



PUBLIC MEETING & REGULAR MEETING AGENDA

(The Public Meeting is being held in accordance with Section 12 of the *Development Charges Act* to give the public an opportunity to ask questions, provide comments, and make representations on the development charges background study and proposed by-law)

Thursday, June 9, 2022 at 6:30 p.m.

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

To join the Public meeting, please use the following link:

<https://dufferincounty-ca.zoom.us/j/82134257856>

Password: 746078842

If you would like to ask a question following the presentation, please use the chat or raise hand function on Zoom.

If you are unable to join the meeting, please contact the Clerk's office by June 7, 2022 at 519-941-2816 x2500 or info@duffercounty.ca to submit your questions or comments.

1. ROLL CALL

Verbal roll call by the Clerk.

2. APPROVAL OF THE AGENDA

THAT the Agenda and any Addendum distributed for the June 9, 2022 Statutory Public meeting and regular 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. NOTICE OF PUBLIC MEETING

A copy of the Notice of Public meeting under Section 126 of the *Development Charges Act, 1997, as amended*, to receive input regarding the Development Charges Background Study.

5. PRESENTATION AND CONSIDERATION OF REPORTS

5.1. Watson & Associates Economists Ltd

A presentation from Watson & Associates Economists Ltd. with respect to the Dufferin County Development Charges Background Study.

A copy of the Development Charges Study and Draft by-Law are available on [Dufferin County's website](#) or by contacting the Clerk's office.

6. COMMENTS/QUESTIONS

Members of the Public are invited to provide comments or ask questions regarding the Development Charges Background Study.

REGULAR COUNCIL AGENDA

7. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

THAT the minutes of the regular meeting of Council of May 12, 2022, be adopted.

8. PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS

8.1. Presentation: Bill Hill Scholarship Recipients

The Bill Hill Scholarships were awarded to:

- Agriculture & Environmental Studies: Madelyn Crane
- Arts (Fine Arts & Liberal Arts): Mars Gagawchuk
- Black or Person of Colour: Islam Aljah-Abed
- Business & Social Sciences: Emily Smith
- Science & Technology: Julia Miller
- Skilled Trades & Training Programs: Paige Either

8.2. Proclamation: Seniors Month – June 2022

8.3. Proclamation: Longest Day of Smiles – June 19, 2022

8.4. Proclamation: Multicultural Day – June 27, 2022

8.5. International Plowing Match & Rural Expo

8.5.1. Presentation: Ontario Plowmen's Association

Cathy Lasby, Executive Director, Ontario Plowmen's Association, delegated to Committee to request Dufferin County's support to host the 2023 International Plowing Match and Rural Expo in the Township of Amaranth.

8.5.2. Director of Development & Tourism's Report

REPORT TO BE DISTRIBUTED WHEN AVAILABLE.

9. PUBLIC QUESTION PERIOD

To submit your request to ask a question, please contact us at info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on June 8, 2022.

10. PRESENTATION AND CONSIDERATIONS OF REPORTS

10.1. Diversity, Equity and Inclusion Community Advisory Committee Minutes – May 11, 2022

THAT the minutes of the Diversity, Equity and Inclusion Community Advisory Committee meeting held on May 11, 2022, and the recommendations set out, be adopted.

DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #5 – Connection with Other Equity Tables

THAT staff reach out on behalf of the Committee Chair to set up a meeting with the area municipality Diversity, Equity and Inclusion Committees Chairs to share knowledge and collaborate.

10.2. Infrastructure and Environmental Services Minutes – May 26, 2022

THAT the minutes of the Infrastructure and Environmental Services meeting held on May 26, 2022, and the recommendations set out, be adopted.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #2 Dufferin Wind Power

THAT Longyuan Power be permitted to enter the property of the former Eco-Energy Park to complete a preliminary site evaluation.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #3 Entrance Permit Application

THAT the delegation from Karen Bennett, Partner, Glen Schnarr & Associates Inc., be received.

THAT staff be directed to proceed with applying the process as outlined in the Entrance Policy and the Official Plan.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #4 Primrose Operations Centre – Electrical Upgrade

THAT Report, Primrose Operations Centre - Electrical Upgrade, dated May 26, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT staff be approved to proceed with completing power upgrades at the Primrose Operation Centre;

AND THAT the necessary funds for the power upgrades at the Primrose Operations Centre be funded through the Public Works Capital Reserve.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #5 Blue Box Transition – County Role

THAT Report, Blue Box Transition – County Role, from the Director of Public Works/County Engineer, dated Thursday, May 26, 2022, be received;

AND THAT staff respond to the Circular Materials Ontario (CMO) survey to confirm that the County will not be entering into a contract with CMO for recycling collection services during Blue Box Transition;

AND THAT staff receive delegated authority to negotiate terms with CMO, or other PRO agencies and/or parties, to ensure service continuity through the transition, should the need arise.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #6
Capital Project Update – May 2022

THAT Report, Capital Project Update – May 2022, from the Director of Public Works/County Engineer, dated May 26, 2022, be received.

INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #7
Facility Tender Results – T2022 FA-22-02: Balcony Repair & Restoration Work

THAT Report, Facility Tender Results – FA-22-02, dated May 26, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT the tender overage of approximately \$312,000 be funded through Housing Capital Fund;

AND THAT unforeseen or unanticipated work related to the balcony restoration be covered by provisional item costing funded by through the Housing Capital Fund.

10.3. General Government Services Minutes – May 26, 2022

THAT the minutes of the General Government Services meeting held on May 26, 2022, and the recommendations set out be adopted.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #2
Policy Development – International Aid, Donations, Proclamations, Flag Raising

THAT the report of the Director of People and Equity, dated May 26, 2022, with respect to Policy Development – International Aid, Donations, Proclamations, and Flag Raising Requests, be received;

AND THAT staff be directed to research options with respect to policies on International Aid, Donations, Proclamations, and Flag Raising.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #3
Right to Disconnect Policy

THAT the report of the Director of People and Equity, dated May 26, 2022, titled Right to Disconnect Policy, be received;

AND THAT the attached Right to Disconnect Policy 2-4-01-15 be approved.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #4
Joint Multi-Year Accessibility Plan – 2022 – 2025

THAT the Report from the Manager – Preparedness, 911 & Corporate Projects, dated May 26, 2022, titled Joint Multi-Year Accessibility Plan 2022-2025, be received;

AND THAT the attached Joint Multi-Year Accessibility Plan 2022-2025 be approved.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #5
Annual Report on Long Term Debt Capacity

THAT the report from the Manager of Corporate Finance, Treasurer, dated May 26, 2022, Annual Report on Long Term Debt Capacity, be received.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #6
Procedural By-Law Review – Report #2

THAT the report from the Clerk, dated May 26, 2022, regarding the Procedural By-law Review Report #2, be received;

AND THAT the Procedural By-law be placed on the July 14, 2022 Council Agenda for approval.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #7
Amendments to the User Fee By-Law

THAT the report from the Clerk, dated May 26, 2022, titled Amendments to User Fee By-law, be received;

AND THAT the fee adjustments as outlined in the report be approved;

AND THAT Schedule A, Schedule C, Schedule D, and Schedule E be amended as outlined in the report;

AND THAT the necessary by-law be enacted.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #8
Council Remuneration Review – Report #2

THAT the report from the Clerk, dated May 26, 2022, regarding Council Remuneration Review, be received;

AND THAT Option #3 be approved for the 2022-2026 term of Council:

- Warden - \$79,686.80
- Councillor - \$24,630.40
- Committee Chair - \$26,130.40

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #9
Service Optimization & Workforce Planning Strategy Update

THAT the report of the Chief Administrative Officer, dated May 26, 2022, with respect to Workforce Planning Strategy Framework Next Steps, be received;

AND THAT the next steps identified in the Service Optimization and Workforce Planning Strategy Framework be approved.

GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #10
Strategic Plan 2023-2026

THAT the report of the Chief Administrative Officer, dated May 26, 2022, with respect to Strategic Plan 2023-2026, be received;

AND THAT, staff be direct to initiate the Strategic Plan process for the next term of Council;

AND THAT, staff be authorized to engage a Strategic Plan consultant to be funded from Development Charges.

10.4. Community Development & Tourism Minutes – May 26, 2022

THAT the minutes of the Community Development and Tourism meeting held on May 26, 2022, and the recommendations set out be adopted.

COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #1
Ontario Plowmen’s Association

THAT Cathy Lasby, Executive Director, Ontario Plowmen’s Association, be invited to present further information to the June 9, 2022 Council meeting; AND THAT staff report back to the June 9, 2022 Council meeting about the possibility of hosting the 2023 International Plowing Match and Rural Expo.

COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #2
MoD Strategy Focus Group

THAT the Report from the Director of Development and Tourism, dated May 26, 2022, titled MoD: Strategic Plan Focus Group, be received.

COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #3
Municipal Comprehensive Review (MCR) Update & Timelines

THAT the report of the Director of Development and Tourism, dated May 26, 2022, titled Municipal Comprehensive Review Update and Timelines, be received.

COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #4
Township of Amaranth

THAT the resolution from the Township of Amaranth, dated April 26, 2022, regarding hosting the 2023 International Plowing Match, be received.

10.5. Manager of Corporate Finance, Treasurer – Asset Management Plan

A presentation from Thomas Uda, Engagement Manager, and Aman Singh, Senior Partner, SLBC Advisory Group, regarding the Asset Management Plan.

A report from the Manager of Corporate Finance, Treasurer, dated June 9, 2022, to seek approval of an Asset Management Plan. The plan is a requirement per O. Reg. 588/17 and must be adopted by July 1, 2022.

THAT the report on Asset Management Plan, from the Manager of Corporate Finance, Treasurer, dated June 9, 2022, be received;

AND THAT the Asset Management Plan, as attached, be adopted.

10.6. Administrator of Dufferin Oaks – Multi-Sector Accountability Agreement (M-SAA) Declaration

A report from the Administrator of Dufferin Oaks, dated June 9, 2022, to approve the signing of the Declaration of Compliance as required by Multi Sector Service Accountability Agreement for services provided through Dufferin County Community Support Services.

THAT the report of the Administrator of Dufferin Oaks, dated June 9, 2022, regarding the Multi-Sector Service Agreement Declaration of Compliance, be received;

AND THAT Council authorizes the Warden to sign the Declaration on behalf of Council for submission to the Central West LHIN.

10.7. Administrator of Dufferin Oaks – Replacement of Dufferin Oaks Rooftop Chiller

A report from the Administrator of Dufferin Oaks, dated June 9, 2022, to provide members of Council information on the replacement of the Roof Top Chiller at Dufferin Oaks.

THAT the report of the Administrator, dated June 9, 2022, with regards to the Chiller Replacement, be received;

AND THAT the additional costs be funded through the current Dufferin Oaks Capital Reserve Fund.

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

A report from the Chief Administrative Officer, dated June 9, 2022, to provide Council with an update of activities from outside boards and agencies.

THAT the report of the Chief Administrative Officer, dated June 9, 2022 with respect to Reports from Outside Boards be received.

11. CORRESPONDENCE

12. NOTICE OF MOTIONS

13. MOTIONS

14. CLOSED SESSION

**14.1. Closed Session – Canadian Union of Public Employees (CUPE)
Negotiation Mandate (Municipal Act Section 239 (2)(d) – Labour
relations or employee negotiations)**

REPORT TO BE DISTRIBUTED WHEN AVAILABLE.

15. BY-LAWS

2022-22 A by-law to amend By-Law 2015-41, Fees and Charges for services and activities provided by the County of Dufferin. (Schedule "A" – Museum of Dufferin and County Forest; Schedule "C" – Public Works; Schedule "D" – Administration; Schedule "E" – Community Services)
Authorization: General Government Services – May 26, 2022

2022-23 A by-law to authorize the execution of an agreement between the Corporation of the County of Dufferin and Victorian Order of Nurses for Canada. (Service Agreement for Assisted Living Services in Orangeville – Hub & Spoke Model)
Authorization: Council – June 9, 2022

THAT By-laws 2022-22 through to 2022-23, inclusive, be read a first, second and third time and enacted.

16. OTHER BUSINESS

17. CONFIRMATORY BY-LAW

2022-xx A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on June 9, 2022.

THAT by-law 2022-xx be read a first, second and third time and enacted.

18. ADJOURNMENT

THAT the meeting adjourn.



Dufferin County Development Charges Background Study

Public Meeting
June 9, 2022

Public Meeting Purpose



- This meeting is a mandatory requirement under the *Development Charges Act* (D.C.A.)
- Prior to Council's consideration of a development charges (D.C.) by-law, a background study must be prepared and available to the public a minimum of 2 weeks prior to a public meeting and provided on the municipality's website 60 days prior to by-law passage
- This public meeting is to provide a review the D.C. proposal and to receive public input on the proposed policies and charges

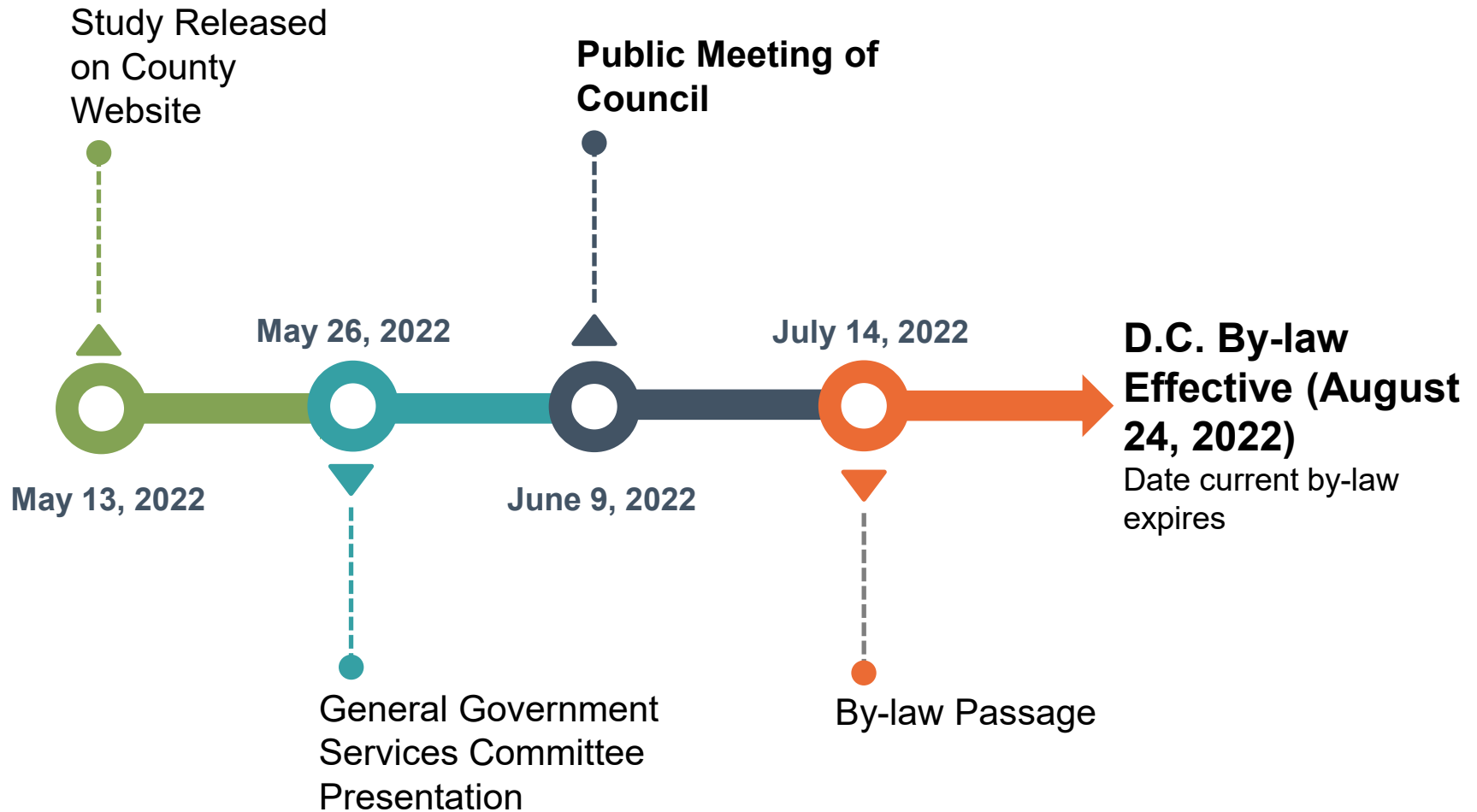


Introduction

Development Charges

- Purpose of D.C.s are to recover the capital costs associated with residential and non-residential growth within a municipality
- The capital costs are in addition to what costs would normally be constructed as part of a subdivision (i.e. internal roads, watermains, roads, sidewalks, streetlights, etc.)
- Municipalities are empowered to impose these charges via the D.C.A.
- Current D.C. Study and draft by-law being undertaken at this time to allow the County to put in place a charge to continue to recover the growth-related capital costs of new development after the expiry of the current by-law

