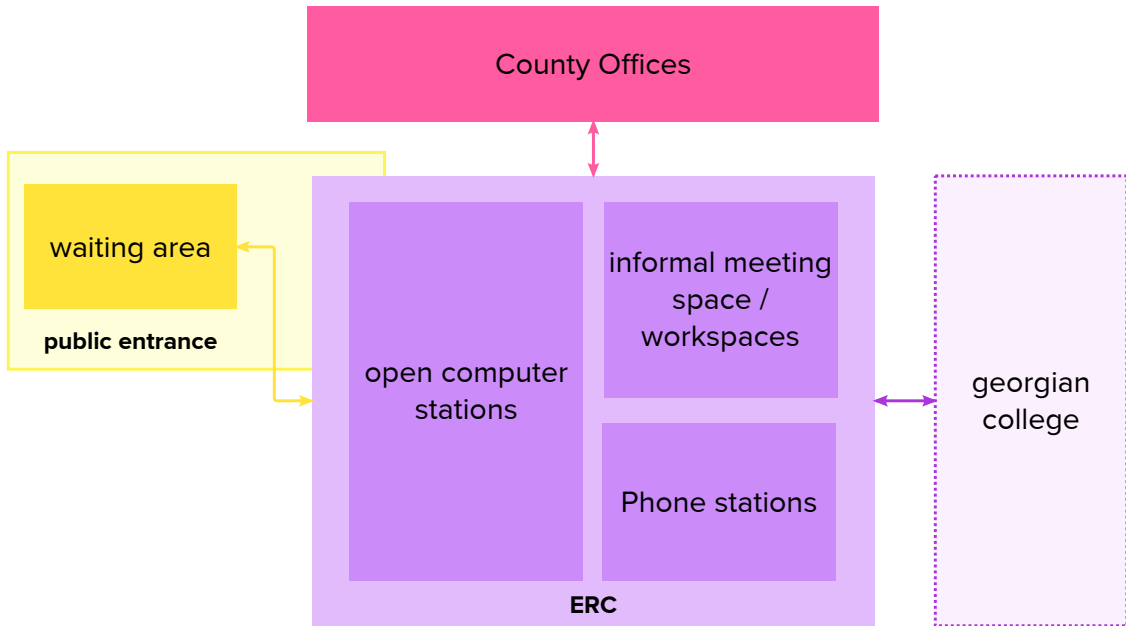
**STAFF OFFICES FUNCTIONAL RELATIONSHIP DIAGRAM**



**EARLYON FUNCTIONAL RELATIONSHIP DIAGRAM**



**EMPLOYMENT RESOURCE CENTRE (ERC) FUNCTIONAL RELATIONSHIP DIAGRAM**







## 5.2 Space Planning - Service Hub

### PUBLIC SERVICE AREAS

The public areas of the service hub are proposed to be renovated to a welcoming space that promotes exceptional service delivery to the residents of Dufferin County and brand the Edelbrock Centre as Dufferin County's main service hub.

#### Entrance and Foyer

A new entrance vestibule addition is proposed to clearly mark the main public entrance to the service hub and providing space for signage and branding. Site improvements near the main entrance are also proposed to mark the main entrance and enhance the public entrance. A landscaped public terrace is proposed to create an outdoor public space for use by the community. This can be landscaped with modern paving, softscapes, planters, and various kinds of seating furniture. The terrace may be used for programs, public gatherings, and may even feature a piece of public art. A pedestrian connection to Hillside Drive to the east, Centre Street to the South, and the future transit station to the East is also recommended to eliminate the barrier for non-drivers. Bicycle parking is also recommended to be provided at the main entrance to accommodate alternative modes of transport.

The foyer is proposed to be designed as a welcoming, bright, and inclusive space that welcomes the community to the service hub. The foyer contains a lounge area and café but is designed to be one open space that provides direct access to all services the public requires such as the waiting area, service desk, employment resource centre and EarlyON centre.

A café is proposed as the main focal point from the main public entrance and acts as a community gathering space and secondary waiting and meeting area. The café is intended to be a social enterprise run by a community agency. The proposed design shows bar seating along the exterior wall against the existing glazing. The lounge area is proposed as a comfortable seating area with pluggable furniture and acts as an informal waiting area and a space for the community. The café and lounge should be designed as open spaces filled with natural light and biophilic elements like plants and a green wall. Local art may also be featured in the lounge and café area with the potential of a rotating exhibit. The lounge should also be designed with a small play area for small children accompanying their parents. Other amenities that should be provided in the lounge area include a water bottle filling station and a hand sanitizing station.



Wayfinding is very important at the entrance and foyer so that the public may easily be directed to the appropriate location to receive service. The foyer is designed as an open and accessible space with clear sightlines to the service desk for easy navigation to receive service. The space should incorporate signage that is easily visible from the entrance and marking each service area.

#### Public Washrooms

Public washrooms are proposed near the lounge, café and waiting areas for use by the public. The washrooms proposed to be designed as stand-alone gender-neutral units with full framed partitions and regular doors. A full universal washroom is also proposed and includes an accessible shower stall that may be used by members of the community to wash up. Washrooms should be designed to be comfortable and hygienic; washrooms should be fitted out with no-touch fixtures, have provisions for adequate shelving and hooks for placing of personal items, and provide containers for safe sharps disposal.

## Multipurpose Room

The multipurpose room is a multipurpose space available for use by the public and city staff and able to accommodate a variety of programs and activities. The furniture in the space should be modular and easily movable to accommodate a variety of activities. Meeting functionalities are also desired to be accommodated in the multipurpose room including audio visual presentations and remote/hybrid meeting functionalities. An associated generous storage space is crucial to store the variety of furniture that may be used, and to store any furniture that is not required for a specific program. Provisions for access to this storage room external to the multipurpose room is also desired so that furniture stored may be accessed without interrupting programs that may be taking place in the room. The space is intended to be operational after hours so external secure access should be provided along with secure access to the public washrooms. The proposed design situates the multipurpose room in such a way that the corridor access to the washrooms may be blocked off from the remainder of the service hub with a foldable security gate.

## MAIN SERVICE DESK

The main service desk is the main reception point and point of service delivery to Dufferin County's community. The desk should be highly visible from the entrance to the service hub with clear signage marking the reception area.

The service desk should feature a fully accessible service counter that accommodates reception functions. The service desk should have clear signage for services provided by the county along with an area for self serve tablet stations. The desk should accommodate an area for up to three reception staff along with space for informal client meetings.

The service desk should allow for reviewing both digital and analog document with the client to ensure service delivery is suitable for different technological literacy levels. The counters should be deep enough to allow for review of physical documents with client and be fitted out with swiveling monitors to review digital documents.

The service desk should accommodate for different privacy levels with privacy screens between clients, these partitions should however not be too expansive that they create isolated units along the desk. For client meetings that require higher levels of privacy, interview rooms are provided adjacent to the service desk.

The service desk should be designed with staff's safety and security in mind without compromising connectivity with clients. The desk area should be designed with a dedicated secure access so that staff may exit into the private staff zone in case of emergency. The desk should also be designed to be deep enough to prevent overreach by a client in case of escalation. Consideration should also be given to fit out the desk with an emergency call button.

The waiting area is proposed to offer a variety of seating options and layouts and may also accommodate meeting functions between staff and the public. Café tables and chairs may extend into this area for clients to use while waiting their turn for service by a staff member. If the client does not require high levels of privacy, then the staff member may meet the client at the café table and hold the meeting there.

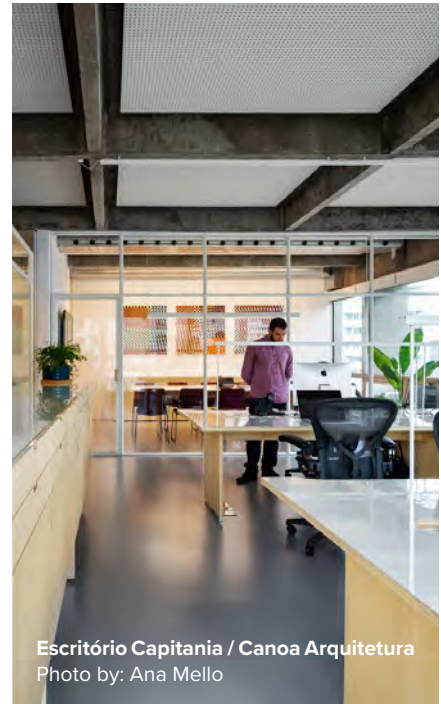


## EMPLOYMENT RESOURCE CENTRE (ERC)

The Employment Resource Centre (ERC) is a self-directed service where clients can access job postings and the tools needed for job searching. Services include access to computer, internet, phones, and photocopy services. Staff on hand can provide advice and assistance to anyone in their search for employment or career development.

The ERC is proposed as a distinctly branded space that is accessed off and open to the waiting area and lounge. The ERC is proposed to be positioned with clear sightlines to the main service desk in case a client requires assistance or has questions for staff. The ERC may be set apart through the use of different finishes and design with a dropped acoustic bulkhead.

The ERC is designed with open computer stations that are separated from each other with privacy screens. Also accommodated within the open area are phone pods separated by privacy screens, each fitted out with a landline and a stool. For clients who require access to a computer and phone for private conversations, acoustically separated private phone booths are provided. These booths are proposed to be glazed in to maintain open site lines. A public access printer is also provided near by but place furthest away from the waiting/lounge area for noise control.



Escritório Capitania / Canoa Arquitetura  
Photo by: Ana Mello

## EARLY ONTARIO CENTRE (EARLYON)

The main entrance to the Early Ontario Centre (EarlyON) is proposed to be relocated into the service hub foyer with clear signage and distinct branding for easy identification and way finding. A monitor should be installed at the exterior of the entrance to display upcoming programming in the EarlyON. The EarlyON foyer area should contain a movable check in desk with a computer and phone and configured to allow space near the entrance for stroller parking and coat and boot storage. The exterior entrance is maintained but now provides access to an outdoor fenced off terrace that may be used for play or programs.

The EarlyON is proposed to be reconfigured to maximize the size of the family time area and provide it with access to natural light. The Family time area should have flexible furniture solutions to accommodate for various programs, with comfortable seating for both children and parents. A hand washing station within the space should be provided. Finishes in the space should be easy to clean, soft, resilient, and durable for shoe strollers. The space should be designed with acoustic considerations including minimizing hard acoustically reflective surfaces within the space and designing highly acoustic partitions separating it from the service hub foyer / waiting area.



Malvína Day Nursery | No Architects  
Photo by: Studio Flusser for No Architects



The washrooms are proposed to be reconfigured from male/female configuration with stalls into one family washroom designed with enough space to accommodate a stroller, baby change table, and with provisions of a bench to better serve parents with infants and young children. This allows more space to be dedicated to programmatic areas. The two existing program rooms have been reduced to one glazed-in room with a kitchen. A larger lockable storage room is proposed to hold larger items, toys, and storage bins for different programs when not in use.

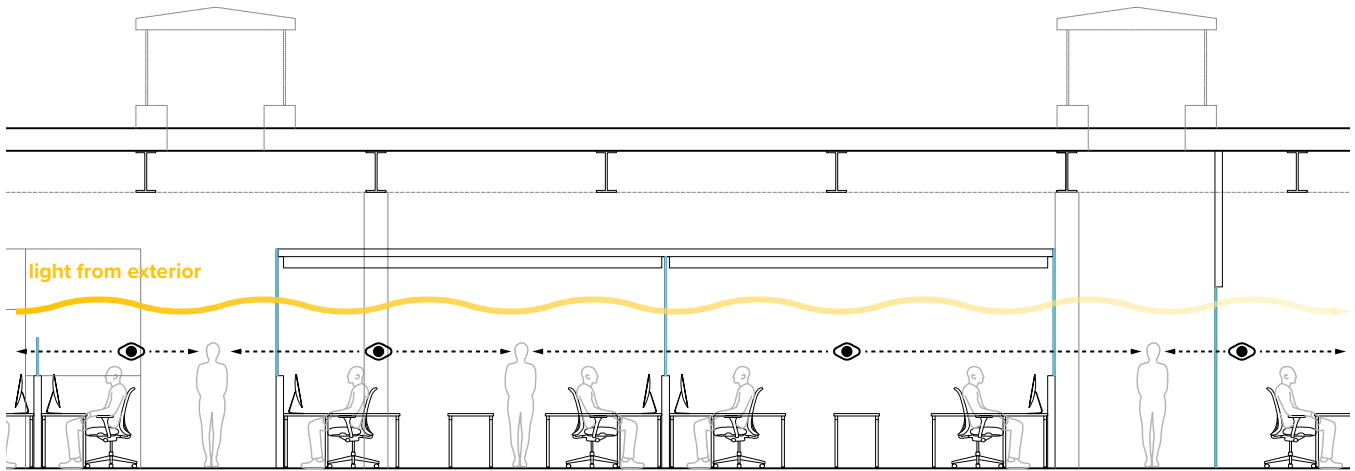
## COUNTY STAFF OFFICES

The county staff offices have two main access points. The first is an exterior staff entrance separate from the main public entrance for staff security and privacy. A second access point is to the waiting area of the service hub. Separate access is also provided to the staff side of the main service desk and the interview rooms from the staff office area.

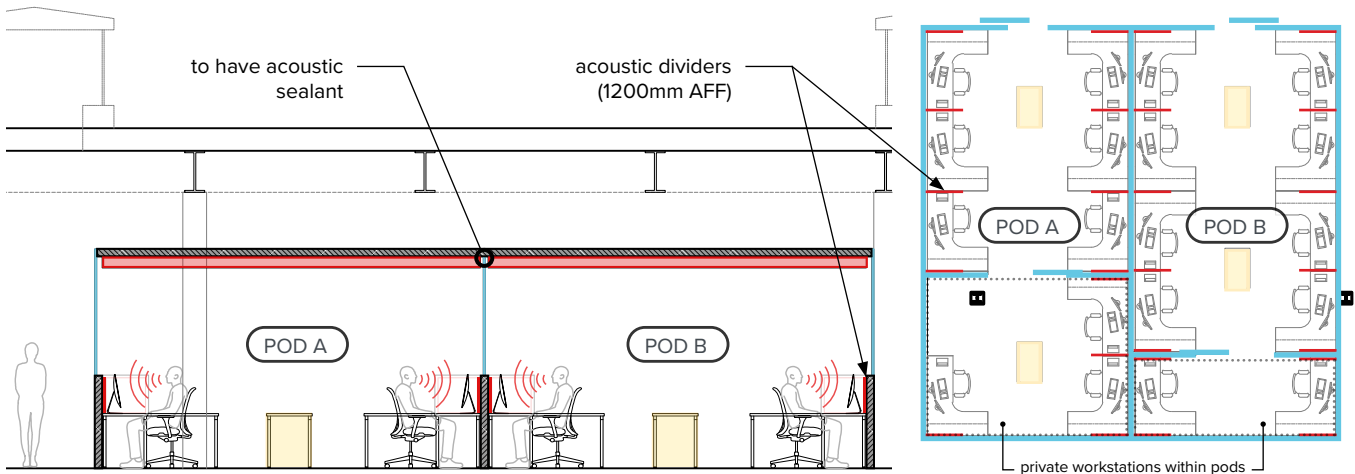
The staff offices concept design proposes a space that balances openness and privacy. Openness is achieved by maximizing the use of glazed partitions to maintain visual connectivity across the floor area and access to natural light and views. Openness is also achieved by placing introverted spaces away from the exterior wall, such as storage rooms, washrooms, small meeting rooms, and private offices. This free up the exterior glazed walls for open workstations, touch down stations, collaboration zones and lounging zones.

### Open Work Stations

Open workstations are designed as enclosed glazed pods that each house a single department. This helps foster collaboration within a single department while controlling the acoustics within the floor. The pods are glazed, allowing access to light and view through the pods to the interior of the floor plan. The workstations within the pods are designed to face away from each other, allowing staff to focus on their work when seated with little visual distraction, and to help control acoustics within the pods by directing speech over the phone towards an absorptive partition. The absorptive partition should be designed so that no opaque surface extends above eye level when seated around 1200mm, making the partition high enough to absorb sounds but low enough to allow for visual connectivity. It is also recommended to have acoustic dividers / pin up surfaces between the desks side by side but for the dividers to be no more than 700mm deep. These dividers also allow for acoustic absorption, create privacy for each work station, and allow staff a space to modify their work space. While creating provision for individual work, the pods should also be designed to foster collaboration within the department, this is proposed by creating wide enough pods to allow for movable collaboration tables to be lined up centered between the two rows of desks. This gives staff the opportunity to pull up their task chairs to the tables and create meeting tables of various sizes depending on the task.



**Working Pod Light + Sightline Diagram** | drawing scale 1:100



**Working Pod Finishes Diagram** | drawing scale 1:100

- opaque material
- glazing
- absorbent material
- collaboration zone

Each department pod may also be designed with quiet/private offices separated by sliding doors. This allows for some workstations to have higher levels of privacy for tasks that require it.

**Hotel Workstations and Offices**

During the visioning and programming exercise it was established that a hybrid working model is going to be adopted by the County moving forward. Each department identified current and future requirements for open workstations to be accommodated for staff who primarily work out of the office on a more regular basis. For remote staff who may occasionally come in to work in the office, hotel workstations are provided. The hotel workstations are available for use as needed and are not dedicated to specific staff members or specific departments. A variety of work styles are provided for hotel stations with the majority laid out as open desking workstations near the glazed perimeter. For remote staff who may require quieter working conditions, a few enclosed spaces containing touchdown workstations are provided.

### Private Offices

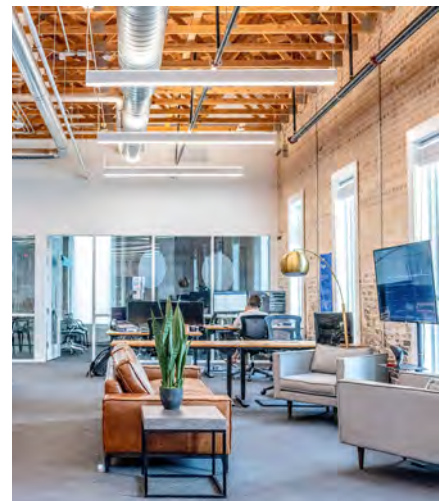
Some departments or certain job titles within a department were identified as requiring dedicated private offices for their use. In some cases those offices may accommodate several workstations belonging to a single department. These offices have been placed away from exterior walls with windows and are proposed to be separated from one another with solid partitions. In order to maintain access to natural light and view into these offices, it is proposed that the partition facing the open office floor be glazed.

### Collaboration Zones and Meeting Rooms

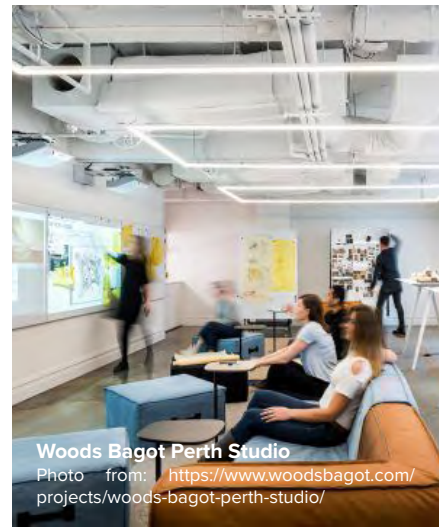
The layout also allows for departmental and cross departmental meetings to take place outside dedicated pods. A few settings are proposed for these meetings and collaborations: a board room, small meetings rooms, and informal collaboration zones.

A main boardroom is designed as a multipurpose space with the ability to for larger meetings to take place. The furniture in the board room should be flexible and modular. The board room should be set up to allow for hybrid in-person and remote meetings to take place simultaneously and seamlessly. The room should have multiple monitors to display presentation material and remote attendees simultaneously, and have multiple cameras as required to fully capture a meeting for remote attendees. Flexible power access is also required within the room along with movable white boards. The board room should also contain a service counter or kitchenette within it.

Smaller private meeting rooms are provided for smaller groups to meet in an acoustically controlled space. The small private meeting rooms should be set up to allow for hybrid in-person and remote meetings to take place simultaneously and seamlessly. The meeting room should accommodate up to four people for collaboration, and have flexible furniture, power access, white boards and wall mounted screens and cameras for hybrid collaboration meetings.



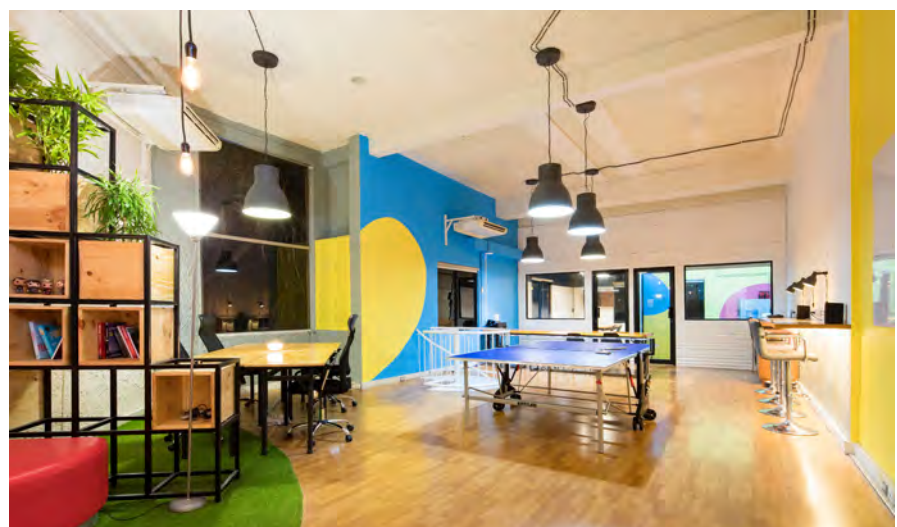
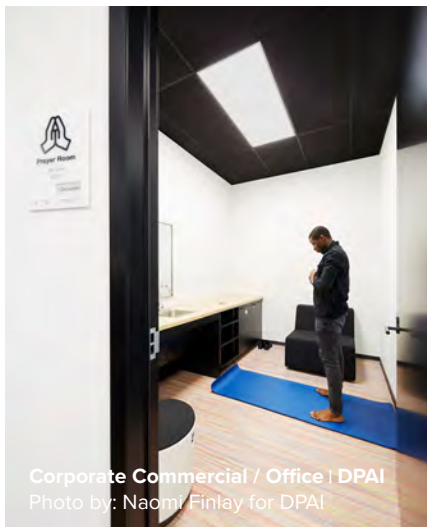
For informal impromptu and brainstorming meetings, a couple of open collaboration zones are proposed. The first one features meeting booths with soft seating where up to four individuals may meet and collaborate. The furniture selection for this collaboration zone should include booth-like seating that dampens the sounds of the conversation taking place in this zone. The other type of collaboration space features movable meeting tables and chairs with movable whiteboard and bulletin boards. This collaboration zone is adaptable and may be reconfigured to allow for meetings of 2-16 people to take place.



### Staff Lounge and Kitchen

The Staff lounge and kitchenette is proposed as a glazed-in area that acts as a social space and gathering spot for staff. The lounge is also the main point of arrival from the staff entrance so provisions for staff lockers in this space is proposed. The lounge is proposed to have different seating options such as soft lounge seating, café tables, and a large harvest table. The kitchen is proposed to contain a large fridge to provide staff with the option to bring in lunches. The kitchen should accommodate coffee brewing equipment, a microwave, a toaster oven and a space to accommodate vending machines with healthy offerings. A water bottle filling station should also be provided in this space.

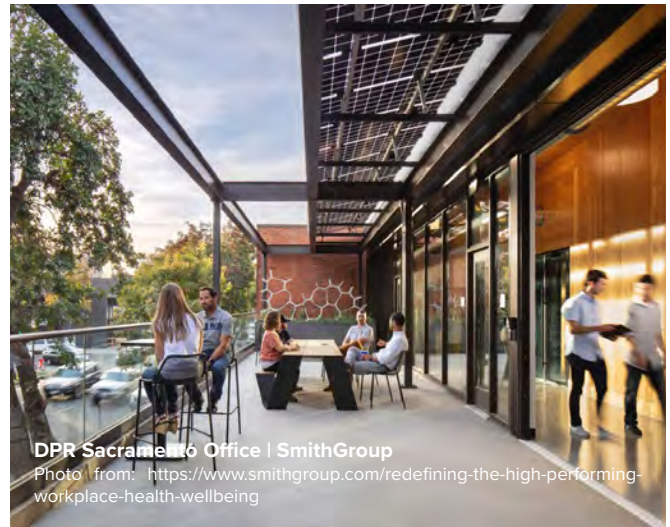
A quiet resting room is proposed within the lounge as a separate acoustically sealed space. This room should contain comfortable furniture and be a space where staff may meditate, pray, or nap.