Study Process





Development Charges

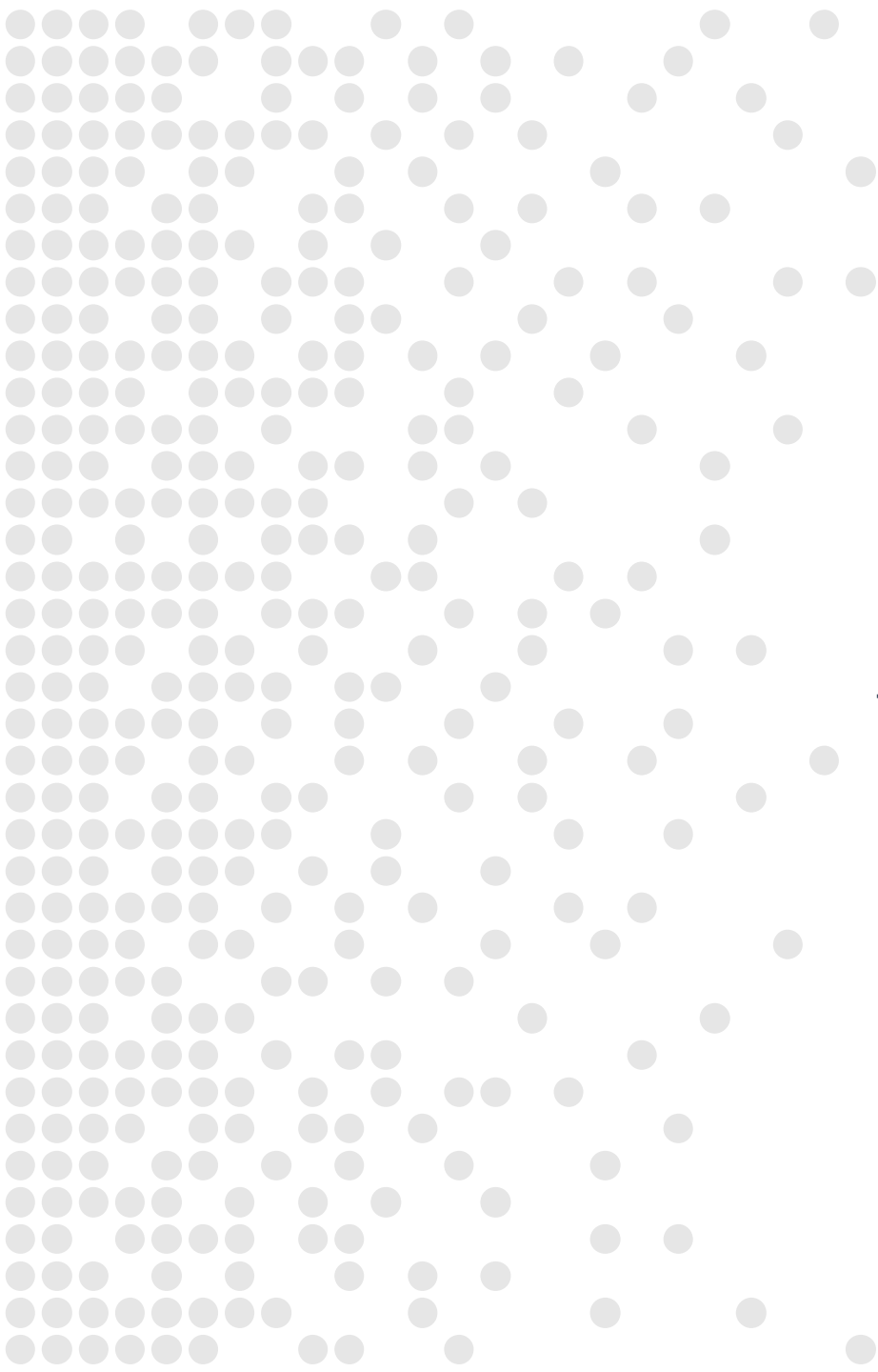
Methodology (Simplified Steps)



Development Charges Act

Methodology (Simplified Steps)

- Identify amount, type and location of growth
- Identify servicing needs to accommodate growth
 - Ensure increase in need for service does not exceed the average level of service over the prior 10-year period
- Identify capital costs to provide services to meet the needs
- Deduct:
 - Uncommitted Excess Capacity
 - Grants, subsidies and other contributions
 - Benefit to existing development
- Net costs allocated to residential and non-residential benefit
- Net costs divided by growth to provide the D.C. charge



Draft Findings

Growth Forecast

Growth Forecast



- Growth forecast based on Official Plan population and employment projections to 2036 and units in the development approvals process
- Increase in need for service assessed over the 2022-2031 forecast period

Time Horizon	Residential		Non-Residential	
	Net Population	Residential Units	Employment ¹	Sq.ft. of G.F.A.
Mid 2022	66,822	23,585	18,001	
Mid 2031	74,617	29,036	20,086	
Incremental Change				
9-year County Wide	7,795	5,451	2,085	2,227,500

1. Excludes NFPOW and WAH



Development Charges

Increase in Need for Service

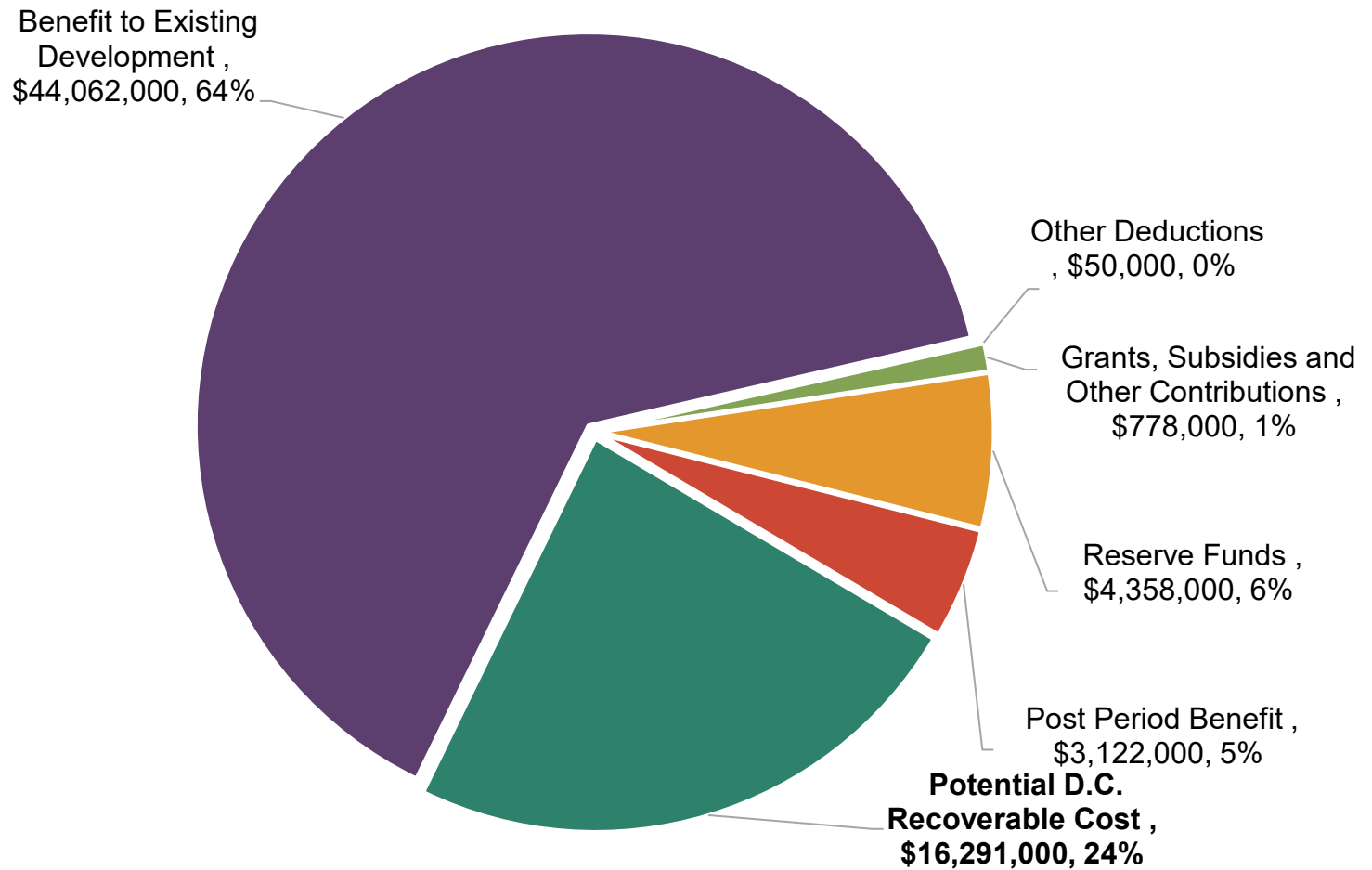


Increase in Need for Service 2022 - 2031

- County-wide Services:
 - Services Related to a Highway
 - Long-term Care
 - Child Care and Early Years Programs
 - Public Health
 - Ambulance
 - Housing
 - Waste Diversion
- Growth-Related Studies related to the above services included as a separate class of service

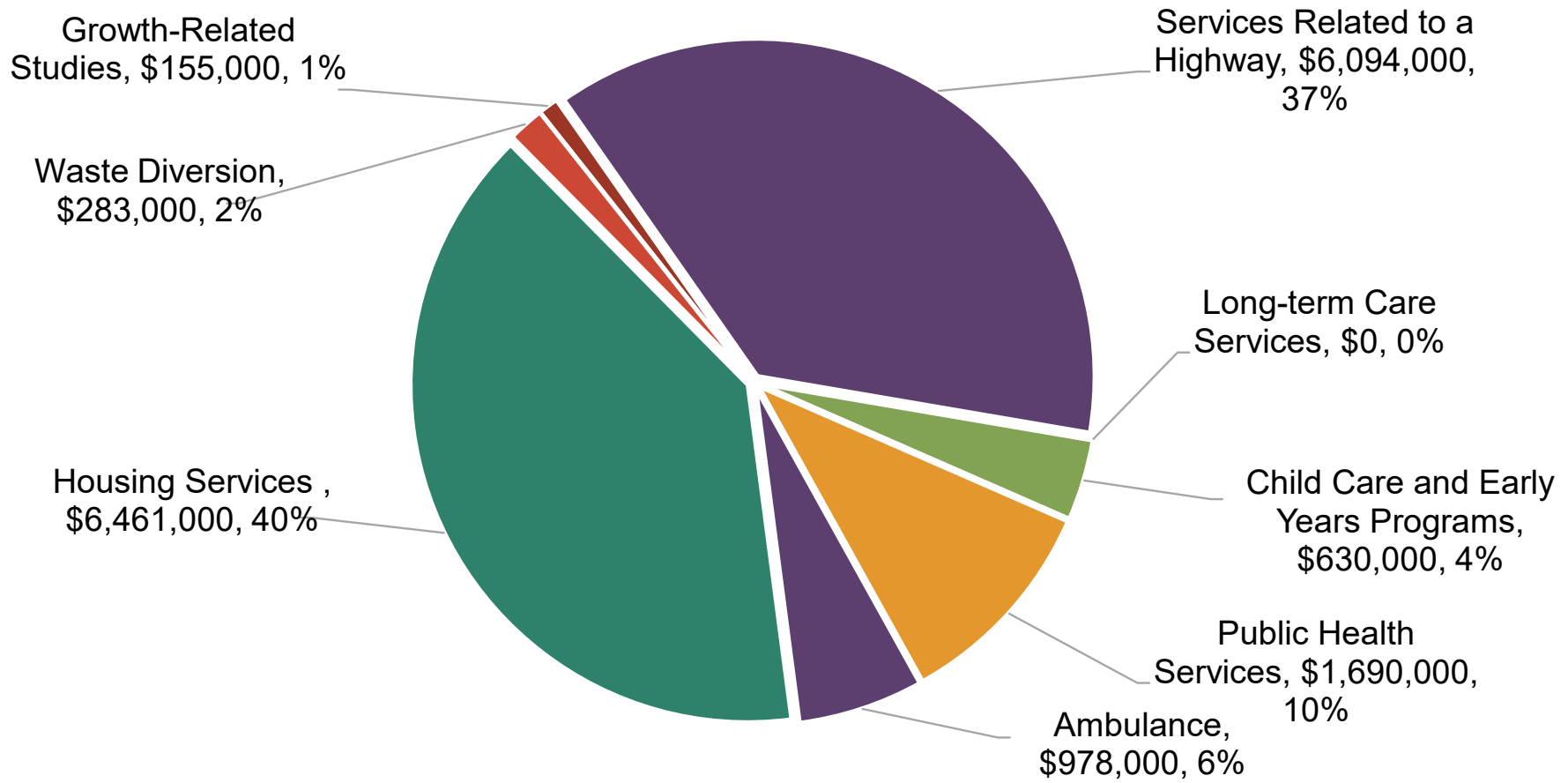
Anticipated Capital Needs

Gross Capital Costs (\$68.7 million)



D.C. Recoverable Costs

\$16.3 million



Calculated Schedule of D.C.s



Service/Class of Service	RESIDENTIAL					NON-RESIDENTIAL
	Single and Semi-Detached Dwelling	Other Multiples	Stacked Townhouses	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	(per sq.ft. of Gross Floor Area)
Municipal Wide Services/Class of Service:						
Services Related to a Highway	1,693	1,300	803	803	580	0.57
Long-term Care Services	-	-	-	-	-	-
Child Care and Early Years Programs	221	170	105	105	76	-
Public Health Services	469	360	223	223	161	0.15
Ambulance	272	209	129	129	93	0.09
Housing Services	2,272	1,744	1,078	1,078	779	-
Waste Diversion	79	61	37	37	27	0.03
Growth-Related Studies	50	38	24	24	17	0.02
Total Municipal Wide Services/Class of Services	5,056	3,882	2,399	2,399	1,733	0.86

Calculated Schedule of D.C.s



Residential (Single Detached) Comparison

Service/Class of Service	Current	Calculated	Change (%)	Change (\$)
Municipal Wide Services/Classes:				
Services Related to a Highway	1,483	1,693	14%	210
Long-term Care Services	-	-		-
Child Care and Early Years Programs	2,239	221	11%	254
Housing Services		2,272		
Public Health Services	195	469	141%	274
Ambulance	-	272		272
Waste Diversion	77	79	3%	2
Growth-Related Studies	-	50		50
Total Municipal Wide Services/Classes	3,994	5,056	27%	1,062