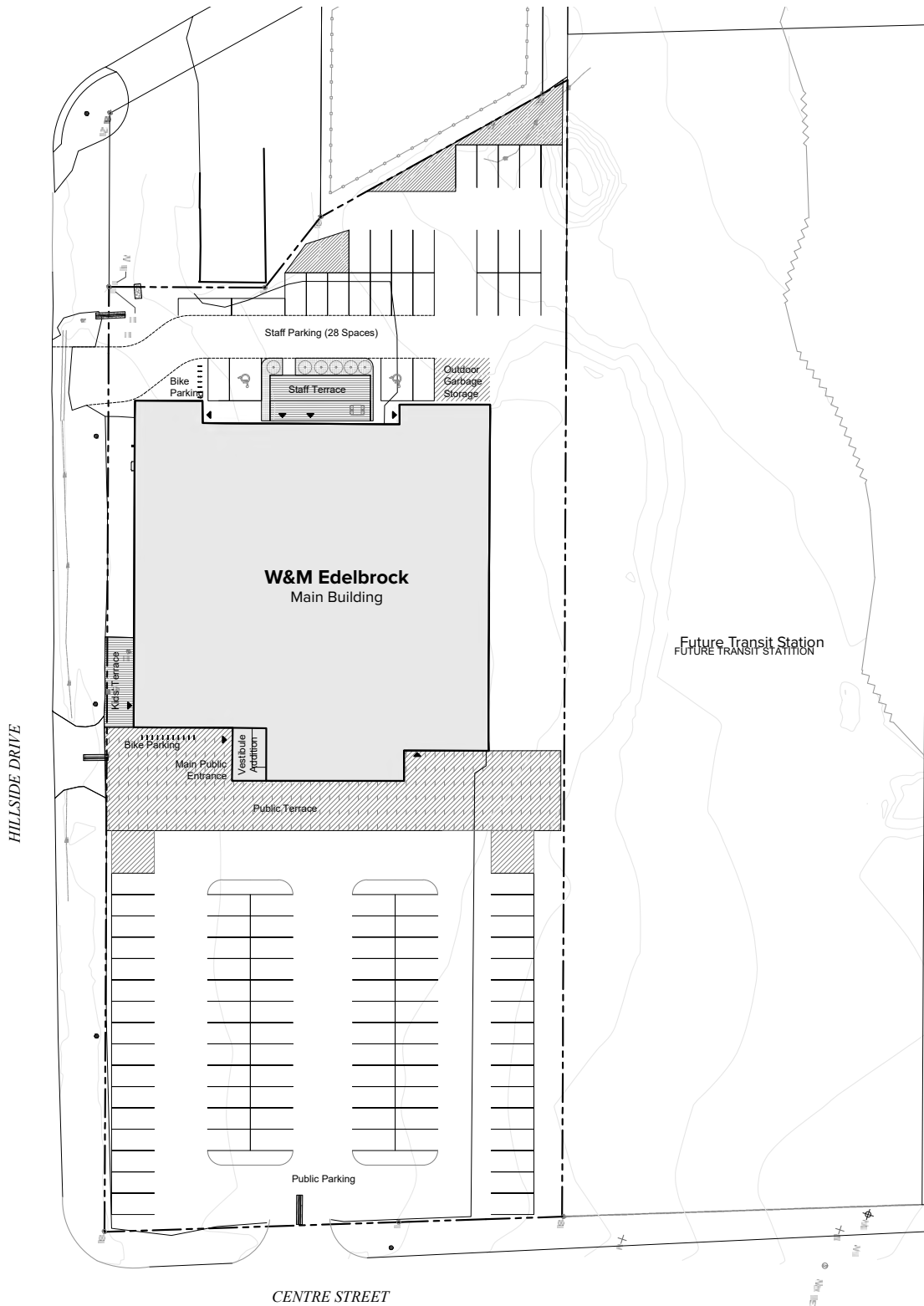
## Outdoor Terrace

An outdoor staff terrace is proposed off the kitchen and lounge area and acts as the main point of arrival leading to the staff entrance. The terrace may be used by staff for social activities, decompressing, or even as a space with capabilities for working outdoors. The terrace should be carefully design to shield views from the parking lot, with high hedges and plants creating vertical visual barriers. A portion of the terrace is proposed to be covered with a canopy for shading and protection from precipitation.

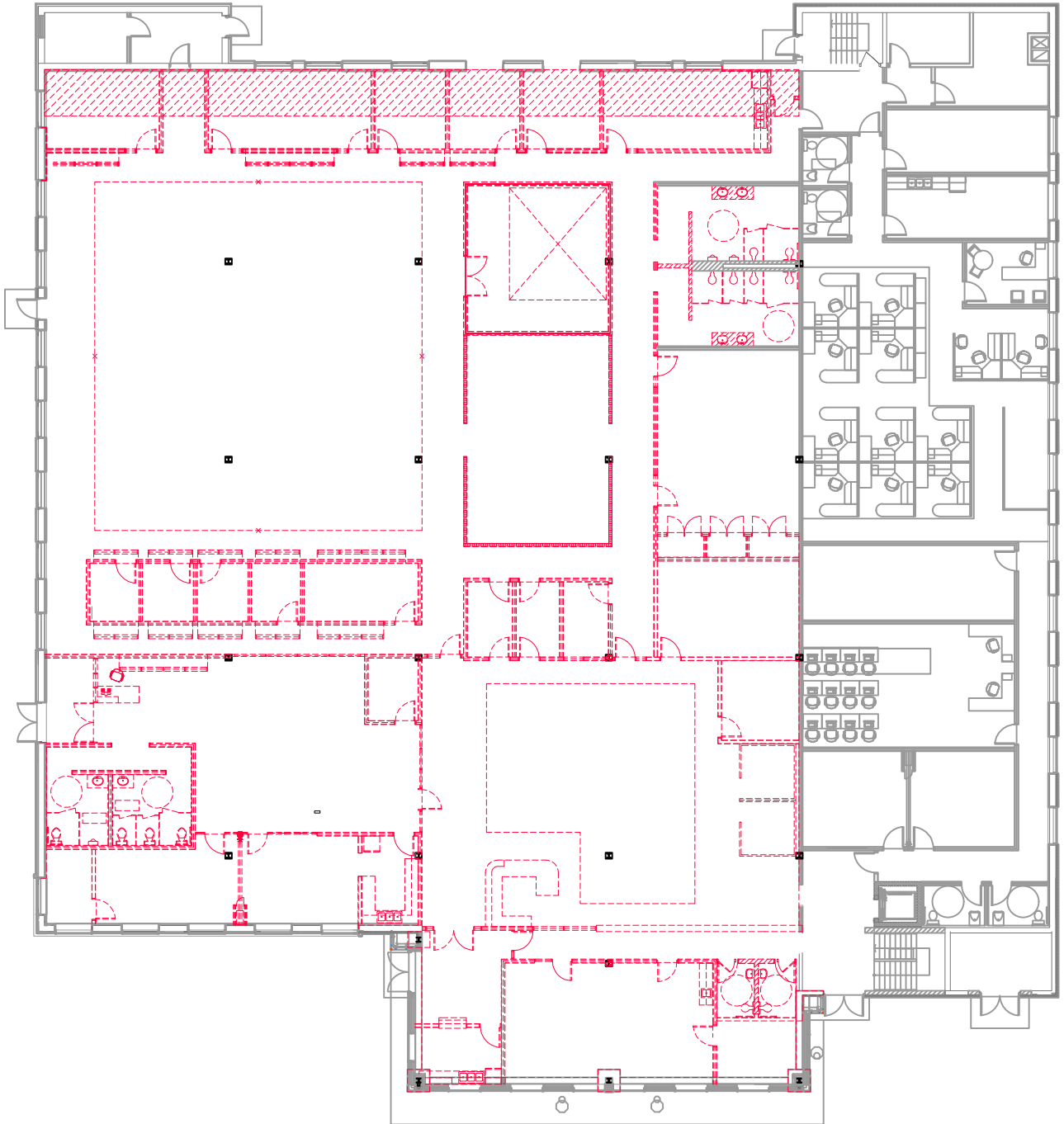


## Washrooms

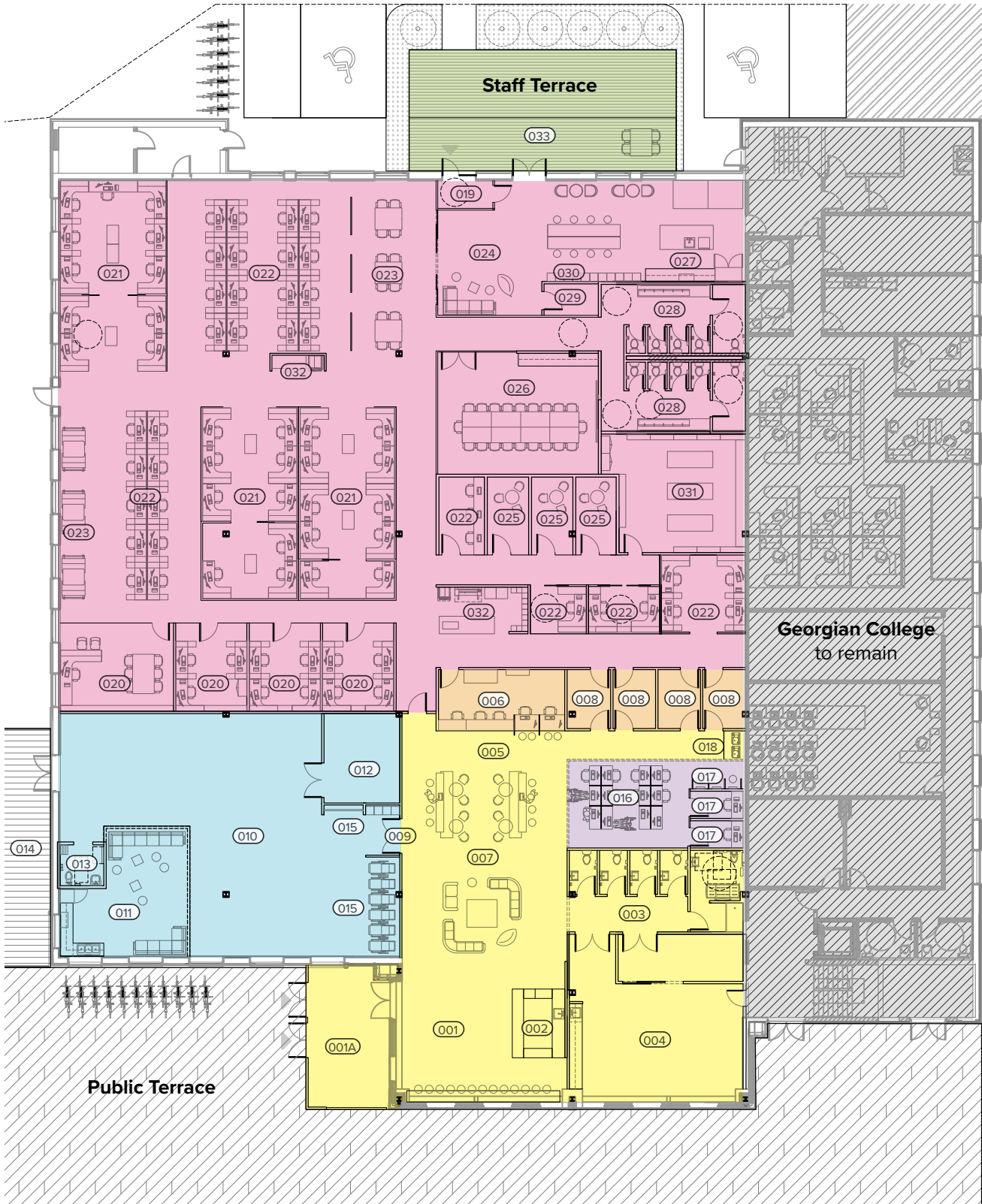
Gender neutral washrooms are proposed in the same location as the current washrooms to minimize extensive renovation costs incurred by plumbing. The toilet stalls are proposed to be replaced with fully framed partitions and full doors for maximized privacy. The sinks are shared and proposed to have generous countertop areas for freshening up.



Proposed site plan - Edelbrock | drawing scale 1:750



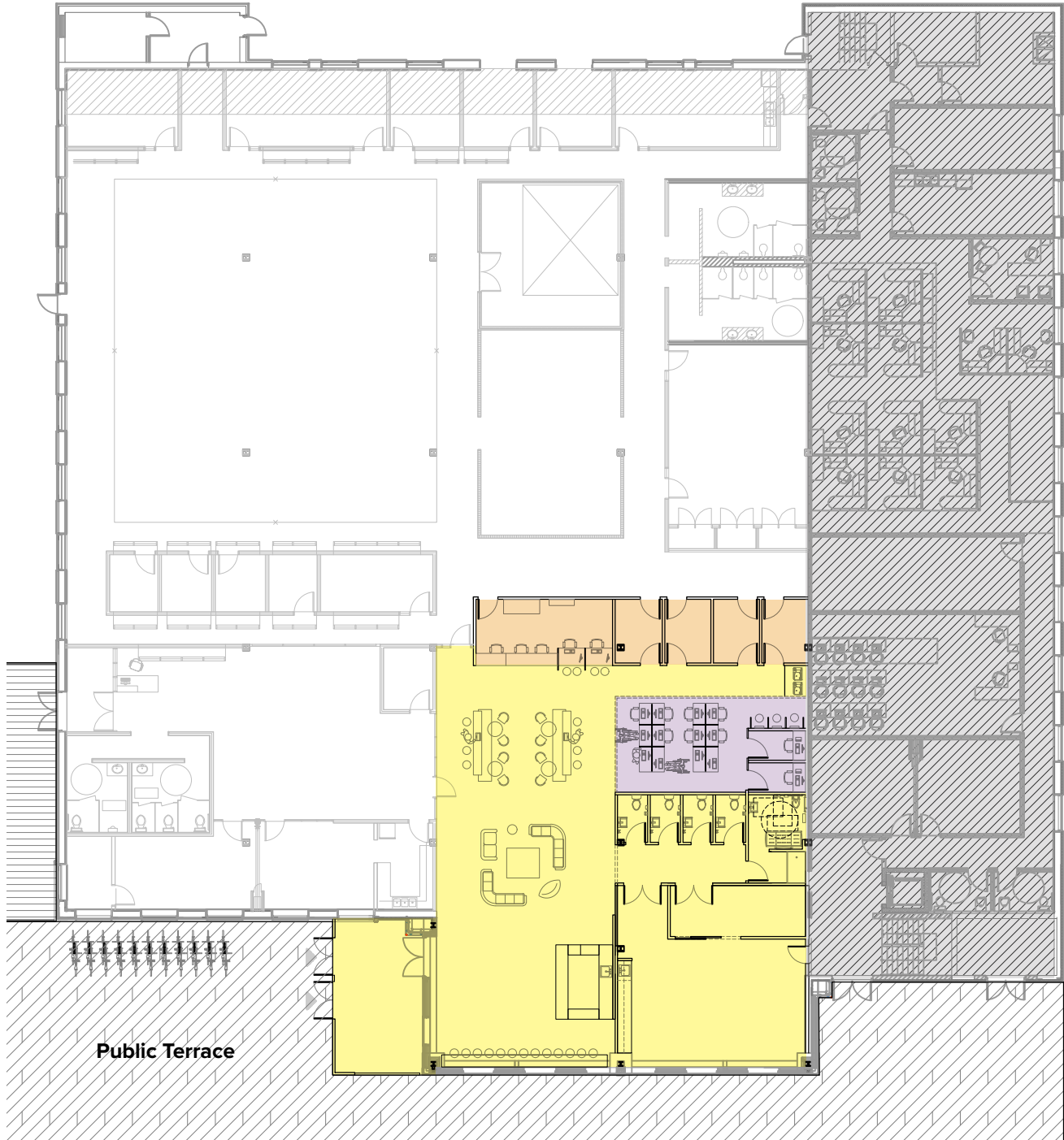
**demolition plan - Edelbrock ground level** | drawing scale 1:300



 **proposed space plan - Edelbrock** | drawing scale 1:300

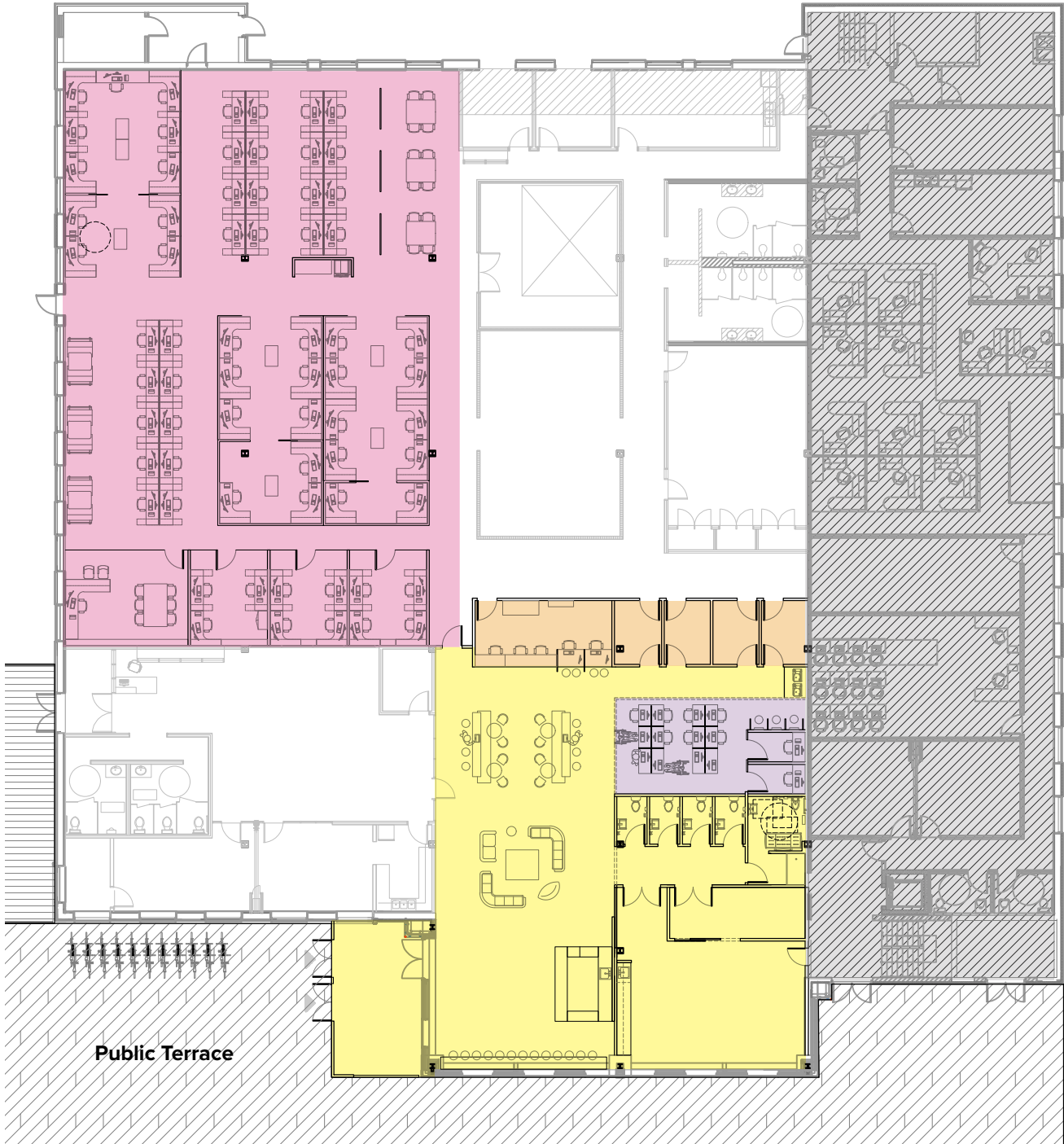
## 5.3 Construction Phasing - Service Hub

The proposed renovations to the Edelbrock Centre are proposed to be phased into 4 separate construction projects. This will allow the service hub to continue operating while undergoing the proposed renovations. This also allows for phases to proceed as funding is available for each project.



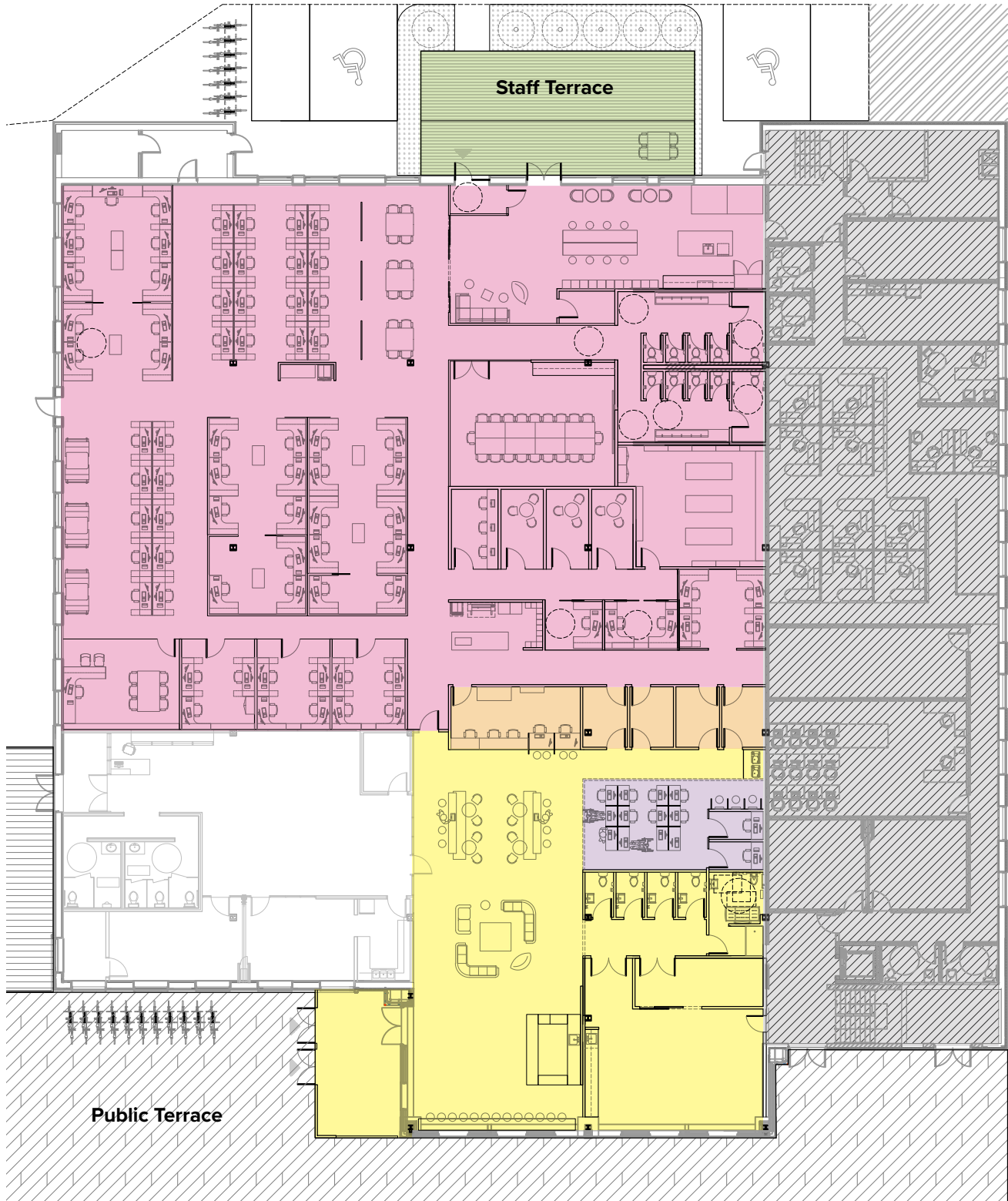
### PHASE 1: SERVICE HUB AND ERC

Renovations only in the areas highlighted in yellow, purple and orange including site work on the south. The rest of the space will remain as it exists today.



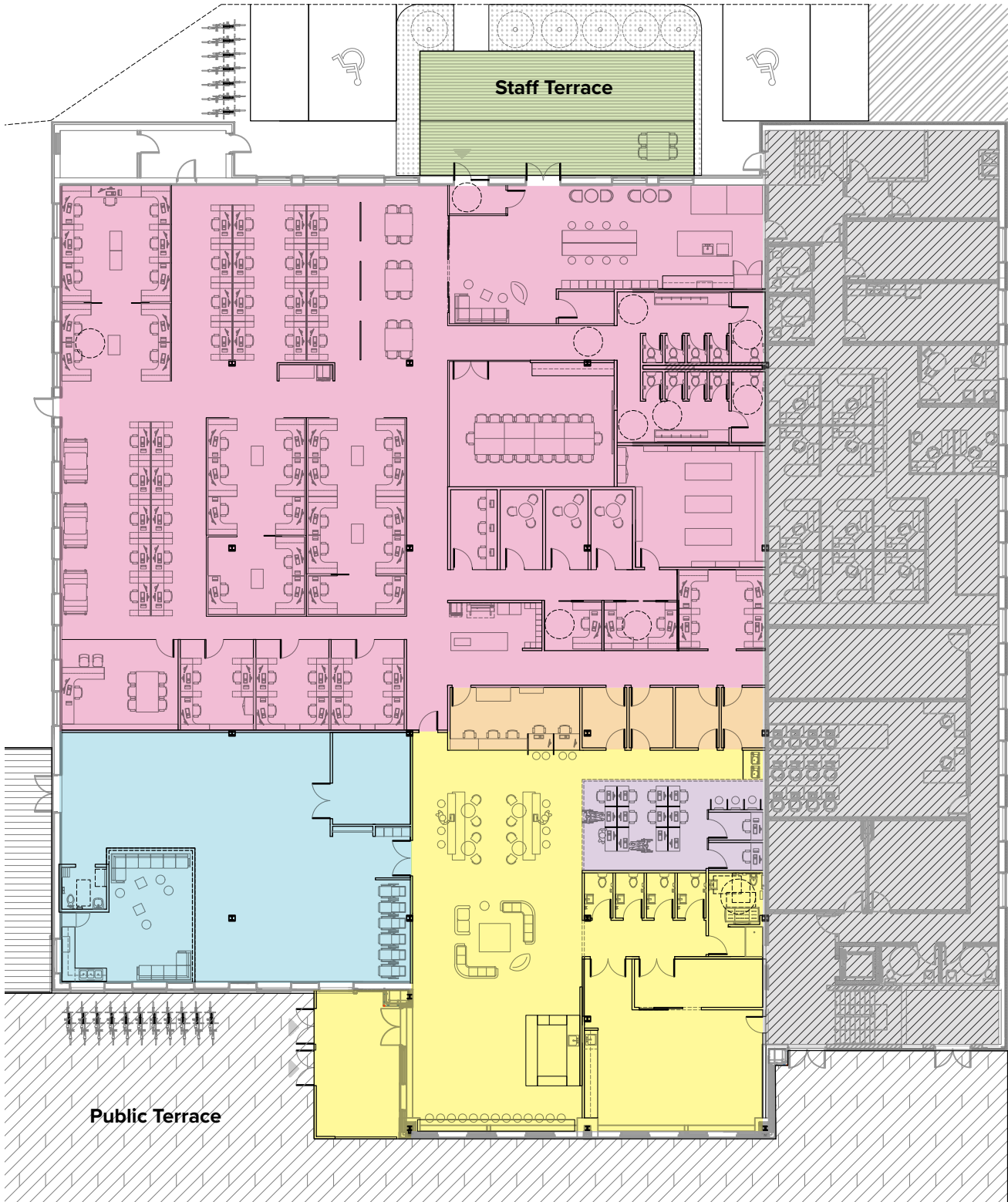
**PHASE 2: STAFF AREAS – WORKSTATIONS ONLY**

Renovations only in the areas highlighted in pink. The rest of the staff areas will remain.



**PHASE 3: STAFF AREAS – BOARD ROOM, PRIVATE MEETING ROOMS, ADMIN AREA, LOUNGE, WASHROOMS, AND STORAGE**

Renovations to the remainder of the **staff space** including site work on the north.



**PHASE 4: EARLY ON**

Renovations to the EarlyON highlighted in blue including outdoor area to the west.