Non-Residential (per sq.ft.) Comparison

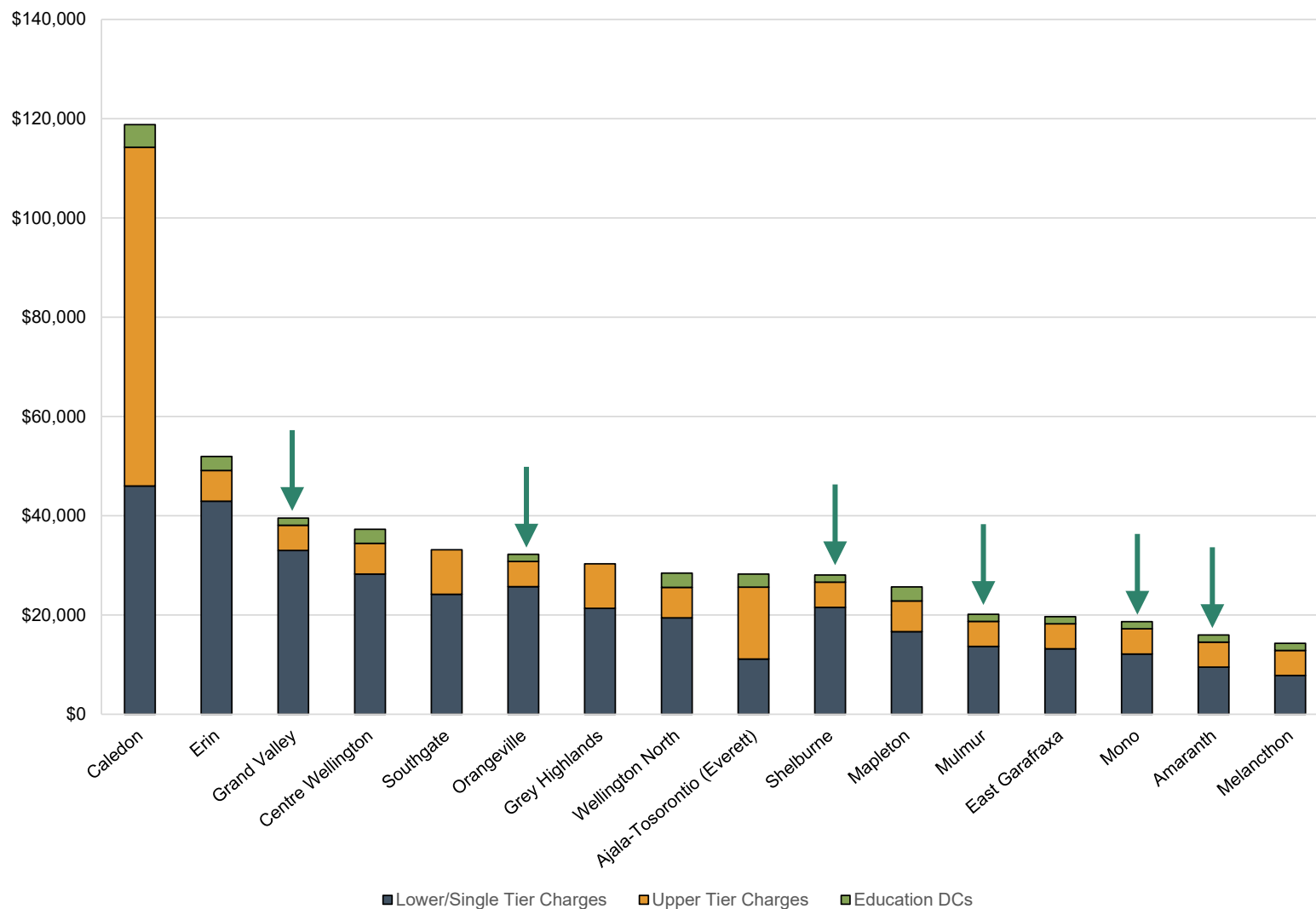
Service/Class of Service	Current	Calculated	Change (%)	Change (\$)
Municipal Wide Services/Classes:				
Services Related to a Highway	0.74	0.57	-23%	(0.17)
Long-term Care Services	-	-		-
Child Care and Early Years Programs	-	-		-
Housing Services		-		
Public Health Services	0.10	0.15	53%	0.05
Ambulance	-	0.09		0.09
Waste Diversion	0.04	0.03	-23%	(0.01)
Growth-Related Studies	-	0.02		0.02
Total Municipal Wide Services/Classes	0.88	0.86	-2%	(0.02)

Municipal Comparison

Per Single Detached Residential Dwelling Unit



Residential Development Charges (per Single Detached Dwelling)

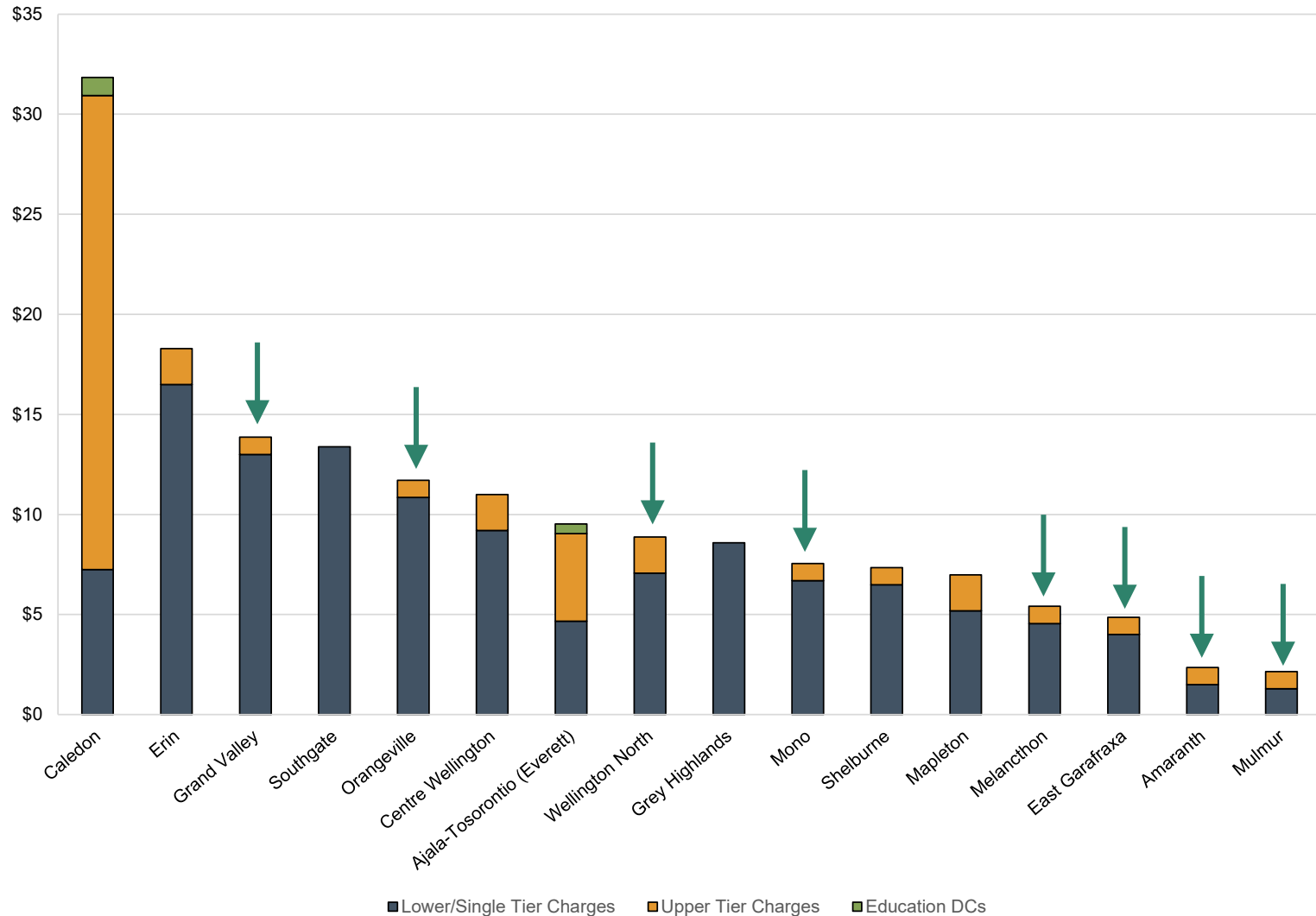


Municipal Comparison

\$ per Square Foot of Commercial Gross Floor Area



Commercial Development Charges (per sq.ft. of GFA)