## 5.4 Space Planning - Council Chambers

### COUNCIL CHAMBERS

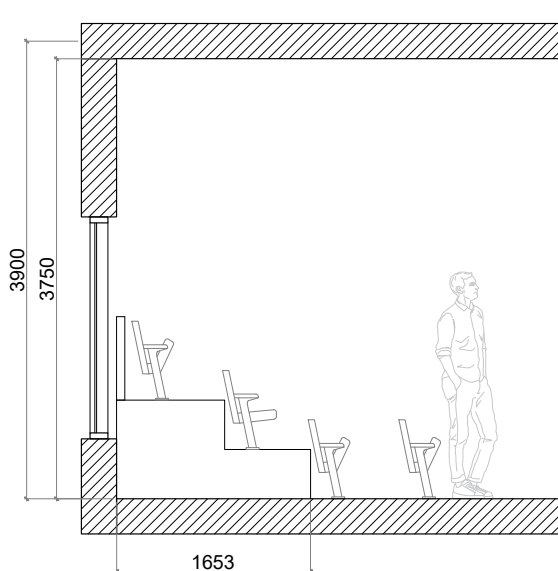
The council chambers are proposed to be accommodated in the previous location of the administrative offices on the second floor of the 2011 addition of 55 Zina Street. The main council chamber is designed to accommodate a meeting space for councilors, senior management, and staff, along with a speaking podium for delegations. The space also features an accessible viewing gallery for members of the public. The design proposes raising the existing ceiling as much as possible or even considering exposing the existing structure and repainting it while ensuring proper acoustic performance of the space.

The council chambers should be fitted out to allow for seamless presentations by delegations with large presentation screens placed around the space so both council and members of the public can easily view the presentations. The chamber should also be designed with adequate cameras and technology to allow council meetings to be streamed online for remote viewing. The space should be carefully designed to perform well acoustically both within the space and to minimize sound transfer beyond it.

An overflow space has been designed to allow members of the public to view the council meetings on site when the gallery is full. The breakout room is designed adjacent to the space with a seating area and standing with large monitors and/or presentation screens that display a livestream of the council meeting.

A breakout room has been designed adjacent to the council chamber as a resting area for staff and council outside session times. The space should have lounge furniture and furniture solutions for meetings amongst council members. The breakout room should include a kitchenette with a fridge and adequate counter space to serve refreshments. The breakout room and council chamber are designed to the breakout room may be accessed by council without the need to cross public spaces.

Existing washrooms from the office and the existing kitchenette are to remain to serve the functions of the council chamber.



**section view of bleachers/ceiling heights**



**telescopic bleachers**  
image from Audience Systems

## Other uses

Council meets once a month, so to make better use of the space, it should be designed with flexibility in mind to allow for its use as a multipurpose leasable space for events, meetings, and larger gatherings. The council, staff, and delegation meeting tables, chairs, and podiums should be modular and movable, so they be stored away when not in use or needed. The gallery bleacher seating at the gallery should have the ability to be folded away when not in use. Power should allow for flexibility with adequate floor boxes that correspond to the furniture layout of the council meeting and enough perimeter power to accommodate a variety of events.

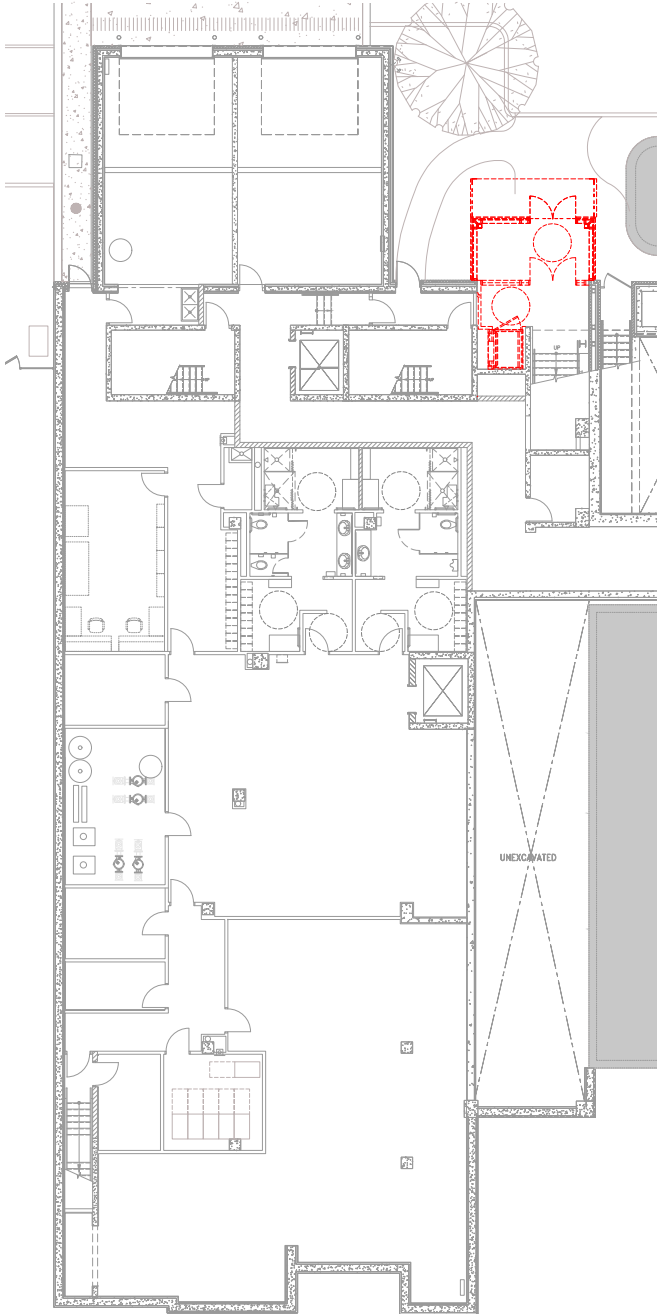
## ELEVATOR ADDITION

Accessibility from the parking lot accessed from the basement level to the proposed location of the council chambers is currently disjointed and requires the use of a limited use limited application LU/LA elevator from the basement level to level 1 and then a full-service elevator connecting level 1 to level 2. The LULA elevator currently requires a member of the facilities department to operate it, often resulting in long waiting times before a member of the public may be helped. Option 1 proposes a new elevator addition on the north side of the building in the parking lot to achieve true accessibility from the parking lot to all levels of 55 Zina. The proposed elevator is exterior to the footprint of the building in the location of the current vestibule. This location was chosen to minimize extensive modifications to the existing structure. The construction of a new vestibule is also proposed as part of this work. The elevator may be designed to receive similar masonry cladding to match the existing building, and could feature signage for the building. Alternatively, option 2 proposes upgrading the existing LULA elevator to a modern design with a larger cab size and that allows independent user control of the lift.

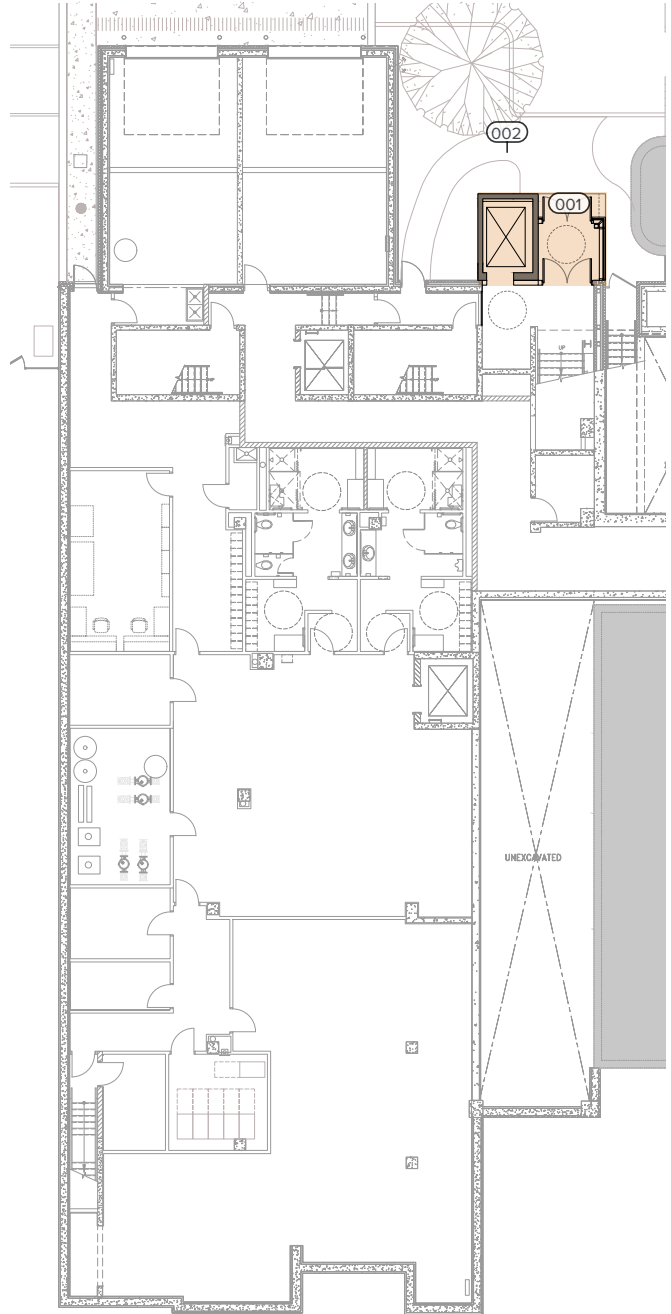


Render of exterior elevator mass

## OPTION 1: ELEVATOR ADDITION + COUNCIL CHAMBERS RENOVATION

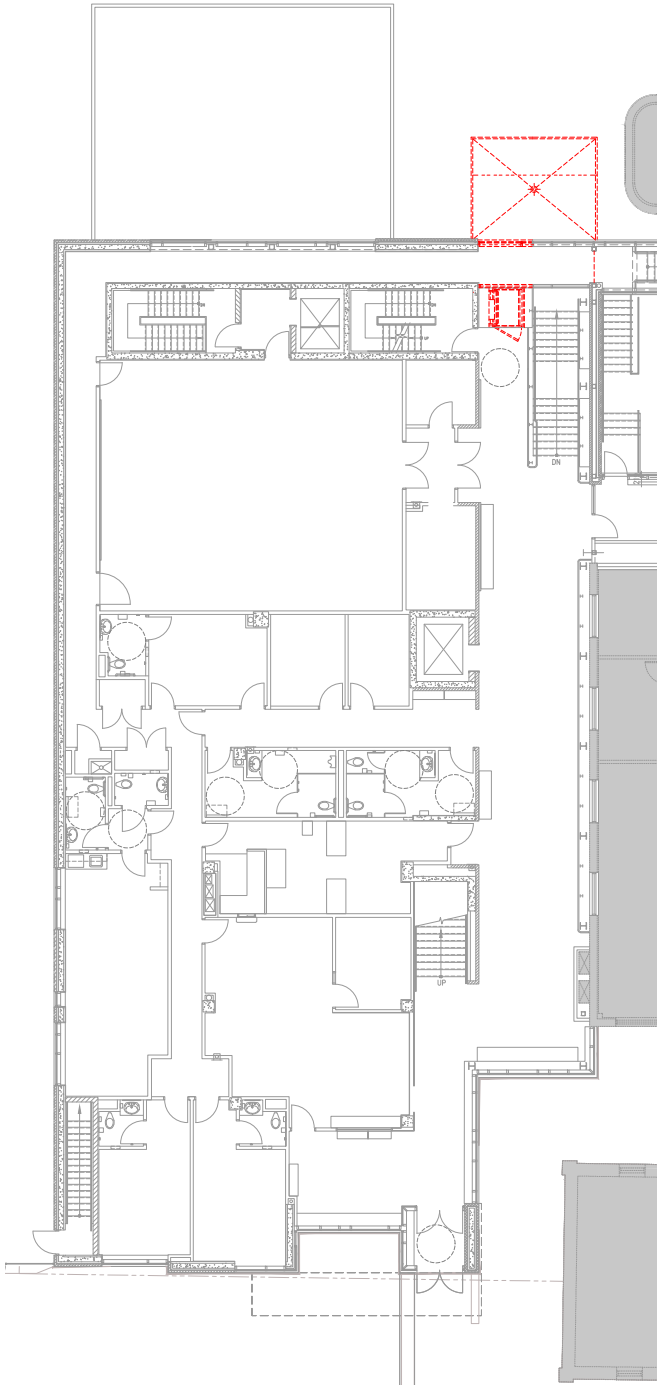


demolition plan - Basement Level  
drawing scale 1:300

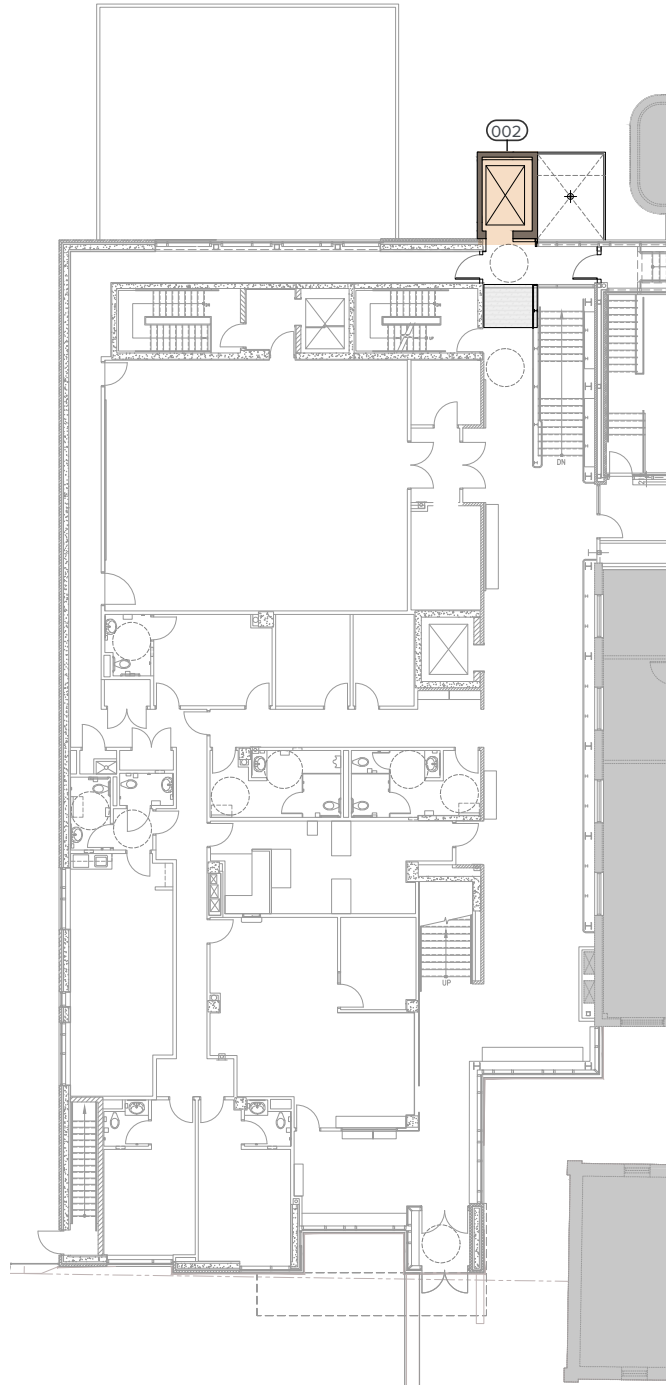



elevator option - Basement Level  
drawing scale 1:300

**OPTION 1: ELEVATOR ADDITION + COUNCIL CHAMBERS RENOVATION**

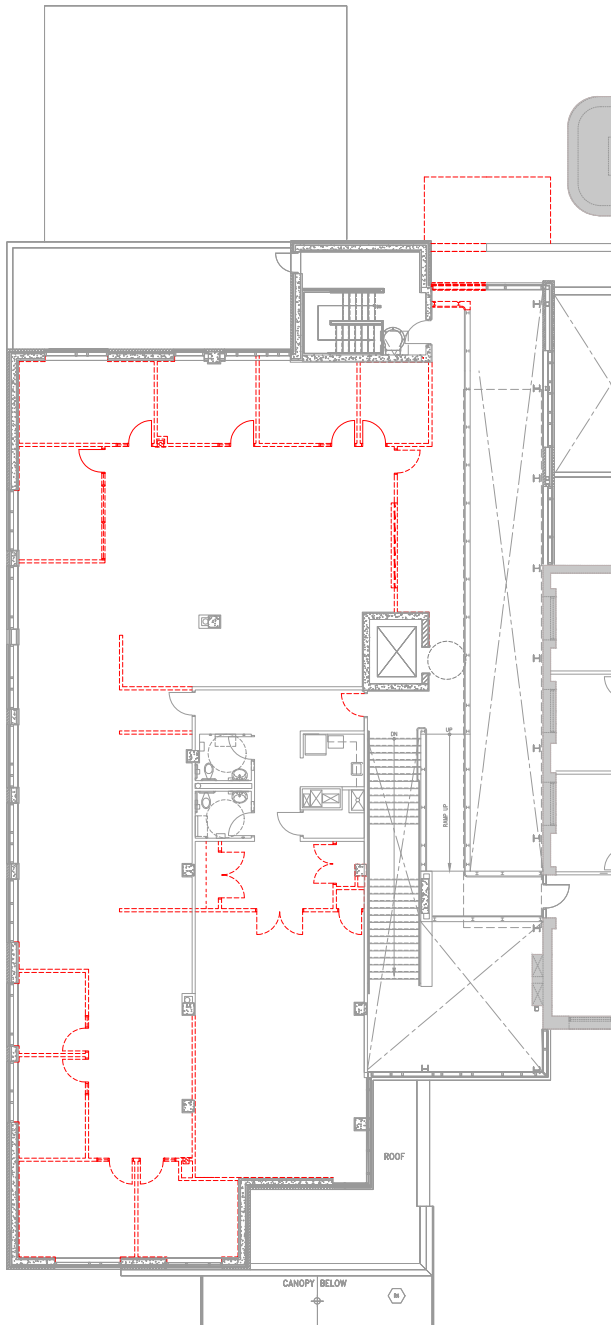



 **demolition plan - Level 1**  
drawing scale 1:300

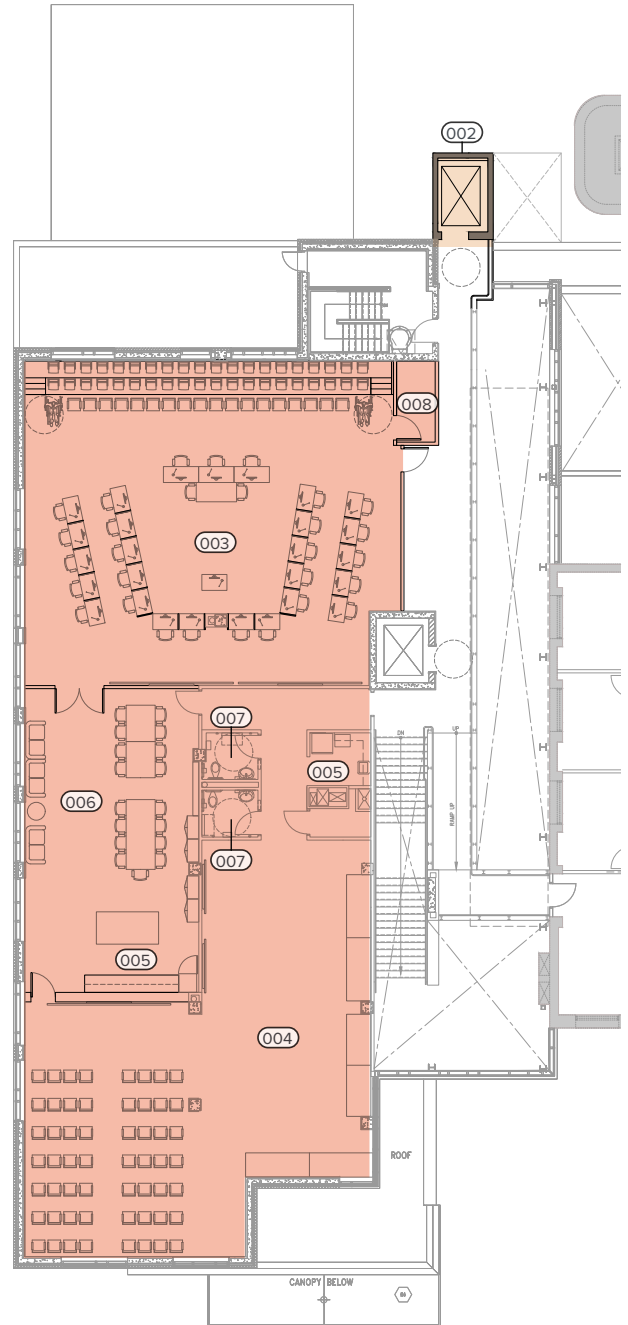



 **elevator option - Level 1**  
drawing scale 1:300

**OPTION 1: ELEVATOR ADDITION + COUNCIL CHAMBERS RENOVATION**

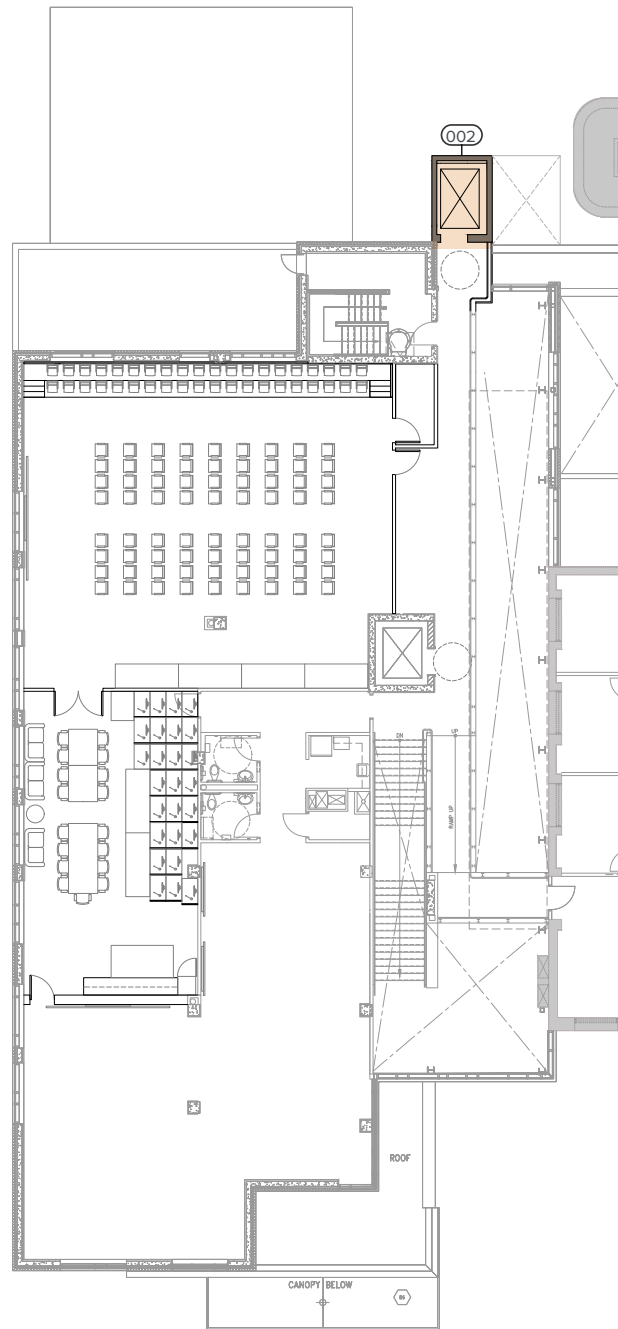


 **demolition plan - Level 2**  
drawing scale 1:300



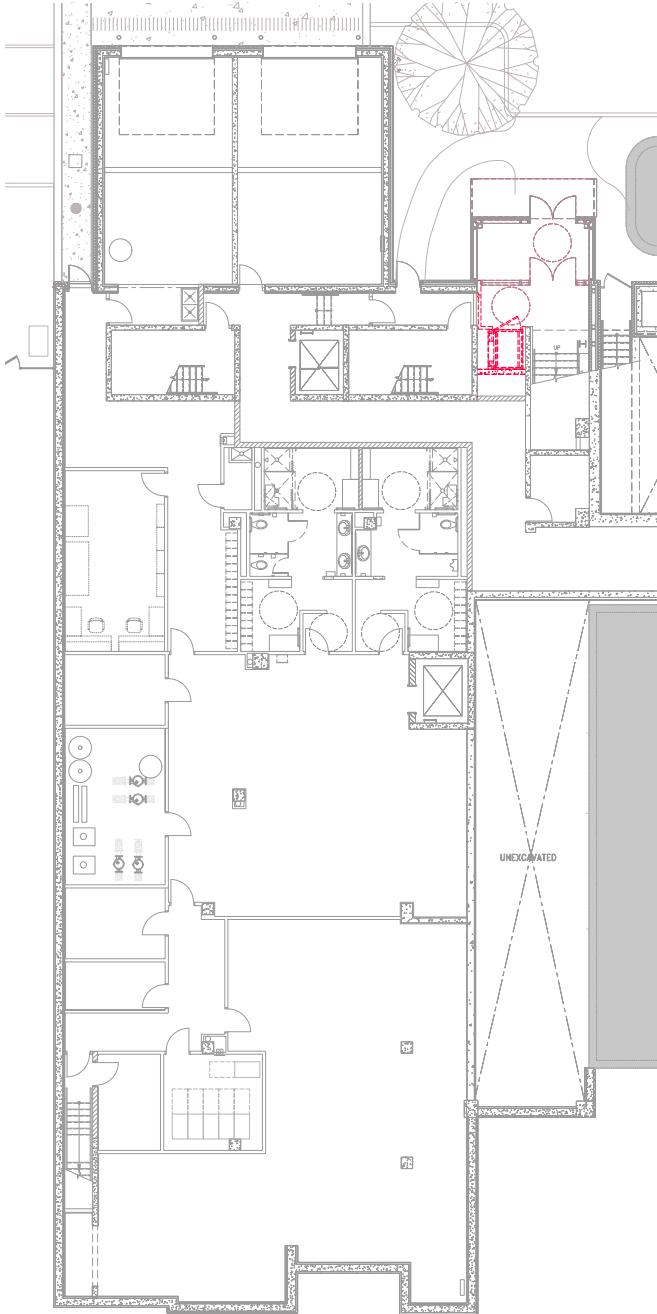
 **elevator option - Level 2**  
**council chamber layout**  
drawing scale 1:300


**OPTION 1: ELEVATOR ADDITION + COUNCIL CHAMBERS RENOVATION**

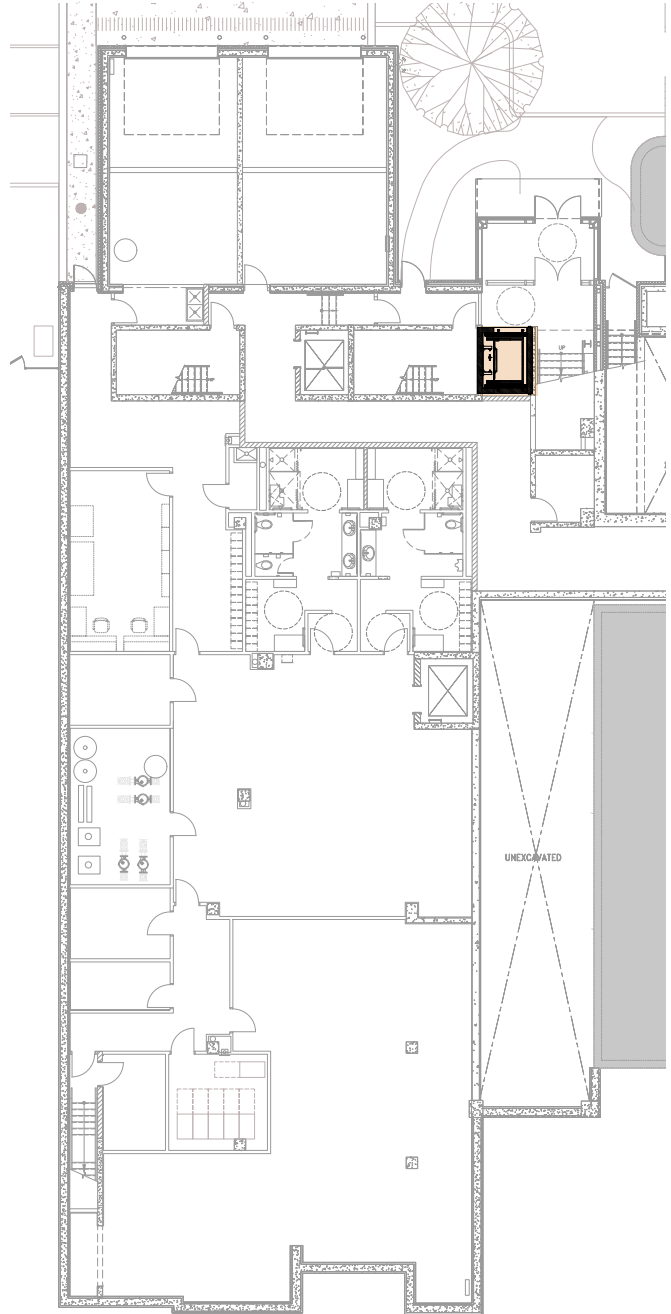



**Elevator Option - Level 2**  
**alternative multipurpose room use layout**  
drawing scale 1:300

## OPTION 2: LULA RENOVATION



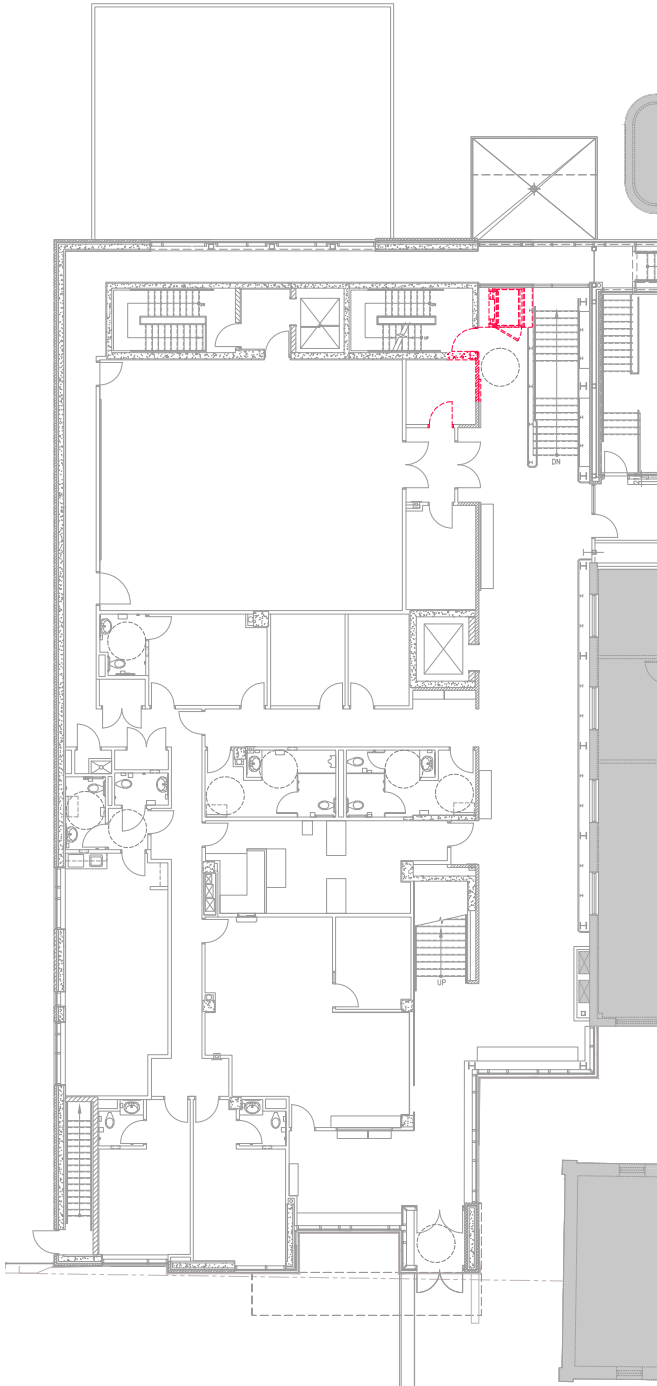
 **demolition plan - Basement Level**  
drawing scale 1:300



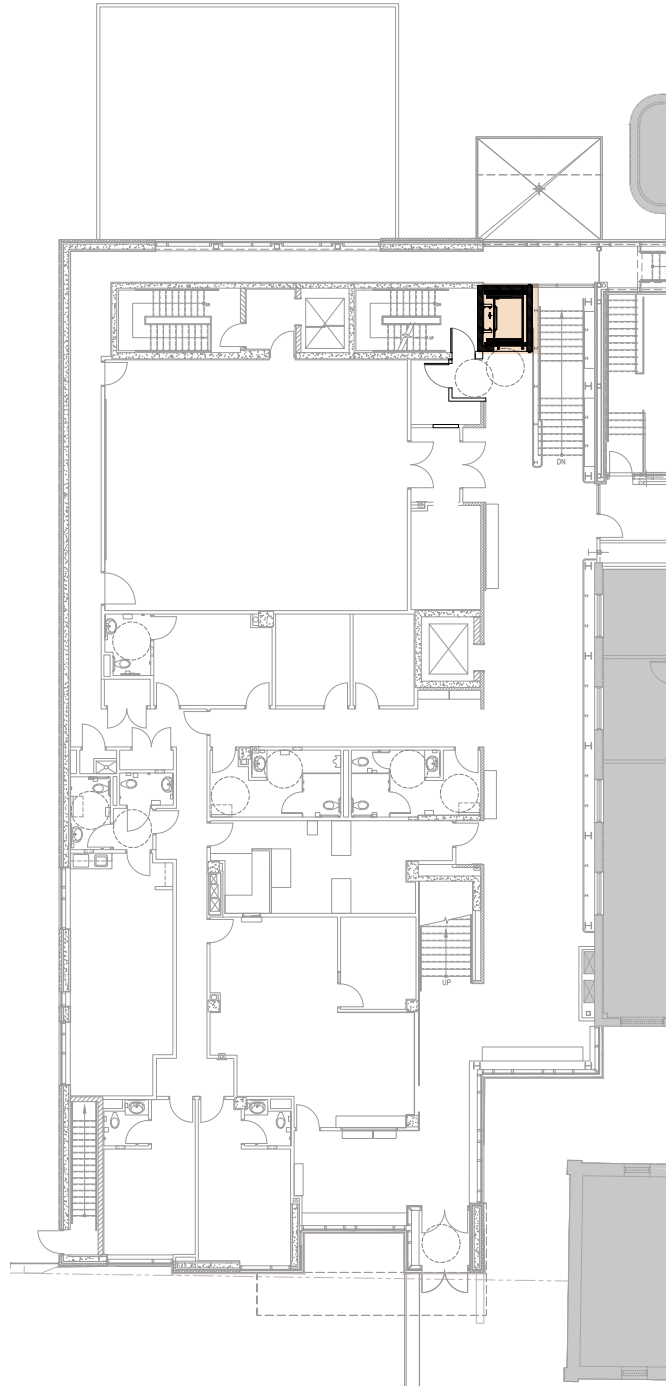
 **LULA option - Basement Level**  
drawing scale 1:300




**OPTION 2: LULA RENOVATION**

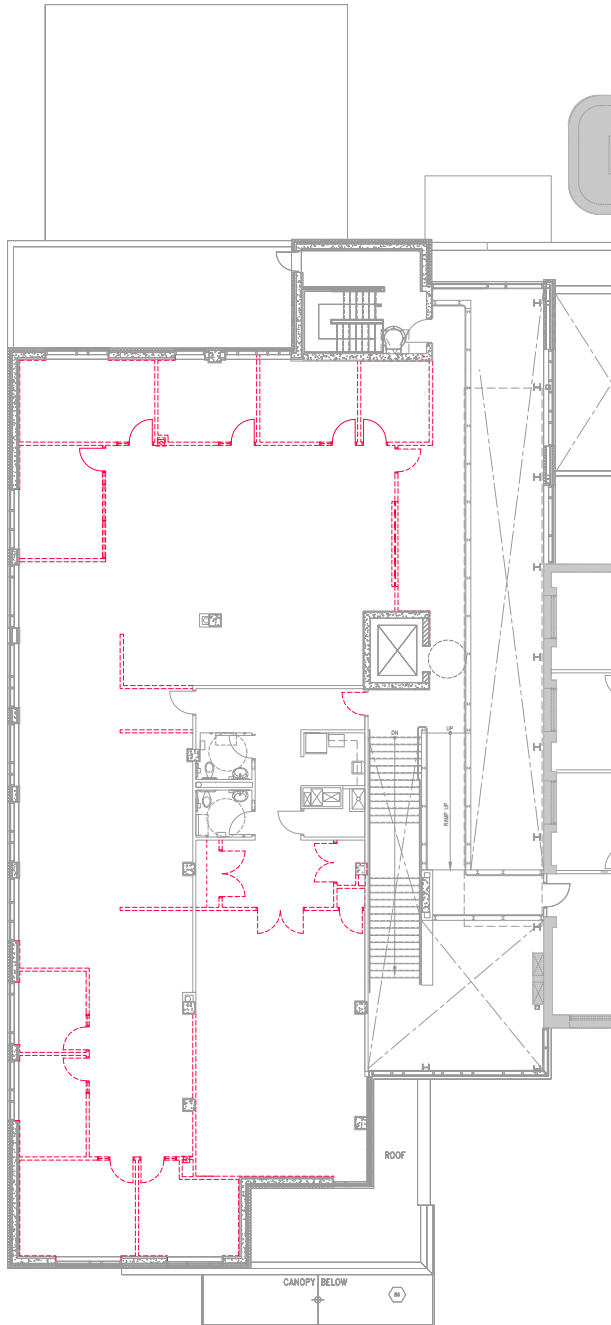



 **demolition plan - Level 1**  
drawing scale 1:300

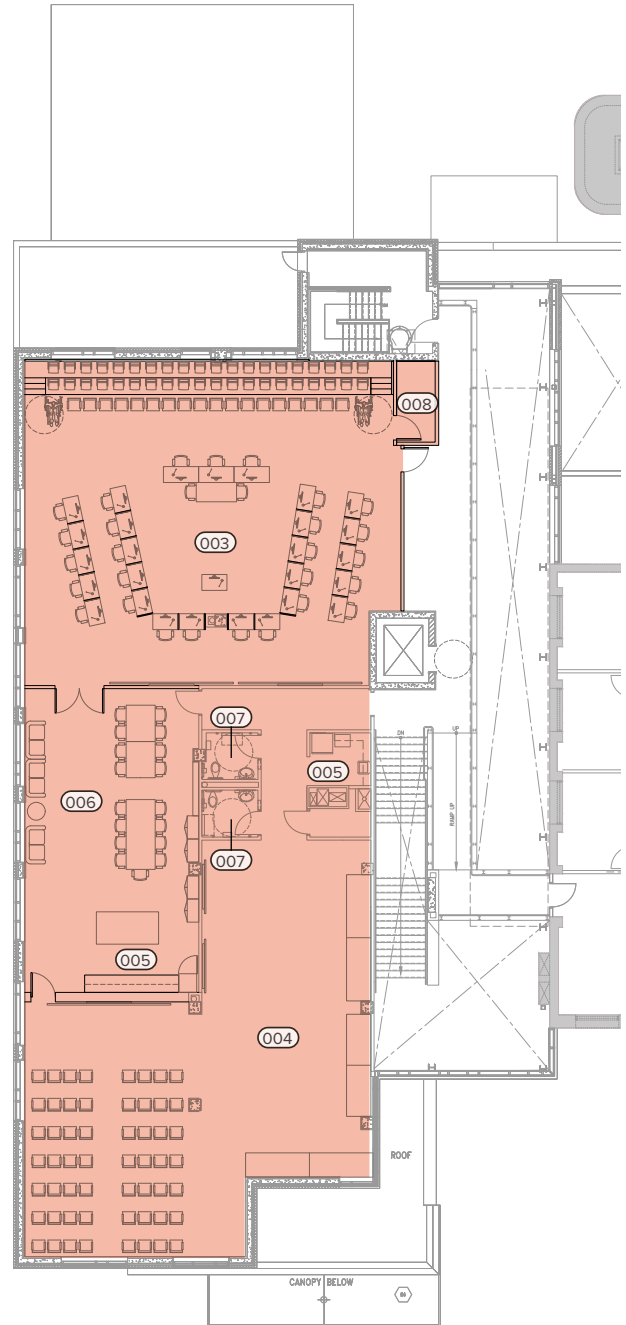



 **LULA option - Level 1**  
drawing scale 1:300

## OPTION 2: LULA RENOVATION



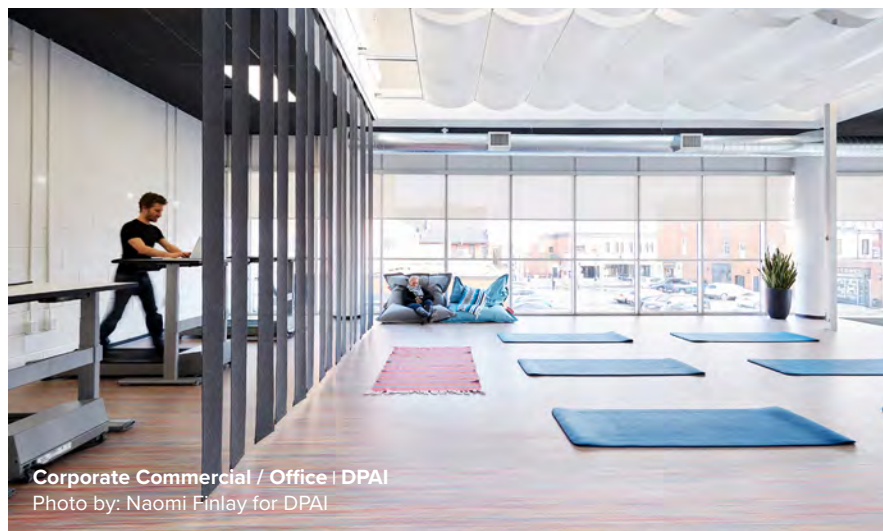
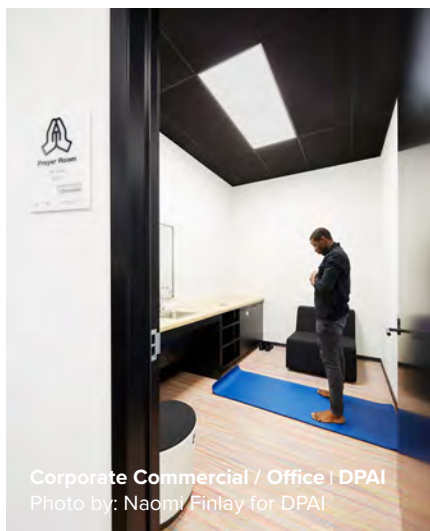
 **demolition plan - Level 2**  
drawing scale 1:300



 **elevator option - Level 2**  
drawing scale 1:300



## 5.5 Sustainability and Wellness



The concept planning exercise has incorporated Sustainability and Wellness aspects that address many of the identified priorities discussed in the Visioning section. As previously noted, the scope of the current project is limited, therefore strategies that would address some of the identified priorities are outside of the project scope. Some of these would be required to be addressed in the design development phase, and many others would need to be addressed by implementation of operational programs and policies, some of which could be initiated even before the current project proceeds if these are judged to be feasible by Dufferin County.

As the current project mainly addresses improvements at the W+ M Edelbrock Centre, this building is the main focus of the following discussion, with some discussion of the redesign of the Council Chambers at the Zina Street Courthouse Complex.

### PHYSICAL HEALTH

Some elements of the built environment that typically address physical health include ergonomics, lighting, amenities to encourage active commuting, design for physical activation of occupants, as well as water quality and indoor air quality.

Within the concept plans the following elements address aspects of physical health at the E+M Edelbrock Centre:

- Bike racks have been provided for staff and visitors to support healthy options to travel to the building;
- Access to a shower has also been provided to support cyclists and other active commuters;
- Concept space planning improves access to natural light, which supports good visual acuity and reinforces circadian rhythm to improve sleep quality;
- Availability of new outdoor space promotes access to fresh air and natural light;
- Replacement of lighting is anticipated which will improve lighting quality for visual acuity and comfort;
- Design is anticipated to provide improved acoustics aligned with each space type;
- Existing HVAC equipment has been assessed and healthy levels of ventilation will be implemented through distribution design and balancing;
- New lighting will be added throughout the space and dimming control in certain rooms;
- Access to drinking water has been provided for in staff kitchen, foyer café and EarlyON centre; filtered water may be considered due to hard water supply;
- Kitchen space and refrigeration for staff to support healthy eating options; vending machine may also include healthy options;
- A Café is incorporated in the foyer which could improve access to healthy food options if menu items are offered accordingly.
- Other aspects to be considered for future project phases include:
  - Ergonomic furniture which may include sit-stand furniture systems; supported with in-person assessments and information resources to support users;
  - Indoor air quality and water assessments; which may include pre-occupancy and re-testing on a periodic basis such as annually or quarterly;
  - Implementation of a green cleaning program and integrated pest management program to reduce contaminants in the indoor air.

The scope of the Council Chamber redesign at the Zina Street Complex is quite limited, but the following elements align with physical health priorities:

- New rooftop unit to provide healthy levels of conditioned fresh air;
- New lighting throughout the space and dimming control in certain rooms;
- Acoustic treatment for ductwork to limit background noise and other acoustic considerations.

## MENTAL HEALTH

Some elements of the built environment that typically address mental health include biophilic elements, artistic elements, acoustic privacy, spaces that accommodate flexible working styles, and spaces designed to accommodate recreation and restorative breaks from the workday.

Within the concept plans the following elements address aspects of mental health at the E+M Edelbrock Centre:

- Natural Light – the concept plan has maximized the regularly occupied areas with perimeter zones which have glazing; non-occupied or less frequently areas have generally been moved toward the interior areas where there are no windows; access to natural light been linked to improvements in mental health indicators;
- Welcoming design/ambiance – this is addressed through an improved foyer, staff lounge area and informal collaboration spaces; this will help address the ‘grey’ factor mentioned in the staff surveys and discovery sessions especially if enhanced with a welcoming colour scheme ;
- Designated quiet spaces which allows staff to spend a few moments to mentally recharge or focus quietly on specific tasks;
- Provision of an outdoor area for staff to connect with the surroundings which has been shown to improve mental health;
- Acoustic privacy in open office area by incorporating sound masking system.

For both the E+M Edelbrock Centre and Zina Street Complex Council Chamber, other aspects to be considered for future project phases include:

- Wellness prioritized in choices of finishes (materiality types and colours);
- Furniture that supports comfort in informal collaboration and lounge areas;
- Incorporation of artistic elements and/or indoor plants and other biophilic elements.

Some of the other elements indicated in the discovery sessions would rely on operational phase programs or policies, including: Work/life balance, Self-care, Pet friendly and Fun.



## INTERACTIONS

The concept design for the E+M Edelbrock Centre has taken careful consideration of how the various departments function and has created a layout that supports functional relationships. Space for both formal and informal interactions has been included to support both working relationships and informal social interactions.

The specific highlights include the following which address several priorities identified, including supporting different working styles, dedicated workspaces, collaboration and connections:

- Partially enclosed pods for specific departments;
- Shared open and quiet collaboration zones accessible to all departments.

Another aspect of the Interactions category is inclusivity and diversity, which are addressed through:

- Gender neutral and Universal washrooms available to both staff and community visitors;
- Fully accessible floor plan designed for occupants who use mobility devices at Edelbrock, and a new elevator to improve accessibility at the Zina Street Complex Council Chamber.

For both the E+M Edelbrock Centre and Zina Street Complex Council Chamber, other aspects to be considered for future project phases include:

- Inclusive approach to wayfinding;
- Colours and patterns that are evaluated for accessibility and neurodiversity.

Interactions can also be enhanced through policy and programs, which will address other identified priorities including team building and mentoring.

## ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY

Environmental and economic sustainability are addressed together in this following discussion. The categories overlap since the focus in the built environment is on efficiency which reduces environmental impact and is also generally fiscally responsible.

The proposed elements incorporated into the concept planning that fall within this section include the following for both E+M Edelbrock Centre and Zina Street Complex Council Chamber:

- New LED lighting and automatic lighting controls that will reduce energy costs;
- Efficient use of space that preserves/creates revenue generating spaces;
- Drinking water access points that reduce reliance on bottled water.

At the E+M Edelbrock Centre, a possible upgrade/replacement of plumbing fixtures would also improve water efficiency.

Other aspects to be considered for future project phases for both the E+M Edelbrock Centre and Zina Street Complex Council Chamber include:

- Implementing construction and demolition waste management programs during demolition and construction phases;
- Specifications of materials through an embodied carbon lens;
- Incorporating recycling collection and storage aligned with waste and recycling streams;
- Implementing printing policies and procedures that reduces unnecessary printing;
- Implementing Energy Star appliances and equipment;
- Implementing policies and devices that reduce occupant plug loads;
- Communications and engagement programs that raise awareness and effect occupant behavioural changes;
- Benchmarking and analyzing building performance data to identify trends that could be addressed through operational shifts.

It should be noted that several identified priorities would require larger scale building retrofit projects that are beyond the scope of the current project, such as renewable energy and rain water collection. These initiatives could be investigated as future projects and implemented if Dufferin County has interest and budget available.



## 5.6 Structural Brief

### SUMMARY

Office modernizations are proposed in two existing Dufferin County facilities; the W & M Edelbrock Centre and the Zina Street Courthouse Complex both located in Orangeville Ontario.

#### **W & M Edelbrock**

The building is a single-story structure with a partial basement constructed from load-bearing exterior masonry walls, interior steel columns and steel deck roof on open web steel (OWSJ) joists. The floor framing over the partial basement is comprised of precast hollow core concrete panels. The portion of the structure without a basement has a cast in place concrete slab on grade floor. The interior partition walls are non-load-bearing steel studs sheathed with drywall. The office modernization is to occur in the south portion of the building which does not have a basement. A new entrance vestibule is proposed at the east side of the structure.

#### **STRUCTURAL SYSTEMS**

The proposed alterations in the Edelbrock Centre consists mainly of reconfigurations of the non-loadbearing partition walls. These partitions can be reconfigured using steel studs and drywall, similar to the existing, without any structural modifications. Concrete block partitions can be accommodated but may require slab on grade thickenings. Block partitions would also require lateral supports at the top of the walls tied into the structural roof framing. Although the existing partitions appear to be non-load bearing partitions, they may conceal cross bracing not noted on the available drawings. Relocating cross bracing would incur a significant structural cost.

Trenching of the slab on grade will be required for new plumbing servicing relocated bathrooms and for new conduits servicing new electrical floor boxes. The existing slab on grade is likely 100 to 150mm thick. All trenches will be repaired with a new slab on grade reinforced with welded wire mesh and a thickness to match the existing slab. The new slab will be doweled into the existing using 15M dowels at 300mm c/c and will bear on well compacted granular graded fill.

The new entrance vestibule at the east side of the building will be constructed from structural steel columns, roof joists and a 38mm steel deck roof. HSS 152x152x6.4 columns and W200 joists are anticipated. The vestibule will be tied into the existing structure and will require new spread footings below the columns and a perimeter foundation wall. The new foundations will bear at the same elevation as the existing, and the care shall be taken not to undermine existing foundations. The floor will be a 150mm thick concrete slab reinforced with welded wire mesh, and the exterior door will require a frost slab outside of the building envelope.

#### **Zina Street Courthouse Complex**

The building consists of several distinct sections built at different times, an original courthouse from 1881, followed by additions in 1972, 1988 and 2011. The office modernization is to occur on the second floor of the 2011 addition. The 2011 addition is a two-storey structure with a basement and appears to be constructed of cast-in-place concrete with exterior load bearing walls and interior columns. The partition walls within the office space on the first and second floors all appear to be constructed of non-load-bearing steel studs sheathed with drywall. A new elevator is proposed within the vestibule space at the east side of the 2011 addition. The existing limited use limited application (LULA) elevator will be removed.

#### **STRUCTURAL SYSTEMS**

The proposed alterations in the Courthouse Complex consist mainly of reconfigurations of the non-loadbearing partition walls on the second level. These partitions can be reconfigured using steel studs and drywall, similar to the existing, without any structural modifications. Block partitions are not recommended.