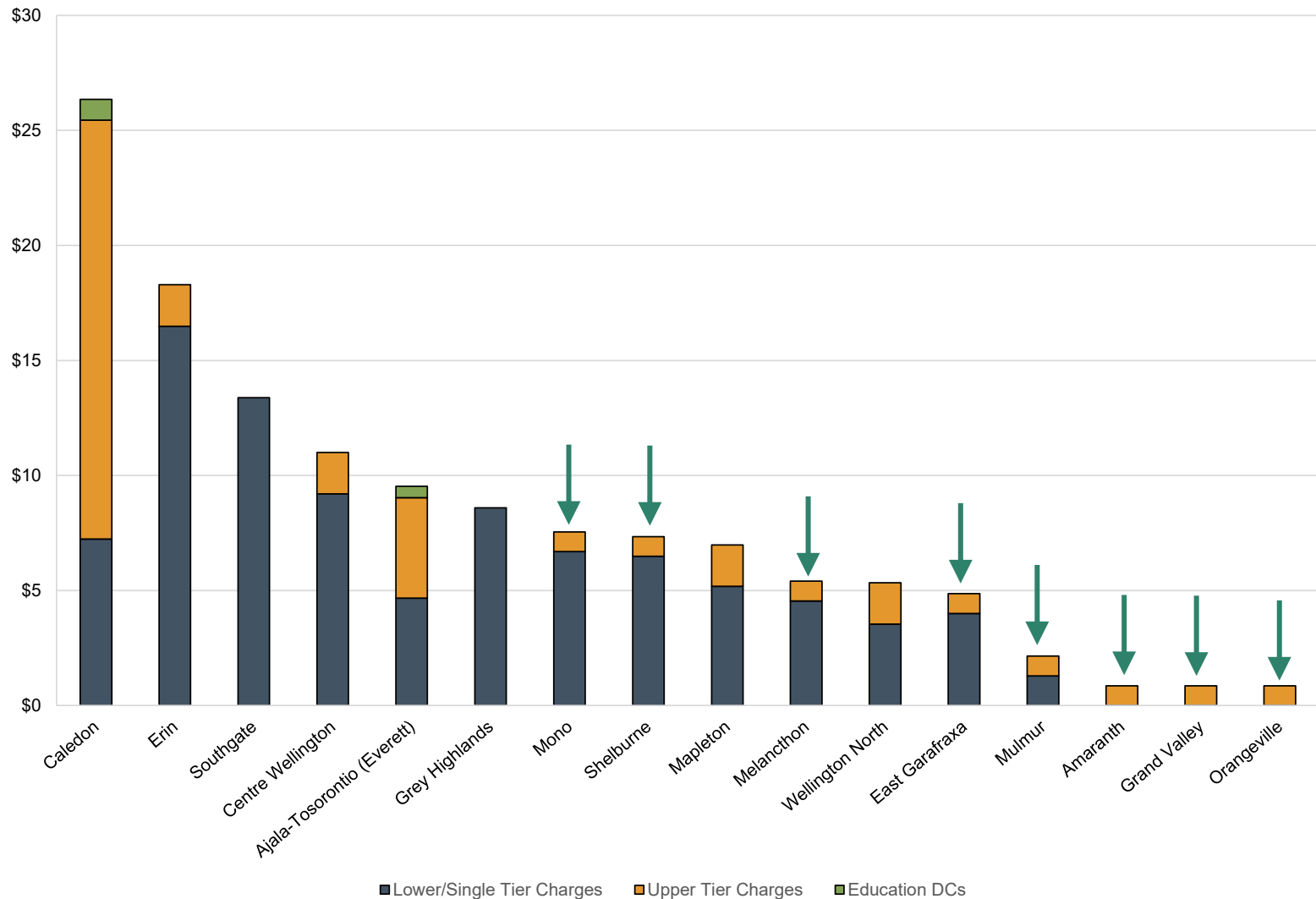


Municipal Comparison

\$ per Square Foot of Industrial Gross Floor Area



Industrial Development Charges (per sq.ft. of GFA)





Development Charges

D.C. By-law Policies



D.C. By-Law Policies

Timing of Calculation and Collection

- D.C.s by-law would provide for the calculation and collection of D.C.s at the time of building permit issuance
- County may enter into agreement for the D.C. to paid before or after it would otherwise be payable
- Payment in installments
 - Rental housing and institutional developments would pay D.C.s in 6 equal annual payments, commencing from the date of occupancy
 - Non-profit housing would pay D.C.s in 21 equal annual payments, commencing from the date of occupancy



D.C. By-Law Policies

Timing of Calculation and Collection

- D.C.s for developments proceeding through Site Plan or Zoning By-law Amendment applications will be determined based on the charges in effect on the day of the application
 - Charges to be frozen for a maximum period of 2 years after planning application approval
- Interest may be imposed on D.C.s determined at Site Plan or Zoning-By-law Amendment application and on installment payments
 - Proposed policy is to charge interest at the Bank of Canada Prime Lending Rate plus 2%

D.C. By-Law Policies

Statutory D.C. Exemptions



- Existing industrial building expansions (may expand by 50% with no D.C.)
- Residential intensification (within existing residential buildings or structures ancillary to existing residential buildings):
 - May add up to two apartments for a single detached home as long as size of home does not double
 - Add one additional unit in medium & high-density buildings
- The creation of a second dwelling unit in prescribed classes of new residential buildings, including structures ancillary to dwellings
- Upper/Lower Tier Governments and School Boards
- Development of lands intended for use by a university that received operating funds from the Government



D.C. Policies

Non-Statutory D.C. Exemptions

- A place of worship exempt under the *Assessment Act*
- A public hospital under the *Public Hospitals Act*
- Farm Buildings
- Temporary Buildings



D.C. By-Law Policies

Redevelopment Credits

- Redevelopment credits on conversions or demolitions of existing buildings or structures are generally granted to recognize what is being replaced on site (not specific in the Act but provided by case law)
- Credit provided where demolition/conversion occurs within 5-years of building permit issuance
- Credits may not be granted for demolitions/conversions that would be exempt under current by-laws
- In no case shall the credit be greater than the D.C.s that would otherwise be payable
- Existing use must have been capable of being occupied in accordance with municipality by-laws and codes



D.C. By-Law Policies

Administration

- One municipal D.C. by-law to be used for all services
- D.C. would continue to indexed annually on January 1st of each year, in accordance with the D.C.A.



Next Steps

Next Steps



- County receive feedback from the public
- Council to consider approval of D.C. Background Study and D.C. by-law adoption – July 14, 2022
- By-law effective date – August 24, 2022



DUFFERIN COUNTY COUNCIL MINUTES

Thursday, May 12, 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 Bob Currie (Amaranth)
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)

Staff Present:

Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Scott Burns, Director of Public Works/County Engineer
Brenda Wagner, Administrator of Dufferin Oaks
Cody Joudry, Director of Development & Tourism
Aimee Raves, Manager of Finance, Treasurer
Tom Reid, Chief Paramedic
Steve Murphy, Manager – Preparedness, 911 & Corporate Projects

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.

Upcoming committee meetings will be held by video conference on Thursday, May 26, 2022 at the following times:

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

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

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

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

1. **LAND ACKNOWLEDGEMENT STATEMENT**

Warden 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 Nix, seconded by Councillor Creelman

THAT the Agenda and any Addendum distributed for the May 12, 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 Horner, seconded by Councillor Hawkins

THAT the minutes of the regular meeting of Council of April 14, 2022, be adopted.

-Carried-

PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS

6. Proclamation: MS Awareness Month – May 2022

Warden Mills declared the month of May as “MS Awareness Month” in the County of Dufferin.

James Jackson, MS Ambassador, was in attendance to accept the proclamation and thanked Dufferin County for bringing awareness to MS.

7. Proclamation: Museum Month – May 2022

WHEREAS throughout our community, museums, art galleries, and heritage sites reflect our local history and culture, and contribute to our development; and

WHEREAS the 700+ museums, art galleries, and heritage sites in Ontario contribute to 19.4 million overall visits and 38,000 school visits annually, made possible by 37,000 volunteers and 11,000 employees across the province; and

WHEREAS this month provides an opportunity to increase awareness of our community’s museums and celebrate the contributions these institutions make to quality of life, education, and economic development; and

WHEREAS these museums, art galleries, and heritage sites are community hubs, supporting our work for diversity and inclusion, welcoming visitors and tourists, and serving as valuable resources for education and learning; and

WHEREAS May 18th, 2022 is International Museum Day to celebrate the power of museums to make their communities distinct and vibrant places to live, work, visit and invest;

NOW THEREFORE, I, Warden Mills, do hereby proclaim May 2022 “Museum Month” in the County of Dufferin, and encourage all residents and tourists to visit our local museums in May.

8. Proclamation: Sexual Violence Prevention Month – May 2022

Warden Mills declared the month of May as “Sexual Violence Prevention Month” in the County of Dufferin.

Lynette Pole-Langdon, Director of Counselling, Education & Health Initiatives, Family Transition Place, accepted the proclamation and shared how Family Transition Place is advocating against sexual violence. There will be a flag raising at the Town of Orangeville office on Monday, May 16, 2022 at 1:00 p.m.

9. **Proclamation: Pride Month – June 2022**

Warden Mills declared the month of June as “Pride Month” in the County of Dufferin.

Lisa Post, Celebrate Your Awesome, was in attendance to accept the proclamation and requested that Dufferin County raise the Pride flag on June 4, 2022 for Pride Month. She invited everyone to attend the Celebrate Your Awesome event on June 18, 2022 in Orangeville.

Moved by Councillor White, seconded by Councillor Gardhouse

THAT the Pride flag be raised on June 4, 2022 at County of Dufferin administrative offices.

-Carried-

10. **Proclamation: World Ocean’s Day – June 8, 2022**

Warden Mills proclaimed that the County of Dufferin recognizes the 30th anniversary of World Oceans Day on June 8, 2022 and supports national and international efforts to protect 30% of the ocean by 2030.

11. **Presentation: BDO Canada LLP**

Angela Nichol and Traci Smith, BDO Canada LLP, presented the County of Dufferin 2021 Financial Statements.

Moved by Councillor Horner, seconded by Councillor Creelman

THAT the 2021 Financial Statements as presented by BDO Canada LLP, be approved.

-Carried-

12. **PUBLIC QUESTION PERIOD**

Josh MacEwen, an Amaranth resident, had a question about Council remuneration. He acknowledged that more may be required from the Warden and Committee Chairs but wondered if it is usual for more time to be spent performing the duties of County Councillor than that of Mayor or Deputy Mayor?

Warden Mills responded that it depends on each individual municipality. He believes it is a similar work load at the County level and at the lower tier level. Councillor White added in his experience it was a similar workload as well but noted at the County it comes down to the amount of work an individual puts into the role.