A new elevator is proposed within the vestibule space at the east side of the 2011 addition and the existing LULA elevator west of the vestibule will be eliminated. The new elevator will service the first and second level from the



lower-level entrance. The elevator will require a new cast-in-place concrete elevator pit consisting of 250mm walls and a 300mm deep pad foundation. The existing foundations adjacent to the proposed elevator appear to extend only to frost depth, 1200mm below grade. An elevator pit deeper than frost depth, or a sump at the bottom of the pit will require that the existing footings be underpinned. The above grade portion of the elevator shaft will consist of 250mm cast-in-place concrete walls. A new walkway between the elevator and the existing floor framing on level 2 will be required. The walkway will be built using the existing low roof framing. A new steel framed roof over the level 2 walkway will also be required. The existing LULA elevator pit on the lower level will be filled with lean mix concrete and a wire mesh reinforced 100mm concrete slab on grade. A new floor will be required on level 1 to fill in the void left by the eliminated LULA elevator, this floor will consist of structural steel beams and a concrete on steel deck floor (see attached markup of the existing structural drawings).

New rooftop units are anticipated. Although the rooftop units will replace existing units and may not require any structural work, an allowance should be made for roof strengthening and/or modifications of the existing roof openings.

#### **APPLICABLE CODES AND STANDARDS**

Both buildings will mainly house municipal offices and no change in the design floor loads is anticipated. All structural design will be as per the 2012 Ontario Building Code (OBC) and design environmental loading data for Orangeville will be as per Supplementary Standard SB-1. Additional requirements included in the User's Guide – NBC 2010 Structural Commentaries (Part 4 of Division B) will be considered.

#### **BUILDING CODE REQUIREMENTS**

##### **Climate Data**

The climatic data for this site is obtained from the MMAH Supplementary Standard SB-1 for the municipality of Orangeville.

##### **Gravity Loads**

All structural elements will be designed to resist the loads meeting or exceeding the requirements and allowances specified in the 2012 Ontario Building Code.

##### **Snow Loads**

The design snow loads will be based on pressures and parameters recommended in the Ontario Building Code. Snow loads of ULS = 2.24kPa will be used in the design of structural members for strength and deflections. This load represents snow accumulation on probabilities of being exceeded 1 in 50 years for strength and for serviceability. Importance factors of 1.0. Snow piling will be accounted for as required.

##### **Wind Loads**

The design wind loads will be based on pressures and parameters recommended in the Ontario Building Code. Hourly wind pressures of  $q_{50} = 0.36\text{kPa}$  will be used in the design of structural members for strength and deflections. This pressure represents reference velocity pressures on probabilities of being exceeded 1 in 50 years for strength and for serviceability. Importance factors of 1.0.

##### **Seismic Loads**

The structure will be designed to withstand the seismic forces assigned to a normal importance building category with an importance factor  $I_e = 1.0$ . Seismic data taken from the Ontario Building Code and used for design is as follows:  $S_a(0.2) = 0.115$ ,  $S_a(0.5) = 0.076$ ,  $S_a(1.0) = 0.046$ ,  $S_a(2.0) = 0.023$ ,  $PGA = 0.069$ .

##### **Structural Design**

Structural design will be undertaken using the Limit States approach in accordance with the Ontario Building Code and applicable referenced standards. ULS will be used for strength design; SLS will be used for serviceability checks.

## STRUCTURAL MATERIALS AND STRENGTHS

The following represents the typical materials and strengths that will be used.

### Concrete

Location	Strength	Remarks
Slab-on-Grade	25 MPa	Class N
Elevator Walls/foundation	30 MPa	Class N
Exterior Foundation Walls	30MPs	Class F2
Frost slab	30 MPa	Class C1

All reinforced concrete elements shall remain shored until the 28 day specified cylinder concrete strength is achieved. All cast concrete elements shall be cured and protected from frost during the winter months.

### Reinforcing Steel

Grade: 400 MPa

Sizes: 10M to 20M

### Structural Steel

New carbon steel conforming to G40 Series Structural Quality Steel

Location	Strength
Rolled Shapes	350 MPa
Hollow Structural Sections	350 MPa
Angles and Plates	300 MPa
38mm & 76mm Metal Decking	230 MPa

All exterior exposed steel shall be Hot-Dip Galvanized Steel.

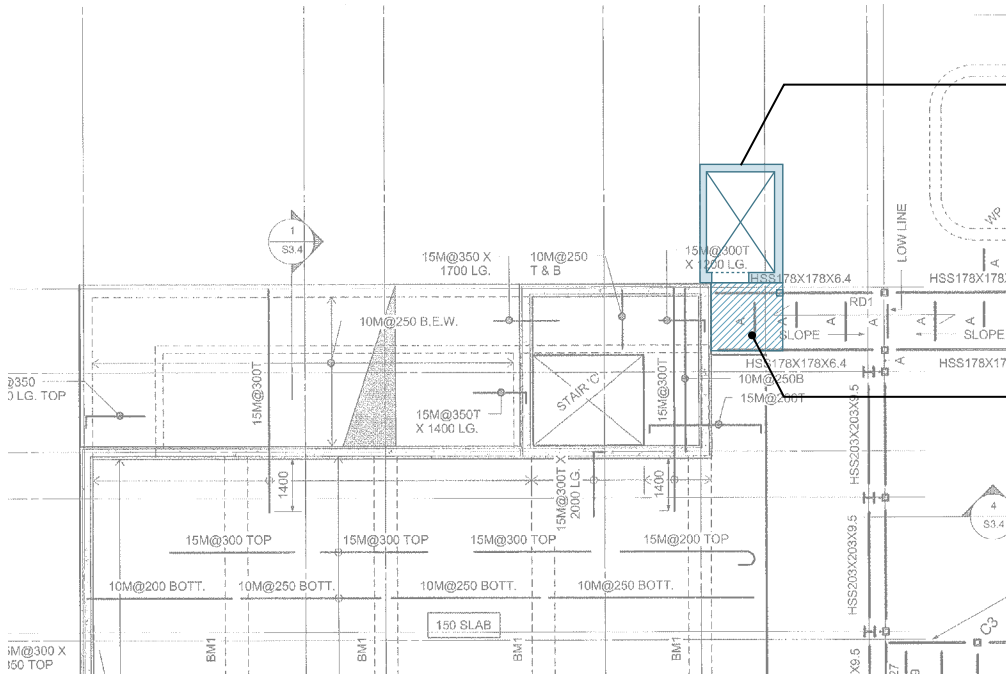
## SERVICEABILITY REQUIREMENTS

Serviceability requirements will be checked against the requirements specified in the Ontario Building Code and all other applicable reference standards including CSA Standards A23.3 Design of Concrete Structures and S16.1-01 Limit States Design of Steel Structures.

The structural systems will be designed to meet the following criteria:

Concrete Structures	Live Load Deflection	Span/360
Concrete Structures	Long Term Deflection	Span/480
Steel Structures	Live Load Deflection	Span/360
Wind Storey Drift	Height/500	
Seismic Storey Drift	Height/100	

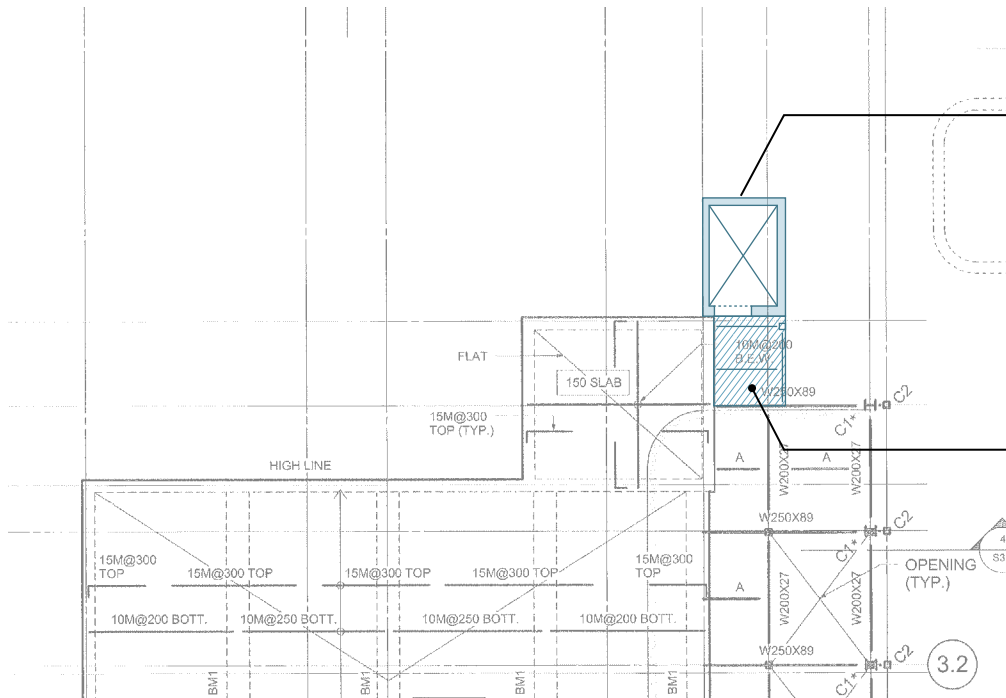




New elevator shaft and pad foundation

New walkway on existing low roof framing, allow for strengthening of existing beams

① structural proposal - Zina Level 2 | drawing scale 1:200



New elevator shaft

New steel roof enclosing walkway below

① structural proposal - Zina roof plan | drawing scale 1:200

## 5.7 Mechanical Brief

### W & M EDELBROCK

- New air curtain or force flow heater required to serve new vestibule. ~5 kW range
- New roof mounted sanitary exhaust fan required to serve new washrooms. ~2000 cfm range
- Perimeter heating modifications may be required to suit new layout. Associated piping to be modified to suit new layout.
- New plumbing provisions to be provided to suit new washroom layout. Refer to Appendix A for sizes per plumbing fixture.
- Trenching, coring, X-ray and scanning is required to trace existing buried sanitary lines and identify potential tie in as well as proposing new pipe routing.
- New floor drains required per stall for every flush valve water closet.
- Grease interceptor required for café sink drain as per OBC.
- New acoustically lined transfer air ductwork required where full height partitions are proposed. For example: Boardroom and Quiet/Hotel Pods.
- Hose bib connections required for outdoor area irrigation.

### HVAC

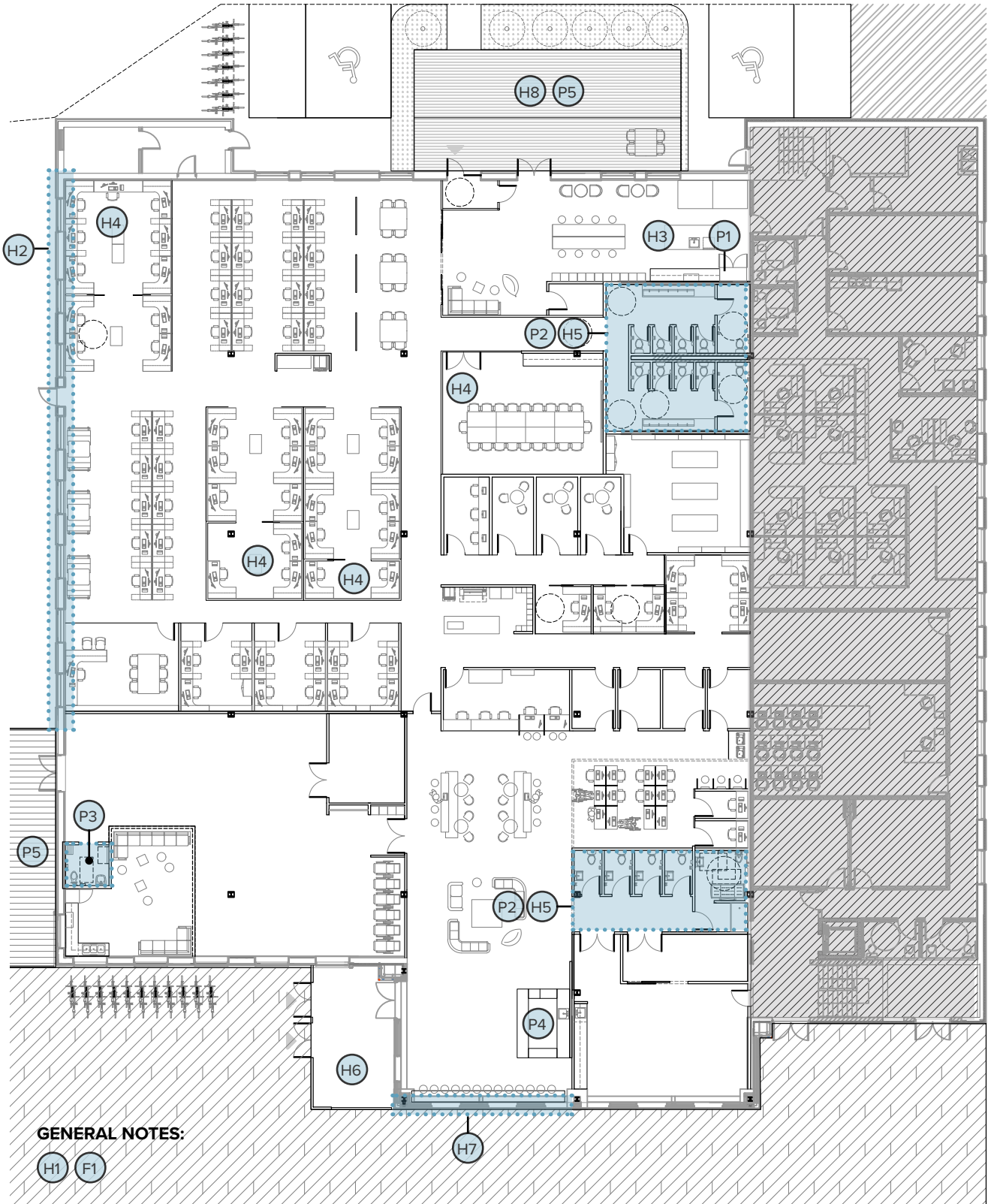
<b>H1</b>	New HVAC air terminals to suite proposed RCP: open ceiling = duct mounted register; st-bar = square plaque diffusers; drywall = linear slot diffusers; revising existing supply air ductwork to suit new layout
<b>H2</b>	Perimeter heating modifications complete with associated piping as required to suit new layout.
<b>H3</b>	New exhaust fan serving kitchen ~ 400cfm
<b>H4</b>	New acoustically lined transfer air ducts where full height partitions proposed
<b>H5</b>	New roof mounted sanitary exhaust fan ~ 2000 cfm
<b>H6</b>	New air curtain or force flow heater required to serve new vestibule. ~5 kW range
<b>H7</b>	Perimeter heating modifications complete with associated piping as required to suit new layout.
<b>H8</b>	Patio heaters (infrared)

### Plumbing

<b>P1</b>	Provisions for new sink: Domestic Cold/Hot Water (1/2") Sanitary Drainage (1-1/2") Vent (1-1/4")
<b>P2</b>	Revising existing washroom layout and providing new fixtures: Domestic Cold/Hot Water (1/2") to each lavatory; Sanitary Drainage (1-1/4") to each lavatory; Vent (1-1/4") to each lavatory; Domestic Cold Water (1") to each WC; Sanitary Drainage (3") to each WC; Vent (2") to each WC; trenching, coring, X-ray and scanning required to trace existing buried sanitary lines and propose new pipe routing; 4" Sanitary tie-in required; 2" DCW tie-in required; 1-1/2" DHW tie-in required; New floor drain required per stall if WC is flush valve type.
<b>P3</b>	Provisions for new WC and Lavatory: Domestic Cold/Hot Water (1/2") to lavatory; Sanitary Drainage (1-1/4") to lavatory; Vent (1-1/4") to lavatory; Domestic Cold Water (1") to WC; Sanitary Drainage (3") to WC; Vent (2") to WC; New floor drain required per stall if WC is flush valve type.
<b>P4</b>	If this will be an actual Cafe then a grease interceptor is required by code due to the potential of milk (fats) poured down the drain. Trenching, coring, X-ray and scanning required to trace existing buried sanitary lines and propose new pipe routing
<b>P5</b>	Hose bibs for all terraces (front and back + children's terrace)

### Fire Protection

<b>F1</b>	New sprinkler heads to be provided to meet coverage. Sprinkler head type as per proposed RCP. Open ceiling = upright; t-bar/drywall = concealed; floating ceiling = upright above / concealed below; New / relocated Fire Hose Cabinets as required to suit layout and meet coverage
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 **proposed space plan - Edelbrock** | drawing scale 1:300

**ZINA STREET COUNTY ADMINISTRATION OFFICES**

- New dedicated rooftop unit proposed to serve new Council Chambers, Break Room, and Overflow Space. New rooftop unit to be sized to meet outdoor air requirements based on number of people and to meet future loads.
- New 3-5 Ton split A/C system with associated roof mounted condensing unit to serve IT Room.
- New acoustically lined transfer air ductwork required where full height partitions are proposed.
- New pit drain may be required to serve new elevator.

**HVAC**

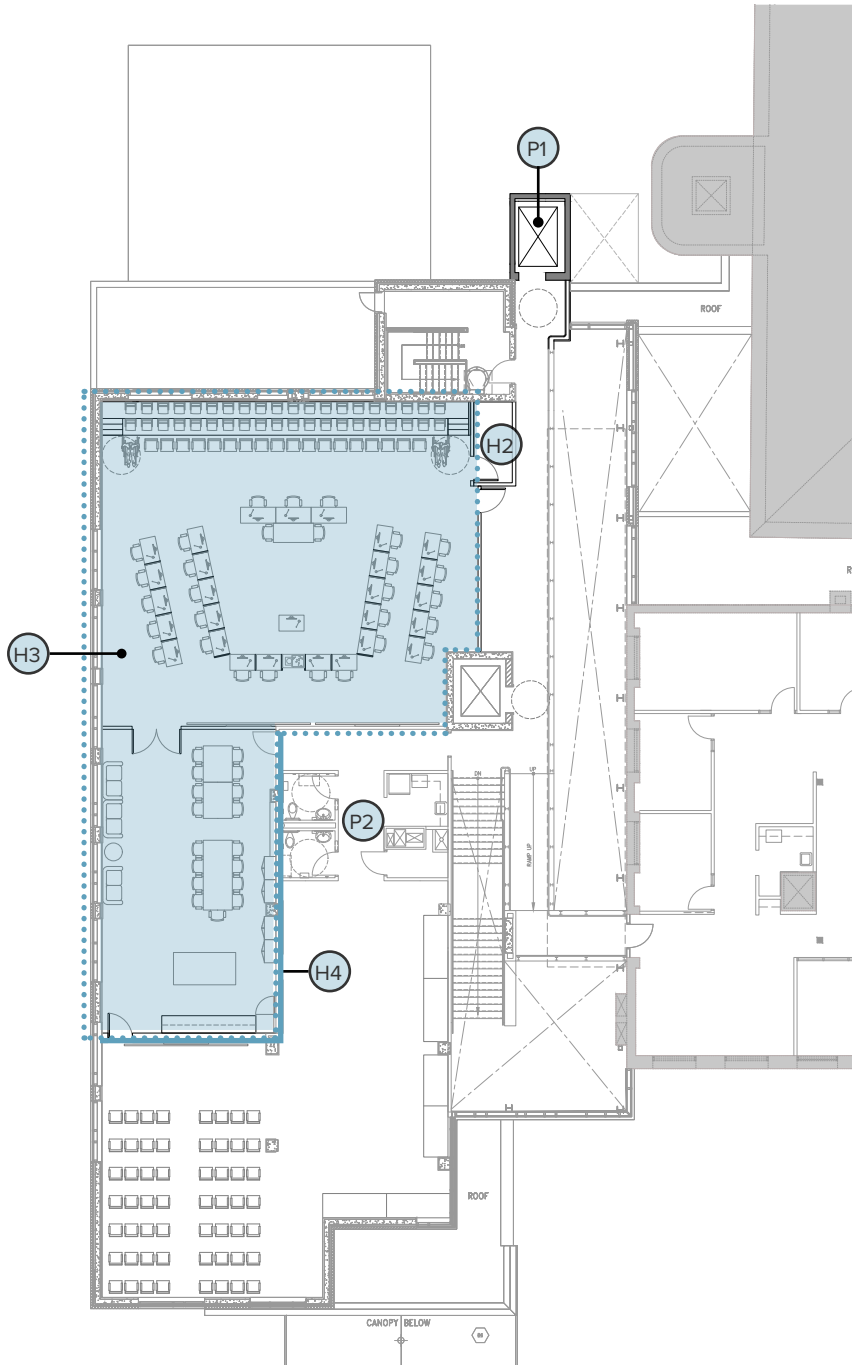
<b>H1</b>	New sprinkler heads to be provided to meet coverage. Sprinkler head type as per proposed RCP. Open ceiling = upright; t-bar/drywall = concealed; floating ceiling = upright above / concealed below; New / relocated Fire Hose Cabinets as required to suit layout and meet coverage
<b>H2</b>	New wall mounted ductless split with associated roof mounted condensing unit to meet server room loads. Approximately in the 3-5 Ton range.
<b>H3</b>	Dedicated rooftop unit (~10 Tons) to serve Councilor Chamber and Break Room:- to meet new Outdoor Air requirement based on number of people- for independent temperature control- improved air quality- sized to meet future loads
<b>H4</b>	New acoustically lined transfer air ducts where full height partitions proposed

**Plumbing**

<b>P1</b>	Pit drain required for new elevator.
<b>P2</b>	Re/re of fixtures: temporarily capping and reconnecting plumbing services (DCW, DHW, Sanitary)

**Fire Protection**

<b>F1</b>	New HVAC air terminals to suit proposed RCP: open ceiling = duct mounted registers; t-bar = square plaque diffusers; drywall = linear slot diffusers; remove and relocate existing heat pumps and associated ductwork/piping as required to suit new layout
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**GENERAL NOTES:**

- (H1) (F1)

① proposed plan - Zina Level 2 | drawing scale 1:300

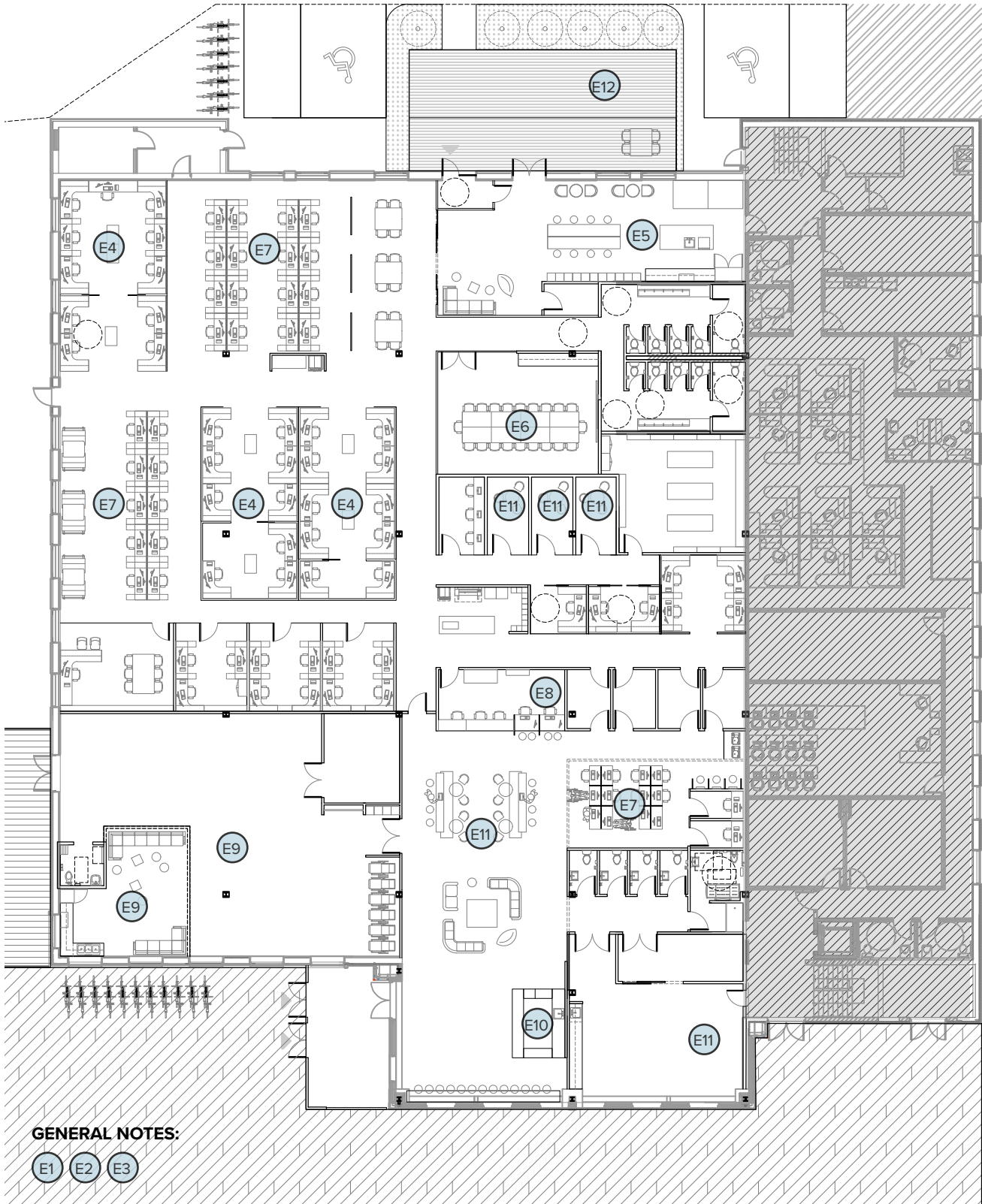


## 5.8 Electrical Brief

### W & M EDELBROCK

- New LED lighting along with new local lighting control will be provided in the entire area according to sustainability recommendations and Ashrea standards
- The new power will be provided in the entire space as per the requirements and to meet the architectural layout. The existing power distribution seems sufficient and modification to the existing system will be required.
- Modification to the fire alarm system will be required to meet the new layout.
- All existing signs will be replaced with a new green running man edge-lit model to meet the new code requirements.
- Modification to the emergency lighting system will be required to meet the code requirement.

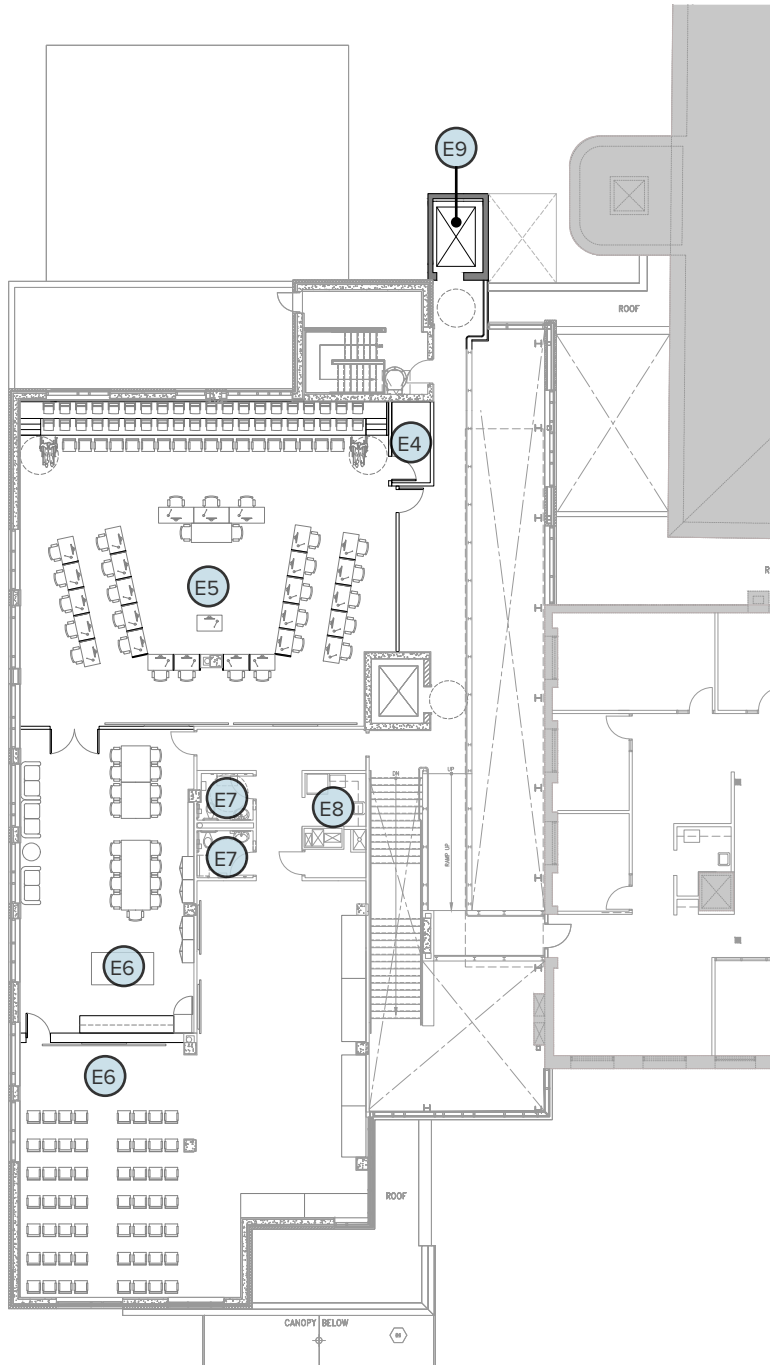
<b>E1</b>	Modify the existing FA system in the entire area to meet the new layout - Add new devices as required
<b>E2</b>	Existing service seems sufficient to feed the new loads - Modify the existing panels to suit the new layout
<b>E3</b>	New LED Light fixtures in the entire area along with Local lighting Control system - Using Occupancy sensor/ Vacancy sensors in offices and dimmer switches for boardroom and event spaces
<b>E4</b>	New power and data using wall feed / wiremold
<b>E5</b>	New power for kitchen equipment
<b>E6</b>	New power/ Data/ AV Using connectrac
<b>E7</b>	New power/ Data for the open area using Trench or Packpole
<b>E8</b>	New power/ Data for the open area using wall feed
<b>E9</b>	New power/ Data for these rooms to meet the Architectural requirement
<b>E10</b>	Provide new power for the Cafe equipment
<b>E11</b>	Provide new power and data as required
<b>E12</b>	Provide new power and lighting in patio to meet client needs



**ZINA STREET COUNTY ADMINISTRATION OFFICES**

- New LED lighting along with new local lighting control will be provided in the entire area according to sustainability recommendations and Ashrea standards,
- The new power will be provided in the entire space as per the requirements and to meet the architectural layout. The existing power distribution seems sufficient and modification to the existing system will be required.
- Modification to the fire alarm system will be required to meet the new layout.
- All existing signs will be replaced with a new green running man edge-lit model to meet the new code requirements.
- Modification to the emergency lighting system will be required to meet the code requirement.

<b>E1</b>	Modify the existing FA system in the entire area to meet the new layout - Add new devices as required
<b>E2</b>	Existing service seems sufficient to feed the new loads - Modify the existing panels to suit the new layout
<b>E3</b>	New LED Light fixtures in the entire area along with Local Lighting Control system - Using Occupancy sensor/ Vacancy sensors in offices and dimmer switches for boardroom and event spaces
<b>E4</b>	Provide new power for the IT room
<b>E5</b>	Provide new power, data and AV requirement for the councilor area
<b>E6</b>	New power for new equipment
<b>E7</b>	Provide all electrical requirement for barrier free/universal washroom
<b>E8</b>	Provide new power for small kitchen equipment
<b>E9</b>	Provide elevator requirements including power, lighting and FA for new elevator



**GENERAL NOTES:**

- E1
- E2
- E3

1 **proposed plan - Zina Level 2** | drawing scale 1:300

## 5.9 Acoustic Brief

Acoustic design is an important consideration in the proposed designs and will contribute to the successful performance of the future proposed spaces. The following sections were prepared by Thornton Tomasetti which outline recommended acoustic design criteria and general recommendations for the Project based on the currently available information.

### SOUND TRANSMISSION CLASS (STC) BACKGROUND

Partitions provide a certain level of speech privacy or sound isolation between two spaces depending on their assembly. Partitions are usually specified by sound transmission class (STC) ratings which indicate their expected performance in terms of sound transmission.

Table 1 provides a subjective feel for certain STC ratings. These subjective interpretations of STC ratings assume a background sound level of approximately NC 30-35. NC levels are described in Section 4 of this report.

Table 1: Subjective evaluation of STC ratings.

STC Rating	Subjective evaluation of STC rating
25	Normal speech can be understood quite easily and distinctly through wall
30	Normal speech can be understood fairly well
35	Loud speech intelligible
40	Onset of "privacy"
45	Loud speech audibles but not intelligible
50	Very loud sounds such as musical instruments or a stereo can be faintly heard
60	Most sounds inaudible

### Recommended STC Ratings

Recommended minimum STC ratings with respect to room adjacencies are included in Table 2. These ratings are based on TT's experience with similar projects.

Table 2. Recommended STC ratings by room adjacency types

Room Type / Adjacency	Minimum STC Rating
<b>Zina Complex</b>	
Mechanical or Electrical Room/ Any Other Space	60 <sup>1</sup>
Court Room/ Occupied Space	60
Council Chamber/ Councilor Break Room	40
Court Room, Council Chamber/ Circulation Zone	45
Councilor Break Room/ Over Flow Space	40
Washroom/ Occupied Space	55
Meeting Room/ Occupied Space	50
Private Offices/ Occupied Space	45
Circulation Zone/ Occupied Space	40

Room Type / Adjacency	Minimum STC Rating
<b>Edelbrock Centre</b>	
Board Room / Washroom	50
Board Room / Occupied Space	50
Board Room / Circulation Zone	45
Quiet Collab, Clerks Office, Interview Room / Occupied Space	45
Quiet Collab, Clerks Office, Interview Room / Circulation Zone	40
Small meeting Hotel POD / Circulation Zone	40
Multi-Purpose Room / Circulation Zone	40
Family Room / Occupied Space	50
Family Room / Circulation Zone	45
SMT, PE 3 Stations, PW 4 Stations, CPS (Finance) 4 stations / Occupied Space	45
SMT, PE 3 Stations, PW 4 Stations, CPS (Finance) 4 stations / Circulation Zone	45

Note 1: Further study required based on actual equipment sound levels and adjacent space usage.

Note that the above recommended ratings apply to demising walls between spaces, but would not apply to the walls containing doors, glazed walls,, or operable partitions. This is due to their limiting sound isolation performance. Recommendations regarding these elements are provided in Section 2.3 below.

In addition to having walls that achieve the required STC ratings, the following guidelines are recommended to ensure privacy is maintained to the recommended levels:

- STC ratings for single steel stud partitions are based on the use of 25-gauge steel studs. Use of heavier gauge studs will reduce the acoustic performance. If heavier gauge studs are required, resilient channel or equivalent acoustically resilient construction should be used. Alternatively, Bailey B18 studs may be used where heavier gauge studs are required (see SPEC-01 attached).
- STC rated partitions should completely seal and separate adjacent spaces. If partitions are not built up to the underside of the structure (i.e. slab to slab), install plenum barriers such as AcoustiGuard Privacy Board (see attached SPEC-02), with transfer air silencers on each side of the baffling, from the top side of STC rated partitions to the underside of the ceiling structure. See sketch AC-SK-01 for a conceptual illustration of our recommendation.
- Columns located in the middle of partitions should be wrapped with CMU or drywall furred. For drywall furring, provide minimum 64 mm stud with 25 gauge studs. For CMU, provide 102 mm CMU on both sides of the columns.
- Gypsum boards used in the construction of STC rated partitions must not be lightweight or “Ultralight” types. 16mm GWB should be Type ‘X’ with minimum 10.7 kg/m<sup>2</sup> density.
- Gypsum board joints should be staggered between layers in multi-layer assemblies.
- The entire perimeter of the base layer of gypsum board on each side of STC rated partitions must be sealed with a flexible, non-hardening sealant.
- Continuous gypsum boards across intersecting partitions can create potential noise flanking paths. Create a discontinuity in partition gypsum boards intersecting with another partition. See sketch AC-SK-02 for a conceptual illustration of this recommendation.
- All penetrations through acoustically sensitive walls shall be sealed with acoustic caulking. Where larger gaps exist in the partition, a gypsum board patch may be required (see sketch AC-SK-03).
- The sound isolation performance of operable partitions is heavily dependent on the quality of the installation and acoustic seals. These partitions will require special detailing to prevent sound flanking paths. Ensure that the

bulkhead above the operable partitions is acoustically sealed and insulated. All manufacturer recommendations regarding the installation of operable partitions must be followed. Ensure proper seals between the operable panels, tracks, floor, and other surrounding elements. Avoid carpet at bottom seals, provide a smooth surface for proper acoustic seal such as metal.

- Electrical outlets should not be placed back-to-back within the same stud cavity. Electrical outlets should be separated by at least one stud cavity to reduce the noise flanking between adjacent rooms. If outlets must be placed in the same stud cavity or in walls of STC-50 or higher, then the boxes should be backed with acoustic putty such as Hilti CP-617 (see SPEC-03 attached).

## Doors and Glazing

STC rating recommendations do not apply to partitions containing doors. Doors in STC rated partitions will often limit their acoustic performance. Doors without proper acoustic seals will also create significant noise flanking paths which will limit the sound isolation performance of the partition, resulting in significant loss of speech privacy. The following guidelines are recommended for doors in STC-rated partitions:

- Doors should include frames (insulated or solid core) in order to allow for the inclusion of acoustic door seals and door bottoms. Recommended door sealing hardware are by Pemko (S88 and 411\_RL) and/or K.N. Crowder (W-42 and CT-50/51) (see SPEC-04 to SPEC-08 attached).
- Doors to adjacent or neighboring rooms shall be located as far apart as reasonable to reduce noise breakout from one room to another.
- If the door includes glazing or a sidelite, glazing meeting STC 35 or higher is recommended (e.g. 6.4 mm glazing / 12.7 mm airspace / 6.4 mm glazing, or 13 mm laminated glass).
- If glass doors are used, the doors should be minimum 13 mm laminated glass to achieve STC 35. Frameless glazed and/or sliding doors are not recommended for rooms requiring noise privacy, as they often fail to achieve proper acoustic seals. If acoustic door seals cannot be accommodated, the sound isolation performance of the partition/ glazing will be significantly limited.

### Glazed Partitions:

- It is understood that the front partition of most of the closed offices consist of glazing. As discussed, above, doors in STC rated partitions will often limit their acoustic performance. Since most glazed space fronts feature doors, the door itself is expected to limit the overall STC of the partition. As such, for all glazed space fronts that feature a door, we recommend a single glazed configuration with 19mm (3/4") laminated glass (STC-41). In all cases, ensure frames are insulated with mineral fibre insulation and sealed with fire-stop caulking.
- For the glazed partition between the Board Room and the open space, which required higher level of privacy, we recommend using a prefabricated acoustically rated glazing with a minimum STC rating of 45. These glazing can be purchased from Acoustical Surfaces ([www.acousticalsurfaces.com](http://www.acousticalsurfaces.com)). Alternatively, the following construction can be used to achieve the STC-45 glazing:
  - 6 mm laminated glass
  - 25 mm airspace
  - 6 mm laminated glass
- The glazed partition between Office and Corridor should provide STC 35 rating, e.g. 13 mm laminated glass.

## ROOM ACOUSTICS

Room acoustics will be controlled by installing sound absorbing and sound diffusive materials where required. Sound absorbing materials can help to increase speech intelligibility as well as control reverberant sound levels.

The main parameter that is controlled with sound absorbing materials is reverberation time. Reverberation time (RT60) is defined as the time required for a sound to decay within an enclosed room by 60 dB (or to inaudibility) once the source of the sound is stopped. As reverberation time is frequency-dependent, it is the mid-frequency reverberation time (average of 500 Hz, 1000 Hz and 2000 Hz octave bands) that is commonly used as an acoustic

design criterion in rooms for speech. Shorter reverberation times are achieved by adding more sound absorbing materials in a room. Generally, shorter reverberation times are desirable for achieving high speech intelligibility, whereas longer reverberation times may be more desirable for open areas to create a livelier atmosphere.

Target reverberation times for various room types are provided in Table 3. Target reverberation times for each type of space are determined based on the volume of each room.

Table 3: Recommended reverberation time for various room types

Room Type	Mid-Frequency RT60 (s)
<b>Zina Complex</b>	
Open Workstation Areas, Over Flow Space, Councilor Break Room	< 0.8
Court Room, Council Chamber	< 0.8
Private Office, Meeting Room	< 0.6
<b>Edelbrock Centre</b>	
Open Workstation Areas, Computer and Phone area, Family Room and Program	< 0.8
Foyer, Waiting Area, Staff Lounge and Kitchen	< 0.8
Multi-Purpose Room, 3 and 4 station offices (SMT, PE, PW, CPS), INT Private Office, Meeting Room, Quite Collab, Boardroom	< 0.6

### Open Work Areas

Typically, for open office acoustic design, the design goal is to minimize the intelligibility of speech between workstations. Additionally, it is desired to minimize the intrusiveness of other sounds occurring within the open office area. There are three main considerations to achieving the desired speech privacy:

- Screening of the direct sound path from the speaker to the listener,
- Minimizing reflections from ceilings and walls,
- Sufficient background noise to mask received speech sounds.

Providing effective treatment for each of the above considerations is crucial in achieving the recommended speech privacy.

In all the open plan offices, the screens between the workstations are higher than the height of the ear of a seated person, which helps to block the direct sound path and speech transfer between workstations. Sound reflections can be controlled by installing acoustically absorptive materials to the walls and ceiling, such as acoustic wall / ceiling panels, baffles, acoustic ceiling tiles, and to an extent with carpet flooring. Based on the observations, almost all the noise sensitive areas at the Administration office and Edelbrock Center, such as open and closed offices, meeting rooms, training rooms, and etc., have carpet or rubber flooring and acoustic ceiling tiles. Based on the volume of the rooms, the absorbing materials in each space are sufficient to control the reverberation time.

In the Registry Office the partitions are not built up to the ceiling and it is understood that it is not possible to change the walls in this building. Although it is not possible to avoid some sound transfer through the space above the partitions, we recommend using vertically hung acoustically absorptive baffles with a minimum NRC of 0.6 to reduce the impact of reflected sound, such as ezoBord Ceiling Baffle system (9 mm), Model Aalto (see attached SPEC-09).

A sound masking system is also recommended to mask received speech sounds and thus increase speech privacy between workstation areas. A sound masking specification is attached to the end of this report, which provides masking sound levels appropriate for the various rooms based on usage. Note that the HVAC NC levels discussed in



Section 4.0 are assessed independently from the sound masking sound levels (i.e., with sound masking turned off). However, sound masking sound levels are typically set / calibrated with the HVAC system turned on.

## MECHANICAL NOISE AND VIBRATION CONTROL

### Background Sound Levels (HVAC)

Noise Criteria (NC) ratings will be used to specify background sound levels due to HVAC for this project. NC ratings are obtained by comparing octave band sound pressure levels to a set of reference curves. These ratings are typically used in industry guidelines such as ASHRAE. Table 4 provides recommended background sound level criteria for general space types.

Table 4: recommended NC ratings for various rooms types.

Room Type	NC Rating
<b>Zina Complex</b>	
Open Workstation Areas, Over Flow Space, Councilor Break Room	NC 40
Court Room, Council Chamber	NC 30
Private Office, Meeting Room	NC 35
<b>Edelbrock Centre</b>	
Open Workstation Areas, Computer and Phone area	NC 40
Foyer, Waiting Area, Staff Lounge and Kitchen, Family Room and Program	NC 40
Multi-Purpose Room, 3 and 4 station offices (SMT, PE, PW, CPS), INT Private Office, Meeting Room, Quite Collab	NC 35
Boardroom	NC 30

Meeting the criteria above will depend on the specifics of equipment locations, sound levels, and duct layouts. This information will be reviewed once it is available to provide feedback and noise control recommendations to the design team.

### General Recommendations

To achieve the background sound levels for various spaces the following ASHRAE based guidelines should be followed:

- Fan powered boxes (FPB), VAV's and other similar HVAC equipment should not be positioned over sensitive areas such as meeting rooms or private offices. They may be placed above areas with NC 35 or higher or above areas which have drywall ceilings.
- Air diffusers should be selected for NC levels 5 points below the NC level of the room, for rooms NC 30 and above. Diffusers should be selected for NC levels 10 dB below, for NC 25 rooms.
- In ducts, airflows should not exceed 2000 fpm when passing through sensitive spaces such as meeting rooms.
- The air velocities in Table 5 should be used as a guideline for supply and return duct openings. The velocities should be reduced with the presence of diffusers or grilles.
- Ductwork downstream of FPB's and VAV's should be internally lined with 25 mm thick acoustic duct liner for rooms with NC 30 and NC 25 requirements.
- The use of duct silencers and/or duct lining may be required. This will be determined once the HVAC equip-

ment sound power level data and duct layouts are available.

Table 5: Airflow guidelines for supply and return air duct openings

Type of opening	Room NC Rating	Free Opening Airflow Velocity (fpm)
Supply air outlet	40	560
	35	500
	30	425
Return air opening	40	675
	35	600
	30	500

## 5.10 Cost Estimate

Marshall & Murray were retained by DPAI Architects to provide a realistic Total Projected Construction Cost budget for the County of Dufferin Service Hub at the Edelbrock Centre and the renovation and addition to 55 Zina Street - Council Chambers with the exception of the items listed in Exclusions below.

Refer to Appendix F for the full Order Of Magnitude Cost Estimate prepared by Marshall & Murray.

### W&M EDELBROCK

#### TOTAL PROJECTED CONSTRUCTION COST

The Total Projected Construction Cost is estimated at:

Phase 1	\$1,612,736
Phase 2	\$1,289,391
Phase 3	\$1,654,979
Phase 4	\$523,744
<b>TOTAL</b>	<b>\$5,080,851</b>

#### TOTAL PROJECTED CONSTRUCTION COST SUMMARY

Description	GFA	Cost/SF	Amount	GFA	Cost/SF	Amount	GFA	Cost/SF	Amount	GFA	Cost/SF	Amount
	Phase 1			Phase 2			Phase 3			Phase 4		
1 New Build	410	474	194,373	See Phase 1			See Phase 1			See Phase 1		
2 Renovation	4,457	215	959,952	6,222	172	1,070,027	4,511	255	1,150,118	2,347	183	429,837
3 Other Associated Costs			367,124			128,403			365,708			42,984
4 Escalation	1 yr	6.0%	91,287	1.25 yr	7.6%	90,961	1.5 yr	9.2%	139,153	1.75 yr	10.8%	50,923
<b>TOTAL</b>	<b>4,867</b>	<b>331</b>	<b>1,612,736</b>	<b>6,222</b>	<b>207</b>	<b>1,289,391</b>	<b>4,511</b>	<b>367</b>	<b>1,654,979</b>	<b>2,347</b>	<b>223</b>	<b>523,744</b>

**PHASE 1 CONSTRUCTION COST BREAKDOWN**

Description		GFA	Cost/SF	Amount
<b>Phase 1</b>				
1	New Build	410	474.08	194,373
	Phase 3 - Vestibule	410	474	194,373
2	Renovation	4,457	215.38	959,952
	Renovation Phases	4,457	215	959,952
3	Other Associated Costs			367,124
	Site Development / Landscaping			238,324
	Abnormal Soil Conditions / Contaminated Soil			EXCL.
	Hazardous Material Abatement			EXCL.
	Premium Time / After-hours Work			EXCL.
	FF&E		7%	80,803
	Construction Phasing		5%	47,998
	LEED Premium			EXCL.
	Net-Zero Premium			EXCL.
	Signage & Wayfinding			EXCL.
	Moving Costs			EXCL.
	Procurement of Temporary Portables			EXCL.
	Project Scope Contingency			EXCL.
4	Escalation			91,287
	Escalation to Time of Tender	1 Year	6.0%	91,287
<b>TOTAL</b>		<b>4,867</b>	<b>331.36</b>	<b>1,612,736</b>
<b>Ancillary Costs</b> (Professional Fees, Permits, Taxes, etc.)				EXCLUDED
<b>SUB-TOTAL</b>				<b>1,612,736</b>
<b>Post Contract Contingency</b> (Change Orders)			0.0%	EXCLUDED
<b>TOTAL PROJECT COST</b>				<b>1,612,736</b>

**PHASE 2 CONSTRUCTION COST BREAKDOWN**

Description		GFA	Cost/SF	Amount
<b>Phase 2</b>				
1	New Build	See Phase 1		
	Phase 3 - Vestibule			
2	Renovation	6,222	171.97	1,070,027
	Renovation Phases	6,222	172	1,070,027
3	Other Associated Costs			128,403
	Site Development / Landscaping			EXCL.
	Abnormal Soil Conditions / Contaminated Soil			EXCL.
	Hazardous Material Abatement			EXCL.
	Premium Time / After-hours Work			EXCL.
	FF&E		7%	74,902
	Construction Phasing		5%	53,501
	LEED Premium			EXCL.
	Net-Zero Premium			EXCL.
	Signage & Wayfinding			EXCL.
	Moving Costs			EXCL.
	Procurement of Temporary Portables			EXCL.
	Project Scope Contingency			EXCL.
4	Escalation			90,961
	Escalation to Time of Tender	1.25 Years	7.6%	90,961
<b>TOTAL</b>		<b>6,222</b>	<b>207.23</b>	<b>1,289,391</b>
<b>Ancillary Costs</b> (Professional Fees, Permits, Taxes, etc.)				EXCLUDED
<b>SUB-TOTAL</b>				<b>1,289,391</b>
<b>Post Contract Contingency</b> (Change Orders)			0.0%	EXCLUDED
<b>TOTAL PROJECT COST</b>				<b>1,289,391</b>

**PHASE 3 CONSTRUCTION COST BREAKDOWN**

Description		GFA	Cost/SF	Amount
<b>Phase 3</b>				
1	New Build	See Phase 1		
	Phase 3 - Vestibule			
2	Renovation	4,511	254.96	1,150,118
	Renovation Phases	4,511	255	1,150,118
3	Other Associated Costs			365,708
	Site Development / Landscaping			227,695
	Abnormal Soil Conditions / Contaminated Soil			EXCL.
	Hazardous Material Abatement			EXCL.
	Premium Time / After-hours Work			EXCL.
	FF&E		7%	80,508
	Construction Phasing		5%	57,506
	LEED Premium			EXCL.
	Net-Zero Premium			EXCL.
	Signage & Wayfinding			EXCL.
	Moving Costs			EXCL.
	Procurement of Temporary Portables			EXCL.
	Project Scope Contingency			EXCL.
4	Escalation			139,153
	Escalation to Time of Tender	1.5 Years	9.2%	139,153
<b>TOTAL</b>		<b>4,511</b>	<b>366.88</b>	<b>1,654,979</b>
<b>Ancillary Costs</b> (Professional Fees, Permits, Taxes, etc.)				EXCLUDED
<b>SUB-TOTAL</b>				<b>1,654,979</b>
<b>Post Contract Contingency</b> (Change Orders)			0.0%	EXCLUDED
<b>TOTAL PROJECT COST</b>				<b>1,654,979</b>

**PHASE 4 CONSTRUCTION COST BREAKDOWN**

Description		GFA	Cost/SF	Amount
<b>Phase 4</b>				
1	New Build	See Phase 1		
	Phase 3 - Vestibule			
2	Renovation	2,347	183.14	429,837
	Renovation Phases	2,347	183	429,837
3	Other Associated Costs			42,984
	Site Development / Landscaping			EXCL.
	Abnormal Soil Conditions / Contaminated Soil			EXCL.
	Hazardous Material Abatement			EXCL.
	Premium Time / After-hours Work			EXCL.
	FF&E		5%	21,492
	Construction Phasing		5%	21,492
	LEED Premium			EXCL.
	Net-Zero Premium			EXCL.
	Signage & Wayfinding			EXCL.
	Moving Costs			EXCL.
	Procurement of Temporary Portables			EXCL.
	Project Scope Contingency			EXCL.
4	Escalation			50,923
	Escalation to Time of Tender	1.75 Years	10.8%	50,923
<b>TOTAL</b>		<b>2,347</b>	<b>223.15</b>	<b>523,744</b>
<b>Ancillary Costs</b> (Professional Fees, Permits, Taxes, etc.)				EXCLUDED
<b>SUB-TOTAL</b>				<b>523,744</b>
<b>Post Contract Contingency</b> (Change Orders)			0.0%	EXCLUDED
<b>TOTAL PROJECT COST</b>				<b>523,744</b>

## METHOD OF MEASUREMENT

This estimate has been prepared by measurement of quantities from the proposed drawings.

Unit costs, allowances, and contingencies were applied to these quantities to reflect market conditions and provide a realistic budget based on comparable projects with similar size and scope of works.