Josh MacEwen also asked if County policy is intended to allow Councillors to collect the IT allowance even if they do not use the technology that the allowance is intended to subsidize?

Warden Mills noted Councillors do not submit monthly bills for internet or phone services. The IT allowance is a flat fee to cover the expenses assumed by most Councillors over the course of the month to perform their duties; however, some Councillors fulfil their duties in a different way.

PRESENTATION AND CONSIDERATIONS OF REPORTS

13. **Infrastructure and Environmental Services Minutes – April 28, 2022**

Moved by Councillor White, seconded by Councillor Soloman

THAT the minutes of the Infrastructure and Environmental Services meeting held on April 28, 2022, and the recommendations set out, excluding Item #3 – OP Trust Lands Development – Update and Environmental Assessment, be adopted.

-Carried-

14. **INFRASTRUCTURE & ENVIRONMENTAL SERVICES – April 28, 2022 – ITEM #1**
Dufferin Climate Action Plan – Annual Report Card

THAT Report, Dufferin Climate Action Plan – Annual Report Card, dated April 28, 2022, from the Director of Public Works/County Engineer, be received.

15. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – April 28, 2022 – ITEM #2
Dufferin Courthouse – Historic Courtroom Repairs

THAT Report, Dufferin Courthouse – Historic Courtroom Repairs, dated April 28, 2022, from the Director of Public Works/County Engineer, be received;
AND THAT funds for the necessary investigation work related to Courtroom 204 ceiling damage be transferred from the Rate Stabilization Reserve.

16. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – April 28, 2022 – ITEM #4
Recycling Election Signs – Options

THAT Report, Recycling of Election Signs - Options, from the Director of Public Works/County Engineer, dated Thursday, April 28, 2022, be received.

17. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – April 28, 2022 – ITEM #5
Financial Report

THAT the Financial Report for the first quarter of 2022, dated April 28, 2022, be received.

18. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – April 28, 2022 – ITEM #6
Glen Schnarr & Associates Inc.

THAT the correspondence from Glen Schnarr & Associates Inc., dated April 19, 2022, regarding road and intersection improvements to County Road 109 and 2nd Line, Amaranth, be received.

19. **INFRASTRUCTURE & ENVIRONMENTAL SERVICES – April 28, 2022 – ITEM #3**
OP Trust Lands Environmental Assessment

A supplementary report to item #3 of the Infrastructure and Environmental Services Committee, from the Director of Public Works/County Engineer, dated May 12, 2022, to inform Council of a recent review performed by the Municipal Engineers Association on the necessity of an Environmental Assessment (EA) for the proposed realignment of 2nd Line Amaranth within the OP Trust lands west of Orangeville was circulated on an addendum.

Councillor White called a Point of Order on Councillor Currie as he was sharing privileged information from the Closed Session Minutes of the Infrastructure and Environmental Services Committee meeting on April 28, 2022.

Councillor White called a Point of Order on Councillor Currie for speaking disrespectfully about staff.

Moved by Councillor White, seconded by Councillor Creelman

THAT the recommendation from the Infrastructure and Environmental Services meeting, Item #3 – OP Trust Lands Development – Update and Environmental Assessment, be adopted;

AND THAT staff work with WSP on a proposal to complete the Environmental Assessment work described in this report;

AND THAT staff look into ways that other elements of the project can happen in conjunction with the Environmental Assessment work.

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 Currie (1)		x
Councillor Gardhouse (2)	x	
Councillor Gerrits (1)	x	
Councillor Hawkins (1)	x	
Councillor Horner (1)	x	
Councillor Macintosh (7)	x	
Warden Mills (2)	x	
Councillor Nix (2)	x	
Councillor Rentsch (1)	x	
Councillor Soloman (1)	x	
Councillor White (2)	x	
Total (32)	31	1
	-MOTION CARRIED-	

20. **General Government Services Minutes – April 28, 2022**

Moved by Councillor Brown, seconded by Councillor Horner

THAT the minutes of the General Government Services meeting held on April 28, 2022, and the recommendations set out, be adopted.

-Carried-

21. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #1
2021 Health and Safety Review – Annual Report

THAT the report of the Director of People & Equity, dated April 28, 2022, regarding the 2021 Health and Safety Review Annual Report, be received.

22. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #2
SARS CoV2 (COVID-19) Pandemic After Action Report

THAT the report of the Manager – Preparedness, 911 & Corporate Projects, dated April 28, 2022, with respect to SARS CoV2 (COVID-19) Pandemic After Action Report, be received.

23. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #3
Next Generation 9-1-1 Authority Service Agreement

THAT the report of the Manager - Preparedness, 911 & Corporate Projects, dated April 28, 2022, regarding Next Generation 9-1-1 Authority Service Agreement, be received;

AND THAT the Warden and Clerk be authorized to enter into 9-1-1 Authority Service Agreement with Bell Canada.

24. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #4
Municipal Emergency Readiness Fund (MERF) – Grant Request

THAT the report of the Manager – Preparedness, 911 & Corporate Projects, dated April 28, 2022, regarding a Municipal Emergency Readiness Fund – Grant Request for the Township of Amaranth, be received;

AND THAT the Municipal Emergency Readiness Fund Grant Request for the Township of Amaranth in the amount of \$7,900, be approved.

25. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #5
Compensation Policy for Public Members on Advisory Committees

THAT the Report from the Clerk, dated April 28, 2022, titled Public Committee Member Compensation, be received;

AND THAT the amendments to Policy No. 1-2-02 – Committee Structure and Mandates, be approved.

Councillor Currie left the meeting at 8:44 p.m.

26. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #6
Joint Compliance Audit Committee

THAT the report from the Clerk, dated April 28, 2022, titled Joint Compliance Audit Committee, be received.

27. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #7
Procedural By-Law Review

THAT the report from the Clerk, dated April 28, 2022, regarding the Procedural By-law Review, be received.

28. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #9
Council Remuneration Review

THAT staff be directed to conduct additional research and report back with a recommendation for Council remuneration for the next term of Council (2022 to 2026).

29. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #8
School Bus Stop-Arm Camera Program – Report 4

THAT the report of the Clerk, dated April 28, 2022, regarding School Bus Stop-Arm Camera Program – Report 4, be received.

30. GENERAL GOVERNMENT SERVICES – April 28, 2022 – ITEM #10
Financial Report

THAT the Financial Report for the first quarter of 2022, dated April 28, 2022, be received.

31. **Health & Human Services Minutes – April 28, 2022**

Moved by Councillor Nix, seconded by Councillor Brown

THAT the minutes of the Health and Human Services meeting held on April 28, 2022, and the recommendations set out, be adopted.

-Carried-

32. HEALTH & HUMAN SERVICES – April 28, 2022 – ITEM #1
Community Services 2021 Annual Review

THAT the report of the Director, Community Services, titled Community Services 2021 Annual Review, dated April 28, 2022, be received.

33. HEALTH & HUMAN SERVICES – April 28, 2022 – ITEM #2
New Provincial Homelessness Prevention Program

THAT the report of the Director, Community Services, titled New Provincial Homelessness Prevention Program Report, dated April 28, 2022, be received.

34. HEALTH & HUMAN SERVICES – April 28, 2022 – ITEM #3
2021 Dufferin Oaks Annual Report

THAT the report of the Administrator of Dufferin Oaks, dated April 28, 2022, regarding the 2021 Dufferin Oaks Annual Report, be received.

35. HEALTH & HUMAN SERVICES – April 28, 2022 – Item #4
Financial Report

THAT the Financial Report for the first quarter of 2022, dated April 28, 2022, be received.

Warden Mills called a five minute recess at 8:56 p.m.

36. **Community Development & Tourism Minutes – April 28, 2022**

Moved by Councillor Gerrits, seconded by Councillor Creelman

THAT the minutes of the Community Development and Tourism meeting held on April 28, 2022, and the recommendations set out, be adopted.

-Carried-

37. COMMUNITY DEVELOPMENT & TOURISM – April 28, 2022 – ITEM #1
Meat Processing Project – Update

THAT the report of the Director of Development and Tourism, titled Meat Processing Project – Update, dated April 28, 2022, be received.

38. COMMUNITY DEVELOPMENT & TOURISM – April 28, 2022 – ITEM #2
Expedited Settlement Boundary Expansion in Shelburne

THAT the report of the Director of Development and Tourism, titled Expedited Settlement Boundary Expansion in Shelburne, dated April 28, 2022, be received;

AND THAT the Committee is supportive of an incremental approach where appropriate;

AND FUTHER THAT the Committee recommends that motion CC 2022-04-14-#26, be reconsidered to allow for smaller Conformity Reports on a municipal specific basis for settlement boundary expansions.