## GROSS FLOOR AREA

Renovations		
Phase 1	38 m2	410 SF
Renovations		
Phase 1	414 m2	4,457 SF
Phase 2	578 m2	6,222 SF
Phase 3	419 m2	4,511 SF
Phase 4	218 m2	2,347 SF
<b>TOTAL</b>	<b>1,667 m2</b>	<b>17,947 SF</b>

## PRICING

This estimate is priced in August 2022 dollars expecting 3-6 qualified competitive General Contractors and Sub-Contractors. Bids will vary due to fluctuating market conditions, proprietary product vendors, lack or surplus bidders and bidder's perception of risk.

We are unable at this time to determine the projected construction cost implications due to the Coronavirus COVID-19 and have excluded any allowances for this impact if any.

We are currently experiencing a very active construction market which could result in bids varying greatly from our indicated amount due to lack of bidders and escalating material costs.

## TAXES

The Harmonized Sales Tax (H.S.T.) is excluded

## MECHANICAL AND ELECTRICAL COSTS

Mechanical and Electrical Costs included in this estimate were based on the concepts described in this report.

## SITE SERVICES

This includes allowances for mechanical, electrical, civil site services, soft, and hard landscaping.

## CONTINGENCY

At this stage of the project, a 10.0% design contingency has been allowed. This is to cover unknown details in design and construction, layout variations and material selections but excludes any scope increases.



## GENERAL REQUIREMENTS AND FEES

General Requirements - General Contractors Overhead is taken at:	12.0%
Fee - General Contractors Profit is taken at:	4.0%

## EXCLUSIONS TO CONSTRUCTION COST

- Phasing - Contaminated Soil
- Price Escalation - Project Management
- Soft Costs - Harmonized Sales Tax (H.S.T.)
- Professional and Design Fees - Inspection and Testing
- Development Charges and Levies - Post Contract Contingencies
- Financing Costs - Window Drapes/Curtains, and Art Work
- Relocation Costs - Premium Labour
- Asbestos Abatement - LEED Costs
- Abnormal Soil Conditions - Project Scope Contingency
- COVID-19 / Pandemic Impact Costs - Winter heat to shell construction
- Sitework and landscaping

## STATEMENT OF PROBABLE COSTS

This estimate represents a professional opinion of the probable costs for this project. Marshall & Murray Incorporated cannot guarantee that the actual project cost will not vary from this opinion.

## ONGOING COST CONTROL

The project is still within the **early** stages of design and thus the full scope and design specifications have not been clearly determined. The estimate makes assumptions for all elements not clearly defined on the drawings. These assumptions are listed within the detailed estimate.

To alleviate a portion of the risk, a design and pricing contingency allowance has been included to accommodate for future design tweaks. However if there is a significant amount of design changes as the project progresses, they could result in an increase in cost that cannot be covered by the design and pricing contingency allowance. At this stage we consider the risk **high**, and would request that the design team review and provide comment with regards to the design detail included within the estimate.

We recommend that the estimate contained herein be reviewed thoroughly by the project team. Any comments or suggestions should be forwarded as soon as possible.

# COUNCIL CHAMBER - 55 ZINA STREET

## TOTAL PROJECTED CONSTRUCTION COST

The Total Projected Construction Cost is estimated at:

Option 1: Elevator Addition and Renovation \$1,798,616  
 Option 2: LULA Replacement and Renovation \$1,228,565

Description		GFA	Cost/SF	Amount	GFA	Cost/SF	Amount
				<b>OPTION 1: Elevator Addition</b>	<b>OPTION 2: LULA Replacement</b>		
1	New Build	412	1,471.08	606,084	See Option 1		
	Elevator Addition	412	1,471	606,084			
2	Renovation	5,824	148.26	863,475	5,565	181.10	1,007,847
	Renovation Phases	5,824	148	863,475	5,565	181	1,007,847
3	Other Associated Costs			227,248			151,177
	Site Development / Landscaping			6,814			EXCL.
	Abnormal Soil Conditions / Contaminated Soil			EXCL.			EXCL.
	Hazardous Material Abatement			EXCL.			EXCL.
	Premium Time / After-hours Work			EXCL.			EXCL.
	FF&E		15%	220,434		15%	151,177
	Construction Phasing			EXCL.			EXCL.
	LEED Premium			EXCL.			EXCL.
	Net-Zero Premium			EXCL.			EXCL.
	Signage & Wayfinding			INCL.			INCL.
	Moving Costs			EXCL.			EXCL.
	Procurement of Temporary Portables			EXCL.			EXCL.
	Project Scope Contingency			EXCL.			EXCL.
4	Escalation			101,808			69,541
	Escalation to Time of Tender	1 Year	6.0%	101,808	1 Year	6.0%	69,541
<b>TOTAL</b>		<b>6,236</b>	<b>288.42</b>	<b>1,798,616</b>	<b>5,565</b>	<b>220.77</b>	<b>1,228,565</b>
<b>Ancillary Costs</b> (Professional Fees, Permits, Taxes, etc.)				EXCLUDED	EXCLUDED		
<b>SUB-TOTAL</b>				<b>1,798,616</b>	<b>1,228,565</b>		
<b>Post Contract Contingency</b> (Change Orders)		INCL. NET H.S.T	0.0%	EXCLUDED	INCL. NET H.S.T	0.0%	EXCLUDED
<b>TOTAL PROJECT COST</b>				<b>1,798,616</b>	<b>1,228,565</b>		

## METHOD OF MEASUREMENT

This estimate has been prepared by measurement of quantities from the proposed drawings.

Unit costs, allowances, and contingencies were applied to these quantities to reflect market conditions and provide a realistic budget based on comparable projects with similar size and scope of works.

## GROSS FLOOR AREA

OPTION 1: Elevator Addition and Renovations		
Addition	38 m2	412 SF
Renovations	541 m2	5,824 SF
<b>TOTAL</b>	<b>579 m2</b>	<b>6,236 SF</b>

OPTION 2: LULA Replacement and Renovations		
Addition	n/a	n/a
Renovations	517 m2	5,565 SF
<b>TOTAL</b>	<b>517 m2</b>	<b>5,565 SF</b>

## PRICING

This estimate is priced in August 2022 dollars expecting 3-6 qualified competitive General Contractors and Sub-Contractors. Bids will vary due to fluctuating market conditions, proprietary product vendors, lack or surplus bidders and bidder's perception of risk.

We are unable at this time to determine the projected construction cost implications due to the Coronavirus COVID-19 and have excluded any allowances for this impact if any.

We are currently experiencing a very active construction market which could result in bids varying greatly from our indicated amount due to lack of bidders and escalating material costs.

## TAXES

The Harmonized Sales Tax (H.S.T.) is excluded

## MECHANICAL AND ELECTRICAL COSTS

Mechanical and Electrical Costs included in this estimate were based on the concepts described in this report.

## SITE SERVICES

This includes allowances for mechanical, electrical, civil site services, soft, and hard landscaping.

## CONTINGENCY

At this stage of the project, a 10.0% design contingency has been allowed. This is to cover unknown details in design and construction, layout variations and material selections but excludes any scope increases.

## GENERAL REQUIREMENTS AND FEES

General Requirements - General Contractors Overhead is taken at:	12.0%
Fee - General Contractors Profit is taken at:	4.0%

## EXCLUSIONS TO CONSTRUCTION COST

- Phasing - Contaminated Soil
- Price Escalation - Project Management
- Soft Costs - Harmonized Sales Tax (H.S.T.)
- Professional and Design Fees - Inspection and Testing
- Development Charges and Levies - Post Contract Contingencies
- Financing Costs - Window Drapes/Curtains, and Art Work
- Relocation Costs - Premium Labour
- Asbestos Abatement - LEED Costs
- Abnormal Soil Conditions - Project Scope Contingency
- COVID-19 / Pandemic Impact Costs - Winter heat to shell construction

## STATEMENT OF PROBABLE COSTS

This estimate represents a professional opinion of the probable costs for this project. Marshall & Murray Incorporated cannot guarantee that the actual project cost will not vary from this opinion.

## ONGOING COST CONTROL

The project is still within the **early** stages of design and thus the full scope and design specifications have not been clearly determined. The estimate makes assumptions for all elements not clearly defined on the drawings. These assumptions are listed within the detailed estimate.

To alleviate a portion of the risk, a design and pricing contingency allowance has been included to accommodate for future design tweaks. However if there is a significant amount of design changes as the project progresses, they could result in an increase in cost that cannot be covered by the design and pricing contingency allowance. At this stage we consider the risk **high**, and would request that the design team review and provide comment with regards to the design detail included within the estimate.

We recommend that the estimate contained herein be reviewed thoroughly by the project team. Any comments or suggestions should be forwarded as soon as possible.



# CORPORATION OF THE COUNTY OF DUFFERIN

## BY-LAW 2023-01

### **A BY-LAW TO AUTHORIZE THE BORROWING OF MONEY TO MEET CURRENT EXPENDITURES OF THE CORPORATION OF THE COUNTY OF DUFFERIN DURING THE YEAR 2023.**

WHEREAS it may be necessary to borrow certain sums of money to meet current expenditures of the Corporation of the County of Dufferin during the year 2023;

AND WHEREAS the *Municipal Act*, 2001, Part XIII, Section 407(1) to 407(5), empowers the Corporation of the County of Dufferin to borrow such sums;

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

1. THAT the Warden and Treasurer be and they are hereby authorized to borrow from any Chartered Bank, Corporation or person, from time to time, as they may deem necessary, to an amount not exceeding the whole sum of approximately \$3,000,000.00 at any one time to meet current expenditures of the Corporation for the year 2023.
2. THAT the Warden and Treasurer are hereby authorized and empowered on behalf of the said Corporation and for the purposes aforesaid, to sign and execute under the seal of the said Corporation, such promissory note, notes and other instruments as may be necessary and agreed upon between the Warden and Treasurer and such Chartered Bank, Corporation or person, to secure the repayment of the money borrowed with interest at the least obtainable rate per annum, and also execute in like manner, renewals therefore, in whole or in part until such advances are fully paid.
3. THAT the said promissory note or notes and renewals thereof (if any) shall be paid at such date or dates as may be agreed upon.
4. THAT the Warden and Treasurer are hereby authorized to execute an Agreement that may be required by such Chartered Bank, Corporation, or person, in the form of Schedule A attached, or in a form substantially the same as Schedule "A" attached.

READ a first, second and third time and finally passed this 12<sup>th</sup> day of January, 2023.

\_\_\_\_\_  
Wade Mills, Warden



\_\_\_\_\_  
Michelle Dunne, Clerk

## SCHEDULE "A" OF BY-LAW 2023-01

### AGREEMENT

WHEREAS the Council of the Corporation of the County of Dufferin (hereinafter called the "County") deems it necessary to borrow the sum of up to \$3,000,000.00 to meet, until the revenues are collected, the current expenditures of the County for the year 2023;

AND WHEREAS the total amount of the estimated revenues of the County as set forth in the estimates adopted for the year 2022 was \$98,673,424,

AND WHEREAS pursuant to subsection 407(2) of the Municipal Act 2001, Part XIII, the total amount borrowed pursuant to this by-law together with the total of any similar borrowings is not to exceed the limits set forth in that subsection.

THEREFORE the Council of the County of Dufferin hereby enacts as follows:

1. The Warden and Treasurer are hereby authorized on behalf of the County to borrow from time to time by way of promissory note, from THE BANK OF NOVA SCOTIA (hereinafter called the "Bank"), a sum or sums not exceeding in the aggregate \$3,000,000.00 to meet, until the revenues are collected, the current expenditures of the County for the year, including the amounts required for the purposes mentioned in subsection (1) of Section 407 of the Municipal Act, and to give on behalf of the County to the Bank a promissory note or notes sealed with the Corporate Seal and signed by the Warden and Treasurer for the moneys so borrowed, with interest at such rate as may be agreed upon from time to time with the Bank.
2. All sums borrowed pursuant to the authority of this By-law, as well as all other sums borrowed in this year and in previous years from the Bank for any or all of the purposes mentioned in the said Section 407, shall, with interest thereon, be a charge upon the whole of the revenues of the County for the current year and for all preceding years as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.

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Wade Mills, Warden

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Aimee Raves, Treasurer

# CORPORATION OF THE COUNTY OF DUFFERIN

## BY-LAW NUMBER 2023-02

**A BY-LAW TO RATIFY THE ACTIONS OF THE WARDEN AND CLERK FOR EXECUTING AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND SERVICES AND HOUSING IN THE PROVINCE. (Lease Agreement – Mel Lloyd Centre)**

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

1. That the agreement between the County of Dufferin and Services and Housing in the Province, in a form substantially the same as attached hereto as Schedule "A" be approved.
2. That the staff of the County of Dufferin is hereby authorized to take such actions as are appropriate, and the Warden and Clerk are hereby authorized to ratify such documents as are appropriate to implement the agreement referred to herein.

READ a first, second and third time and finally passed this 12<sup>th</sup> day of January, 2023.

---

Wade Mills, Warden



Michelle Dunne, Clerk



For a full copy of the lease, please contact the Clerk's office.

1

**THIS LEASE** made the 1st day of December 2022.

BETWEEN:

**CORPORATION OF THE COUNTY OF DUFFERIN**

(the "Landlord")

AND

**SERVICES AND HOUSING THE PROVINCE (SHIP)**

(the "Tenant")

## **ARTICLE 1 - BASIC TERMS AND DEFINITIONS**

### **1.1 Basic Terms**

- |     |                            |  |
|-----|----------------------------|--|
| (a) | Landlord:                  | Corporation of the County of Dufferin                        |
|     | Address:                   | 30 Centre Street, Orangeville, ON                            |
| (b) | Tenant:                    | Services and Housing The Province (SHIP)                     |
|     | Address:                   | 2-60 Courtneypark Drive<br>West, Mississauga, ON,<br>L5W 0B3 |
| (c) | Indemnifier:               | <b>Not Applicable</b>  |
| (d) | Building:                  | Mel Lloyd Centre, 167 Centre Street,<br>Shelburne, ON        |
| (e) | Premises:                  | Suite #2 as described in Section 1.2 (f)                     |
| (f) | Rentable Area of Premises: | 463 square feet, subject to Section 2.2                      |
| (g) | Term:                      | One (1) year subject to Section 2.3                          |

# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW NUMBER 2023-02**

**A BY-LAW TO RATIFY THE ACTIONS OF THE WARDEN AND CLERK FOR EXECUTING AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND SERVICES AND HOUSING IN THE PROVINCE. (Lease Agreement – 53 Zina St, Orangeville)**

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

1. That the agreement between the County of Dufferin and Services and Housing in the Province, in a form substantially the same as attached hereto as Schedule "A" be approved.
2. That the staff of the County of Dufferin is hereby authorized to take such actions as are appropriate, and the Warden and Clerk are hereby authorized to ratify such documents as are appropriate to implement the agreement referred to herein.

READ a first, second and third time and finally passed this 12<sup>th</sup> day of January, 2023.

---

Wade Mills, Warden



Michelle Dunne, Clerk

For a full copy of the lease, please contact the Clerk's office.

1

**THIS LEASE** made the 1st day of December 2022.

BETWEEN:

**CORPORATION OF THE COUNTY OF DUFFERIN**

(the "Landlord")

AND

**SERVICES AND HOUSING THE PROVINCE (SHIP)**

(the "Tenant")

## **ARTICLE 1 - BASIC TERMS AND DEFINITIONS**

### **1.1 Basic Terms**

- |     |                            |  |
|-----|----------------------------|--|
| (a) | Landlord:                  | Corporation of the County of Dufferin                            |
|     | Address:                   | 30 Centre Street, Orangeville, ON                                |
| (b) | Tenant:                    | Services and Housing The Province (SHIP)                         |
|     | Address:                   | 2-60 Courtneypark Drive<br>West, Mississauga, Ontario<br>L5W 0B3 |
| (c) | Indemnifier:               | <b>Not Applicable</b>  |
| (d) | Building:                  | 53 Zina Street, Orangeville, ON                                  |
| (e) | Premises:                  | Space as described in Section 1.2 (m)                            |
| (f) | Rentable Area of Premises: | 875 square feet, subject to Section 2.2                          |
| (g) | Term:                      | One (1) year subject to Section 2.3                              |

# CORPORATION OF THE COUNTY OF DUFFERIN

## BY-LAW NUMBER 2023-04

### **A BY-LAW TO RATIFY THE ACTIONS OF THE WARDEN AND CLERK FOR EXECUTING AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND DR. GURSHARAN SOOR. (Medical Director for Dufferin Oaks Home Long Term Care Home)**

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

1. That the Agreement between the County of Dufferin and Dr. Gursharan Soor, in a form substantially the same as attached hereto as Schedule "A" be approved.
2. That the Warden and Clerk be hereby authorized to execute the agreement and affix the corporate seal thereto.
3. That the staff of the County of Dufferin is hereby authorized to take such actions as are appropriate, and the Warden and Clerk are hereby authorized to execute such documents as are appropriate to implement the agreement referred to herein.

READ a first, second and third time and finally passed this 12<sup>th</sup> day of January, 2023.

---

Wade Mills, Warden



Clerk

**MEMORANDUM OF AGREEMENT - MEDICAL DIRECTOR**

**BETWEEN:** The Corporation of the County of Dufferin  
Dufferin Oaks Long Term Care Home  
(hereinafter called "the County")

**of the First Part**

**AND:** Dr. Gursharan Soor  
(hereinafter called "the Medical Director")

**of the Second Part**

Whereas the County operates Dufferin Oaks Long Term Care Home  
(hereinafter called 'the Home'),

Whereas the Medical Director is a legally qualified medical practitioner in good standing with  
the College of Physicians and Surgeons of Ontario,

Whereas the Medical Director has agreed to direct and organize the Home's medical services  
as required by applicable legislation and policies, including but not limited to the areas of  
medical service provision, administration, and education,

Therefore the parties agree as follows:

**Role and Major Responsibilities**

The County shall:

- Communicate to the Medical Director any and all amendments to legislation and/or policy, which will affect his role as Medical Director.

The Medical Director shall:

- Operate in compliance with the applicable policies of the County and the Fixing Long Term Care Act and Regulations and perform all duties of a medical director as required by the Fixing Long Term Care Act and Regulations.
- Be accountable to the Administrator and/or designate for operational matters and to the County of Dufferin for professional matters;
- Be responsible for the development, implementation, monitoring and evaluation of medical services in the Home which comply with the requirements of the Fixing Long Term Care Act and Regulations, the Home's policies and procedures, and the standards of the Home's Accreditation body.

Service Provision

The County shall:

- Provide the supplies and equipment necessary for the provision of medical services at the Home as required by Long Term Care Home Act and Regulations.

The Medical Director shall:

- Provide service to meet residents' medical needs, including assessment, planning, and provision of individualized medical care, consistent with professional standards of care;
- Advise and review clinical policies and procedures, where appropriate, aimed at the provision of optimal care to residents of the Home, with special consideration to the resident population, language, culture, and care needs;
- Participate in the interdisciplinary approach to care;
- Participate in the assessment of residents being considered for transfer to another facility, and assist in facilitating transfers to acute or chronic care as and when required;
- Visit the Home weekly with a monthly minimum of 5 hours spent on site and;
- Manage the physician on-call schedule for the home.
- Address issues relating to after-hours coverage and on-call coverage and resident care
- Provide or arrange medical services for residents who do not have an Attending Physician
- Sign at Attending Physician's Agreement if the Medical Director is also an Attending Physician at the Home.

Documentation

The County shall:

- Maintain a health care record for each resident and provide access to same to the Medical Director to enable him to fulfil his responsibilities.

The Medical Director shall:

### Financial Arrangements

The County shall:

- Pay the Medical Director an administrative fee of \$.45 per resident per day.

The Medical Director shall:

- Bill the Ontario Health Insurance Plan directly for professional services rendered to residents of the Home.

### Mutual/Reciprocal Indemnification

Each party (the County and the Medical Director) agrees to defend, indemnify and save the other party (the "Indemnified Party") harmless, along with their respective councillors, officers, employees and agents from any liability, action, claim, loss, damage, payment, cost, fine, fine surcharge, recovery or expense, including assessable legal fees arising out of the performance of the Indemnifying Party's obligations under this Agreement, save and except in respect of any liability, action, claim, loss, damage, payment, cost, fine, fine surcharge, recovery or expense, including assessable legal fees, directly attributable to, arising from, or caused by the negligence or breach of contractual obligation hereunder by the Indemnified Party.

### Term of the Agreement

This agreement will be in force from the 1<sup>st</sup> day of October 2022, up to and including the 31<sup>st</sup> day of March 2026 with the option of extending the agreement for one year.

This agreement may be terminated by either party giving sixty (60) days written notice to the other party unless there is a fundamental breach of the Agreement by the Medical Director or by the Home, in which case the Agreement may be terminated upon 30 days written notice by the party not in default of the Agreement.

If notice of termination is given by either party, it is understood that both parties will fulfil all obligations of the agreement until the actual date of termination.

In witness whereof, the parties have duly executed this Agreement.

# **CORPORATION OF THE COUNTY OF DUFFERIN**

## **BY-LAW NUMBER 2023-05**

### **A BY-LAW TO AMEND BY-LAW 2017-39, BEING A BY-LAW TO GOVERN THE LANDS KNOWN AS THE DUFFERIN COUNTY FOREST. (Amended to include Dufferin Rail Trail & replace Schedule A)**

WHEREAS by Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, the Council of the Corporation of the County of Dufferin has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

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

1. That By-Law 2017-39 be extended to govern the lands known as the Dufferin Rail Trail.
2. That the following definitions be added to Section 1:

“Dufferin Rail Trail” and “Rail Trail” means the 38.1 km Dufferin portion of the former rail corridor running from Orangeville, through Amaranth, Shelburne and Melancthon, to Dundalk and further depicted in Schedule A.

3. That Section 4 Motor Vehicles be removed and replaced with:

No person shall enter the Dufferin County Forest or any part thereof for the purpose of bringing into the Forest any motor vehicle for the purpose of operating said motor vehicle in the Dufferin County Forest with the following exceptions:

- a. Parking

any person who enters the Dufferin County Forest or any part thereof for the purpose of bringing into the Forest any vehicle which is drawn or propelled by a motor or any means of power other than by muscular power, to park such vehicle in any area marked or designated for parking or;



b. Motorized snow vehicles

any person who enters the Dufferin County Forest on a motorized snow vehicle on a designated Ontario Federation of Snowmobile Clubs (O.F.S.C.) trail, remains on such designated trails while in the Forest, and is in possession of a valid O.F.S.C. trail permit or;

c. Game Retrieval

any person who enters the Dufferin County Forest for the purpose of retrieving game, or;

d. Pedal-Assist Electric Bicycles

pedal-assist electric bicycles (Class 1) are permitted where cycling is permitted.

4. That Section 11 be deleted and replaced with:

All persons cycling, horseback riding, or snowmobiling in the Dufferin County Forest must wear an appropriate helmet.

5. That the wording in Sections 3, 6, 10, 13, and 20 stating "his or her" be removed and replaced with "their".

6. That Section 21 Treestands and Blinds be removed and replaced with:

Treestands and blinds must be of a temporary, portable design and may only be in place from October 1 of a given year until the following May 31.

7. That the following sections pertaining to the Dufferin Rail Trail be added:

**Parking**

25. Parking is permitted only in designated areas.

**Animal Excrement**

26. Any person who owns, harbours or possesses or is in control of any animal shall be responsible for the removal and sanitary disposition of any excrement of the said animal forthwith.

## **Dogs**

27. Dogs are not allowed to run at large on the Dufferin Rail Trail.

## **Safety**

28. All persons cycling, horseback riding, or using a motorized vehicle on the Dufferin Rail Trail must wear an appropriate helmet.

29. No person on the Dufferin Rail Trail shall use an audio device that impairs their awareness of other users.

## **Garbage disposal**

30. No person shall discard refuse, including yard or garden waste, on the Dufferin Rail Trail.

## **Vandalism**

31. No person shall remove, alter, damage or destroy any property or structures of the County on the Dufferin Rail Trail.

## **Signs and Markers**

32. No person shall disobey a posted sign or marker on the Rail Trail.

8. That Section 34 be amended to include the Dufferin Rail Trail.

9. That Schedule 'A' (Dufferin County Forest Recreational Use Policy 4-6-1) be removed and replaced with the attached.

10. 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 12<sup>th</sup> day of January, 2023.



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Wade Mills, Warden

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Michelle Dunne, Clerk

REFRESH | REGROW | RECREATE

# NEW ROUTES

Dufferin County Outdoor Recreation Plan



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## **Introduction**

In 2022, in concert with a review of the recreational use policy for the Dufferin County Forest, the County expanded the public input and review process and subsequent documents to include the County-owned vacant rail corridor, the Dufferin Rail Trail. In addition, besides addressing permitted and restricted uses, the outdoor recreation plan addresses other aspects of public use, including infrastructure, signs, interpretive and educational features, and communications. With regard to the County Forest, much of this information was brought in from the recently completed five-year operating plan (2021-2026) and informed by the current public input and review process. For the Rail Trail, these sections were informed by past experience with the Rail Trail and the County Forest, as well as the current public input and review process.

The Dufferin County Forest consists of fourteen tracts that together form a 1,066 hectare (2,636 acre) forested area owned and managed by the County of Dufferin (map on next page). The Forest serves important functions in terms of erosion and water control, natural heritage protection, biodiversity, wildlife habitat, recreational opportunities, and support of the rural economy through timber production and employment opportunities. A Recreational Use Policy/By-Law for the County Forest was passed in 2017. Several amendments have been made to the policy/by-law since then, most of them minor in nature. This is the first full-scale public review of the policy/by-law since its initial creation. The items other than permitted and restricted uses are discussed in the Five-Year Operating Plan and Twenty-Year Management Plan for the Forest.

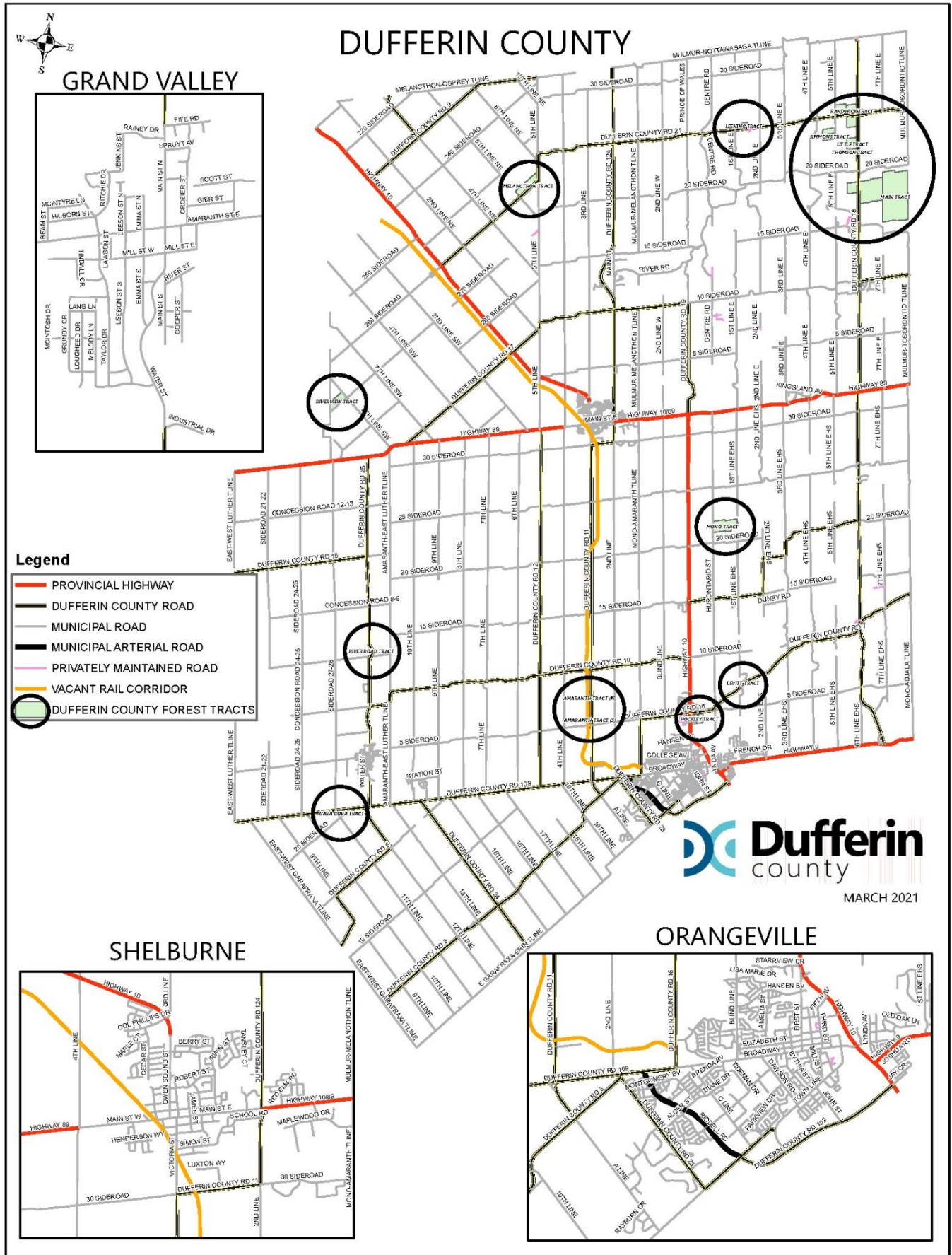
The Dufferin Rail Trail is the 38.1 km Dufferin portion of the former rail corridor running from Orangeville, through Amaranth, Shelburne and Melancthon, to Dundalk (map on next page). Historically there have been agreements in place with the local ATV and snowmobile clubs for use of the trail. There are no other documents related to use or management of the Rail Trail.

While considering the limits of available natural and human resources, and putting environmental sustainability at the forefront, the County is committed to making both the Rail Trail and the County Forest available to as diverse a group of users as possible. In consultation with the County's Tourism Division, the promotion of the Rail Trail and the County Forest will be focused on the residents of Dufferin County.

The implementation of this plan will require the participation and co-operation of the residents of Dufferin County, the users of the Rail Trail and County Forest, volunteers, and the following County Divisions: Climate Change, Transportation – Operations, Tourism, Economic Development, Museum of Dufferin, and Forestry.

A number of the actions outlined in this plan (in particular with regards to infrastructure and signs) have cost impacts beyond current budgets. Without further budgetary commitments by County Council they will not be implemented.

# New Routes: Dufferin County Outdoor Recreation Plan



## Communications

- Establish social media accounts for Rail Trail/County Forest.
- Add Rail Trail information to the County website.
- Distribute information about the Rail Trail/County Forest through related local businesses.
- Look into development of an app for the Rail Trail/County Forest and/or providing content to existing trail-related apps.
- Improve the Main Tract trail map to make it more user-friendly through graphic design and information about trail distances, difficulty etc.
- Improve printed information products through better graphic design.
- Communicate key information through radio ads.
- Continue to communicate key information through local newspapers.
- Continue to communicate information through County website.
- Launch information campaign such as “Slow and Say Hello” ([www.safetrailsmarin.org](http://www.safetrailsmarin.org)) to increase awareness amongst various users and user groups

## Rail Trail

### Infrastructure & Maintenance

- The surface of the rail trail will be maintained in such a manner as to facilitate permitted uses.
- Consideration will be given to year-round parking areas at Orangeville and Shelburne.
- Portable toilets will be placed at suitable locations in Orangeville and Shelburne.

### Signs

- Distance markers will be posted from both Orangeville (going north) and Dundalk (going south).
- Pictographic signs indicating permitted/prohibited trail uses.
- Signs describing historical significance of particular areas/locations with a particular focus on Indigenous history.
- Signs acknowledging Indigenous history and current presence on the land (“land acknowledgement”).
- Road name and road crossing signs will be posted at road crossings.
- Speed limit signs for motorized users.
- Signs will be maintained and replaced as needed.
- Best efforts will be made to balance the need for signs without littering the environment with them.

### Interpretive Features/Education

- Signs describing history and significance of the area, with a focus on Indigenous history.
- Signs describing flora and fauna.
- Guided interpretation walks.

## **Permitted/Prohibited Uses**

### **1. Generally Accepted Uses**

- Unless otherwise restricted in this policy and associated by-law, generally accepted outdoor recreational activities are permitted on the Dufferin Rail Trail.

### **2. Parking**

- Parking is permitted only in designated areas.

### **3. Dogs**

- Dogs must be under control or on-leash at all times while on the Rail Trail.

### **4. Safety**

- The use of audio devices that impair your awareness of other users is not permitted on the Rail Trail.
- Helmets are required for anyone cycling, horseback riding, or using a motorized vehicle on the Rail Trail.

### **5. Respect for Property**

- Discarding of garbage, including yard or garden waste, on the Rail Trail is not permitted.
- Willful damage to any structures on the Rail Trail is not permitted.

## **County Forest**

### **Infrastructure & Maintenance**

- The surfaces of the trails and roads will be maintained in such a manner as to facilitate permitted uses.
- Consideration will be given to a year-round parking area, information kiosk, and portable toilets at the Mono Tract.
- Portable toilets will be placed at the Main Tract.
- The main parking area at the Main Tract will be maintained year-round.
- Consideration will be given to establishing a source of non-potable water (primarily for horses and dogs) at the Main Tract.
- Consideration will be given to establishing a second information kiosk at the event field at the Main Tract.

### **Signs**

- Red dots inside the perimeter of all of the forest properties as described in the *Trespass to Property Act*.
- Signs at all County Forest entrances prominently displaying the County Forest website address and/or a QR code to link to the website.



- Pictographic signs indicating permitted/prohibited trail uses.
- Signs describing historical significance of particular areas/locations with a particular focus on Indigenous history.
- Signs acknowledging Indigenous history and current presence on the land (“land acknowledgement”).
- For the Main Tract, “you are here” style maps.
- At the Mono Tract, increase signs to increase awareness amongst various users and user groups.
- Signs will be maintained and replaced as needed.
- Best efforts will be made to balance the need for signs without littering the environment with them.

### **Interpretive Features/Education**

- Signs describing history and significance of the area, with a focus on Indigenous history.
- Guided interpretation walks.
- Development of school programs related to forest history, local flora and fauna, importance of the natural environment etc.
- Development of wetland interpretive trail at Melancthon Tract and/or Thomson Tract.

### **Permitted/Prohibited Uses**

#### **1. Indigenous Peoples**

- This policy does not limit or supersede any recognized rights of Indigenous Peoples.

#### **2. Generally Accepted Uses**

- Unless otherwise restricted in this policy and associated by-law, generally accepted outdoor recreational activities are permitted in the Dufferin County Forest.

#### **3. Main Permitted and Restricted Activities by Land Use Classes**

- Appendix A shows the main permitted and restricted activities divided according to the land use classes in *Our Forest, Our Future: Dufferin County Forest Operating Plan 2021-2026* (Table 8, pg. 27).

#### **4. Trails**

- Users must stay on established trails at all times while in the Dufferin County Forest.

#### **5. Motorized Vehicles**

- Motorized vehicles, other than snowmobiles and vehicles used for game retrieval, are not permitted in the Dufferin County Forest.
- Pedal-assist electric bicycles (Class 1) are permitted where cycling is permitted.
- Wheelchairs and medical scooters are designed for people who have limited mobility because of a medical condition or injury. They are considered as pedestrians under the *Highway Traffic Act*, no matter their source of power. Therefore, there are no restrictions on their use in the Dufferin County Forest.

**6. Parking**

- Parking is permitted only in designated areas.

**7. Hunting, Fishing, Trapping**

- In general, hunting is not permitted in all tracts of the Dufferin County Forest, please refer to Appendix A for tracts where hunting is permitted.
- There is no hunting or discharge of firearms allowed in any Dufferin County Forest between June 1 and September 30.
- Patterning/sighting of firearms is not permitted in the Dufferin County Forest.
- Between October 1 and May 31, hunting and discharge of firearms are permitted only on the tracts as listed in Appendix A and within the seasons and other restrictions and requirements as determined by the Ontario Ministry of Natural Resources and Forestry.
- Only temporary portable tree stands are permitted. Tree stands may be in place in the Forest only from October 1 of a given year until the following May 31.
- Hunters are required to purchase a permit from the County for hunting in the Dufferin County Forest. The permit will be valid from October 1 of a given year until the following May 31. If deemed necessary, the County may restrict the number of permits issued.
- All hunters must be members in good standing of a recognized organization that provides a minimum of \$5 million liability insurance for its members while they are engaged in hunting activities and are required to present proof of membership prior to obtaining a permit to hunt in the Dufferin County Forest.
- Fishing is permitted only within seasons and other restrictions and requirements as determined by the Ontario Ministry of Natural Resources and Forestry. However, there are no significant fishing opportunities in the Dufferin County Forest.
- Trapping is permitted only within the seasons and other restrictions and requirements as determined by the Ontario Ministry of Natural Resources and Forestry and only at the following tracts: Melancthon, Riverview, and Amaranth South. Trapping areas will be assigned on a first come, first serve basis, renewable annually at the County's discretion. All trappers are required to present proof of membership in the Ontario Fur Managers Federation prior to being granted permission to trap.

**8. Snowmobiling**

- Snowmobiling in the Dufferin County Forest is permitted on designated Ontario Federation of Snowmobile Clubs (OFSC) trails only. Snowmobilers must display a current OFSC trail permit and follow all OFSC rules/regulations while using the designated trails in the Dufferin County Forest.

**9. Foraging**

- In order to conserve the natural environment, users are not permitted to disturb, cut, kill, remove or harm any plant, tree or natural object in the Dufferin County Forest,

including for the purposes of foraging.

**10. Dogs**

- Dogs must be under control or on-leash at all times within the Dufferin County Forest.

**11. Safety**

- The use of audio devices that impair your awareness of other users is not permitted in the Dufferin County Forest.
- Helmets are required for anyone cycling, horseback riding, or snowmobiling in the Dufferin County Forest.

**12. Campfires/Cooking**

- Campfires are not permitted in the Dufferin County Forest. The use of portable cooking stoves may be restricted due to weather conditions.

**13. Respect for Property**

- Discarding of garbage, including yard or garden waste, in the Dufferin County Forest is not permitted.
- Willful damage to any structures in the Dufferin County Forest is not permitted.

**14. Drones**

- Use of drones in the Dufferin County Forest is not permitted without prior authorization from the County Forest Manager or his/her designate.

**15. Mansfield Outdoor Centre**

- The County of Dufferin has a long-standing exclusive land use agreement with the Mansfield Outdoor Centre for lease of designated trails in the south part of the Main Tract for cross-country skiing/fat biking between December 1 of a given year and March 31 of the following year. The agreement will be renewed annually at the County's discretion.
- Organized recreational events taking place at the Mansfield Outdoor Centre that wish to make use of trails in the Main Tract of the Dufferin County Forest will be subject to the same requirements as any other organized recreational event.

**16. Organized Recreational Events**

- Non-profit groups wishing to hold an event/tour for more than 30 people in the Dufferin County Forest will be required to obtain a County Forest Event Permit. For-profit/commercial groups of any size wishing to hold an event/tour in the Dufferin County Forest will be required to obtain a County Forest Event Permit (Appendix B) or have a use agreement in place with the County of Dufferin.

## **New Routes: Dufferin County Outdoor Recreation Plan**

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- A single event can extend over only one Friday-Monday period. Consecutive events by the same group will not be permitted.
- Groups are advised to inquire as to date availability for events as soon as possible (at least three months in advance of event date) to avoid disappointment. In order to minimize conflicts, only one event per tract per day will be granted an event permit.
- Groups participating in forest stewardship activities such as trail building, trail maintenance, and garbage removal are not required to have an event permit for such activities.
- Access to the open area at the Main Tract for overnight stays/event staging will be limited to groups holding organized recreational events having a valid County Forest Event Permit.
- There will be no camping permitted in the Dufferin County Forest other than as part of an event for which there is a valid County Forest Event Permit.
- Event dates for the following calendar year can be reserved starting on November 1 of the current year.
- Virtual events will not be subject to the requirements of organized recreational events.

### **17. Separation of Trail Uses**

- The County Forest Manager or his/her designate will work with stakeholders to establish separate designated trails in the Main Tract for user groups. Trail maps will be distributed to users through a variety of means and signs will indicate designated trails in the Main Tract.

### **18. Fees**

- Fees for recreational use of the Dufferin County Forest will be established in the County's fees by-law and will be available on the County website and by request.

### **19. Forest Management**

- Forest management activities will be conducted so as to minimize impacts on designated recreational trails.

### **20. Dufferin County Forest Advisory Team**

- The County will establish a team made up of five residents of Dufferin County and one member of the Infrastructure and Environmental Services Committee. The team will meet at least once annually to discuss the management of the Dufferin County Forest. The purpose of the team will be to ensure that the interests of stakeholders in the Dufferin County Forest are represented and effectively communicated to the County of Dufferin. Representation will be solicited from the general public to coincide with the new term of County Council, or as required to replace or add members. The Terms of Reference for the Dufferin County Forest Advisory Team are in Appendix C.

## Appendix A: Main Permitted and Restricted Activities by Dufferin County Forest Land Use Class

Tract & Compartments	Land Use Class	Area (ha)	Hiking/Running/Nature Appreciation	Skiing/Snowshoeing	Fat (Winter) Mtn Biking	Mtn Biking
Amaranth (42a), Laurel Wetland Complex	natural	12	y	y	n	n
Amaranth (43b, 43c), Farmington Swamp	natural	10	y	y	y	y
Amaranth (43a)	managed	2	y	y	y	y
Gara-Gore (44a)	managed	15	y	y	y	y
Hockley (49), Orangeville Wetland Complex	natural	20	y	y	y	y
Leening (50)	natural	8	y	y	n	n
Levitt (51)	natural	4	y	y	n	n
Little (48)	natural	47	y	y	n	n
Main (7-10, 12-19, 21a, 22, 23a, 23b, 24b, 24c, 25b, 25c)	managed	316	y	y	y	y
Main (11, 20a, 21b, 23c, 24a, 25a, 26-30, 31a, 31d), Oak Ridges South Slope Forest	natural	266	y	y	y	y
Main (31b, 31c)	natural	24	y	y	y	y
Melancthon (32a, 32b, 32c, 33a, 33b, 33d)	managed	12	y	y	y	y
Melancthon (33a, 33c, 33d, 34a, 35a), Melancthon 1	natural	48	y	y	y	y
Mono (39-40, 46)	managed	68	y	y	y	y
Randwick (1-4c, 5-6)	managed	115	y	y	y	y
Randwick (4d), Walker's Creek Wetland	natural	2	y	y	y	y
River Road (45)	managed	3	y	n	n	n
Riverview (36, 37b, 37c, 37d, 37e, 38a, 38b)	managed	27	y	y	y	y
Riverview (37a, 38c, 38d), Melancthon 2	natural	13	y	y	y	y
Simmons (47)	managed	42	y	y	y	y
Thomson	managed	12	y	y	n	n

**New Routes: Dufferin County Outdoor Recreation Plan**

<b>Tract &amp; Compartments</b>	<b>Land Use Class</b>	<b>Area (ha)</b>	<b>Horseback Riding</b>	<b>Hunting</b>	<b>OFSC Trails</b>	<b>Other Motorized Vehicles</b>
Amaranth (42a), Laurel Wetland Complex	natural	12	n	n	n	n
Amaranth (43b, 43c), Farmington Swamp	natural	10	y	y (except June 1-Sept 30)	n	n
Amaranth (43a)	managed	2	y	y (except June 1-Sept 30)	n	n
Gara-Gore (44a)	managed	15	y	y (except June 1-Sept 30)	n	n
Hockley (49), Orangeville Wetland Complex	natural	20	n	n	n	n
Leening (50)	natural	8	n	n	n	n
Levitt (51)	natural	4	n	n	n	n
Little (48)	natural	47	n	n	n	n
Main (7-10, 12-19, 21a, 22, 23a, 23b, 24b, 24c, 25b, 25c)	managed	316	y	n	y	n
Main (11, 20a, 21b, 23c, 24a, 25a, 26-30, 31a, 31d), Oak Ridges South Slope Forest	natural	266	y	n	n	n
Main (31b, 31c)	natural	24	y	n	n	n
Melancthon (32a, 32b, 32c, 33a, 33b, 33d)	managed	12	y	y (except June 1-Sept 30)	n	n
Melancthon (33a, 33c, 33d, 34a, 35a), Melancthon 1	natural	48	y	y (except June 1-Sept 30)	n	n
Mono (39-40, 46)	managed	68	y	n	y	n
Randwick (1-4c, 5-6)	managed	115	y	y (except June 1-Sept 30)	y	n
Randwick (4d), Walker's Creek Wetland	natural	2	y	y (except June 1-Sept 30)	n	n
River Road (45)	managed	3	n	n	n	n
Riverview (36, 37b, 37c, 37d, 37e, 38a, 38b)	managed	27	y	y (except June 1-Sept 30)	y	n
Riverview (37a, 38c, 38d), Melancthon 2	natural	13	y	y (except June 1-Sept 30)	n	n
Simmons (47)	managed	42	y	y (except June 1-Sept 30)	n	n
Thomson	managed	12	n	n	n	n

## Appendix B: County Forest Event Permit Application

Applications must be submitted **at least 90 days prior to the event.**

Submit to: County of Dufferin  
Corporate Services – Clerk’s Office  
55 Zina Street  
Orangeville ON L9W1E5  
Phone 519-941-2816  
Fax 519-941-4565  
info@dufferincounty.ca

Once submitted, you will receive confirmation of receipt. Applications will be reviewed by the Clerk’s Office and the County Forest Manager. You will be contacted regarding your permit status within 30 days.

Once issued, the County Forest Event Permit must be available for viewing at all times during the event.

**Please note that acceptance of your application is in no way approval or confirmation of your request.**

The following documentation is required before the permit will be issued:

1. Completed and signed application
2. The signed Terms and Conditions page
3. The signed Hold and Save Harmless and Indemnity Agreement
4. Proof of Insurance in the minimum amount of \$5 million dollars liability showing the Corporation of the County of Dufferin as an additional insured and including a provision for cross liability for insurance against all damages or claims for damages or liability
5. An event description
6. An event route map

NOTE: Your event description must be approved by the County prior to being used to promote the event.

Fee Schedule (as per By-Law 2015-41):

Application Fee: \$50 plus 13% HST

Per Person Event Fee: \$2/Person Attending the Event plus 13% HST

Application fee is due upon permit approval. Permits will be issued following payment of fee.

Per Person Event fee is due following the event.

If several events are substantially the same, you may submit one application form listing all event dates. However, separate application and per person event fees will still be required for each event. An event can extend over only one Friday-Monday period. Consecutive events by the same group will not be permitted.

## COUNTY FOREST EVENT PERMIT APPLICATION

### Applicant Information

Applicant Name:

Organization/Group:

Mailing Address:

Email Address:

Phone Number:

### Event Information

Name of Event:

Date: From: \_\_\_\_\_ To: \_\_\_\_\_

Number of Participants:

Type of Event:                      For Profit                      Non Profit

Intended Use:                      Camping                      Cross Country Skiing                      Hiking

(Check all that apply)                      Horseback Riding                      Mountain Biking                      Snowshoeing

Other:

Forest Tract Requested:

Brief Description of Event:

Description of Route Markings:

Print Name:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

<u>For Office Use Only</u>	
Received By:	Date Received:
Reviewed By County Forest Manager:	Date Reviewed:
Event Description Approved	Special Permission Letter from Forest Manager
# of Participants Confirmed	Application Fee Received
Proof of Insurance Received	Indemnity Agreement Received
Event Route Map Received	Terms & Conditions Signed
	Permit Issued – Permit #:



## **COUNTY FOREST EVENT PERMIT APPLICATION**

### **Terms and Conditions**

- The user is responsible for complying with regulations set out in By-law 2017-39 and the Dufferin County Forest Recreational Use Policy (Policy No. 4-6-1).
- The user's event description must be approved by the County prior to being used to promote the event.
- A single event can extend over only one Friday-Monday period. Consecutive events by one group will not be permitted.
- The user is responsible for all costs relating to maintaining the property for use made of it during the event. The County has no obligation to maintain or repair the trails and/or bridges on the property for the benefit of the user. The user is responsible for ensuring that the event route is passable prior to, and following, the event.
- The user is prohibited from cutting any trees, branches or brush without prior written approval from the County Forest Manager or designate.
- The user agrees that any cutting or other damages, that in the opinion of the County Forest Manager or designate, has been caused by the users shall be rectified at the user's expense upon written notice by the County.
- The route of the event must follow the route set out in the permit application.
- No new trails may be created for the event without prior written approval from the County Forest Manager or designate.
- The user is responsible for posting signage on all trails and/or bridges or other signage as requested by the County. Any signs for the event may be posted no sooner than two weeks prior to the event date and must be removed no later than two weeks after the event. If the user is holding multiple events in a calendar year that use the same route(s), event signage may remain in place until two weeks after the final event of the calendar year.
- All trails and/or bridges on the property must remain open to the public for other permitted uses and the public shall be allowed to use them without being charged a fee by the user.

## **New Routes: Dufferin County Outdoor Recreation Plan**

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- Upon completion of the event, the user will restore the property to a state, which in the opinion of the County Forest Manager or designate, is as good as or better than the original condition prior to the event.
- The County reserves the right to cancel an event permit in case of predicted severe weather.
- In order to reduce the chances of introduction of invasive species, no firewood is to be brought in to the camping area from outside the Main Tract.
- For events that include participants staying overnight/camping, at least one portable toilet must be provided for the use of participants.
- The user agrees to comply with all applicable municipal, provincial, federal and other laws, statutes, ordinances and requirements.
- The County may refuse to issue or revoke the permit if the user does not provide the necessary supporting documentation or fails to comply with By-law 2017-39 and the Dufferin County Forest Recreational Use Policy.
- The County of Dufferin reserves the right to add any conditions as required. If conditions are not being adhered to, the County of Dufferin may stop, suspend or cancel the event.

As the organizer and person responsible for the event, I have read, understand and agree to abide by the rules and the conditions set forth by these above terms and conditions.

Print Name:

Signature:

Date:

**COUNTY FOREST EVENT PERMIT APPLICATION**  
**Save and Hold Harmless and Indemnity Agreement**

The User, \_\_\_\_\_, agrees to indemnify, save harmless, and waive all rights against the County of Dufferin from and against all suits and claims for loss, damage, accident, death, or injury of any nature or kind whatsoever arising out of or connected with the use and maintenance of the property or any preparation or construction of or on the property by the user, its members, employees, agents, or any other person using the property.

Print Name:

Signature:

Date:

## Appendix C: Terms of Reference – Dufferin County Forest Advisory Team

### Purpose:

The purpose of the Dufferin County Forest Advisory Team (DCFAT) is to:

- provide community input and advice to County staff regarding the Dufferin County Forest Management Plan and Dufferin County Forest Recreational Use Policy and;
- assist County staff in communicating plan and policy revisions.

### Dufferin County Forest Goal:

*To protect the quality and integrity of ecosystems in the Dufferin County Forest, including air, water, land and biota; and, where quality and integrity have been diminished, to encourage restoration or remediation to healthy conditions; while providing a variety of social and economic benefits to the public.*

### Assumptions:

- recreational pursuits in the forest are a privilege, not a right;
- the Dufferin County Forest is not parkland, preserve or for single-use, however, some areas may not be suitable for all activities and;
- the Dufferin County Forest is owned and managed by the Corporation of the County of Dufferin, and is not Crown land.

### Criteria for Analysis of Recreational Activities/Events:

- activity must have minimal environmental impact;
- activity must not have significant impact upon other forest users;
- activity must be compatible with forest management activities;
- activity must not pose significant liability concerns to the County and;
- activity should not require significant County staff intervention for administration or policing.

### Membership:

Representation will be solicited from the general public to coincide with the new term of County Council, or as required to replace or add members. Five members will be selected according to the following criteria:

- commitment to advancing the purpose of the Dufferin County Forest Advisory Team;
- interest and respect for a broad range of issues regarding the management of the Dufferin County Forest;
- respect for the procedures agreed to by the members;
- willingness to serve as a volunteer on the Advisory Team;
- aged 18 or over; and
- resident of Dufferin County.

In addition, one member of the Infrastructure and Environmental Services Committee will be appointed to the Dufferin County Forest Advisory Team.

### Structure:

The Advisory Team will meet at least once annually to discuss items relevant to its purpose. The County Forest Manager or his/her designate will attend all meetings and assist as required. The Advisory Team may choose to obtain feedback from recreational users and the broader public when deemed necessary.

# CORPORATION OF THE COUNTY OF DUFFERIN

## BY-LAW NUMBER 2023-xx

### **A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AT ITS MEETING HELD ON JANUARY 12, 2023.**

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 January 12, 2023 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 12<sup>th</sup> day of January, 2023.

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Wade Mills, Warden



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Michelle Dunne, Clerk