39. COMMUNITY DEVELOPMENT & TOURISM – April 28, 2022 – ITEM #3
Bill 109 More Homes for Everyone Act, 2022

THAT the report of the Director of Development and Tourism, titled Bill 109 More Homes for Everyone Act, 2022, dated April 28, 2022, be received.

40. COMMUNITY DEVELOPMENT & TOURISM – April 28, 2020 – ITEM #4
Financial Report

THAT the Financial Report for the first quarter of 2022, dated April 28, 2022, be received.

41. COMMUNITY DEVELOPMENT & TOURISM – April 28, 2022 – ITEM #5
Reform Gravel Mining Coalition

THAT the correspondence from the Reform Gravel Mining Coalition, dated March 24, 2022, to request support regarding their proposal to the Provincial government to declare a moratorium on all new gravel mining operations in the province, be received.

42. **COMMUNITY DEVELOPMENT & TOURISM – April 28, 2022 – ITEM #6**
Resolutions – Townships of Amaranth and Melancthon

THAT the resolutions from the Township of Melancthon, dated April 11, 2022 and the Township of Amaranth, dated April 27, 2022, supporting the request to impose a moratorium on all new gravel applications including expansions of existing licensed sites, be received.

43. **Manager – Preparedness, 911 & Corporate Projects’ Report – On-Demand Transit Pilot Project**

A report from the Manager – Preparedness, 911 and Corporate Projects, dated May 12, 2022, to advise Council of the recommendation of the Transit Feasibility Working Group which was comprised of Warden Mills, Councillor Anderson, Councillor Brown, Councillor Creelman, Councillor Gerrits and Councillor White.

Moved by Councillor Macintosh, seconded by Councillor Gerrits

THAT the report of the Manager – Preparedness, 911 & Corporate Projects, dated May 12, 2022, regarding an On-Demand Transit Pilot Project, be received;

AND THAT the recommendation of the Transit Feasibility Working Group be approved;

AND THAT staff be directed to initiate an On-Demand Transit Service for a pilot period of two years;

AND THAT staff report to Council on the success of said transit service no later than late 2024 so that Council can determine if the program will be continued.

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 Currie (1)	ABSENT	
Councillor Gardhouse (2)	x	
Councillor Gerrits (1)	x	

	Yay	Nay
Councillor Hawkins (1)	x	
Councillor Horner (1)	x	
Councillor Macintosh (7)	x	
Warden Mills (2)	x	
Councillor Nix (2)		x
Councillor Rentsch (1)	x	
Councillor Soloman (1)	x	
Councillor White (2)	x	
Total (32)	29	2
	-MOTION CARRIED-	

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

A report from the Chief Administrative Officer, dated May 12, 2022, to provide Council with an update of activities from outside boards and agencies.

Moved by Councillor White, seconded by Councillor Horner

THAT the report of the Chief Administrative Officer, dated May 12, 2022, with respect to Reports from Outside Boards be received.

-Carried-

45. **Director of Public Works/County Engineer – Capital Roads Tender Results – PW-22-04**

A report from the Director of Public Works/County Engineer, dated May 12, 2022, to inform Council on the results of the 2022 Capital Roads tender PW-22-04 and seek authorization to award the related contract.

Moved by Councillor Hawkins, seconded by Councillor Brown

THAT Report, Capital Roads Tender Results – PW-22-04, dated May 12, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT the tender overage of approximately \$1,056,739 be funded through additional Development Charges and Gas Tax;

AND THAT any Asphalt Cement escalation costs be funded from the Capital Reserve Fund.

-Carried-

CORRESPONDENCE

46. Town of Grand Valley

Resolution from the Town of Grand Valley, dated May 2, 2022, regarding the County's delay of the Municipal Comprehensive Review process until 2023.

Moved by Councillor Brown, seconded by Councillor Horner

THAT the resolution from the Town of Grand Valley, dated May 2, 2022, regarding the County's delay of the Municipal Comprehensive Review process until 2023, be received.

-Carried-

47. Township of Amaranth

Resolution from the Township of Amaranth, dated May 11, 2022, in response to the Town of Grand Valley's resolution regarding the County's delay of the Municipal Comprehensive Review process until 2023.

Moved by Councillor Brown, seconded by Councillor White

THAT the resolution from the Township of Amaranth, dated May 11, 2022, in response to the Town of Grand Valley's resolution regarding the County's delay of the Municipal Comprehensive Review process until 2023, be received.

-Carried-

NOTICE OF MOTIONS

48. Notice of Motion to Reconsider – Motion #26 April 14, 2022 on Delay of the Conformity Amendment

Moved by Warden Mills, seconded by Councillor White

THAT the notice provision be waived in accordance with Procedural By-Law 2015-24, Section 16.12 and 16.13.

A recorded vote was taken as follows:

	Yay	Nay
Councillor Anderson (1)	x	
Councillor Brown (7)	x	
Councillor Creelman (3)	x	
Councillor Currie (1)	ABSENT	
Councillor Gardhouse (2)	x	
Councillor Gerrits (1)	x	
Councillor Hawkins (1)	x	
Councillor Horner (1)	x	
Councillor Macintosh (7)	x	
Warden Mills (2)	x	
Councillor Nix (2)	x	
Councillor Rentsch (1)	x	
Councillor Soloman (1)	x	
Councillor White (2)	x	
Total (32)	31	0
	-MOTION CARRIED-	

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

THAT Resolution #26 from the Council Minutes of the April 14, 2022 meeting be reconsidered:

WHEREAS the Province of Ontario has required the submission of a Conformity Report to the Growth Plan to be approved by Dufferin County Council and submitted to the Province no later than July 2022;

AND WHEREAS a Lands Need Analysis has been prepared by our consultant WSP and presented to the Community Development and Tourism Committee on January, 2022;

AND WHEREAS municipal consultation is underway and will be considered prior to undertaking any public consultation;

NOW THEREFORE BE IT RESOLVED THAT County Council request WSP to incorporate the following guidelines and principles in the

completion of the Land Use Analysis and any subsequent Official Plan policies:

- **While acknowledging the Province's growth targets, the County of Dufferin believes this anticipated growth is best met in urbanized and serviced areas/ communities, which is a clearly an establish principle of the Growth Plan;**
- **Existing municipal inventories of potential residential units should be respected and be included in any growth targets;**
- **Municipal 'employment lands' should only be converted for residential purposes in rural or settlement areas outside built boundaries when on existing full services and subject to a comprehensive municipal review of employment and residential designations;**
- **Water and sewage constraints should determine where growth can occur, not through a paper allocation exercise;**
- **Growth should not occur at the expense of the environment. Planning conditions and controls imposed through Provincial Plans such as the Niagara Escarpment Plan, Greenbelt Plan and Oak Ridges Moraine Plan must be respected. Policies and regulations of the local Conservation Authorities should not be compromised;**
- **Growth targets should not be met by non-consensual boundary adjustments (i.e. annexations/amalgamations) in Dufferin County;**

AND THAT the County of Dufferin advise the Ministry of Municipal Affairs that because of the need for further review and analysis, the County will not be submitting the Conformity Amendment until July 2023.

-Carried-

50. Moved by Councillor Creelman, seconded by Councillor Macintosh

WHEREAS the Province of Ontario has required the submission of a Conformity Report to the Growth Plan to be approved by Dufferin County Council and submitted to the Province no later than July 2022;

AND WHEREAS a Lands Need Analysis has been prepared by our consultant WSP and presented to the Community Development and Tourism Committee on January, 2022;

AND WHEREAS municipal consultation is underway and will be considered prior to undertaking any public consultation;

NOW THEREFORE BE IT RESOLVED THAT County Council request WSP to incorporate the following guidelines and principles in the completion of the Land Use Analysis and any subsequent Official Plan policies:

- **While acknowledging the Province's growth targets, the County of Dufferin believes this anticipated growth is best met in urbanized and serviced areas/ communities, which is a clearly an establish principle of the Growth Plan;**
- **Existing municipal inventories of potential residential units should be respected and be included in any growth targets;**
- **Municipal 'employment lands' should only be converted for residential purposes in rural or settlement areas outside built boundaries when on existing full services and subject to a comprehensive municipal review of employment and residential designations;**
- **Water and sewage constraints should determine where growth can occur, not through a paper allocation exercise;**
- **Growth should not occur at the expense of the environment. Planning conditions and controls imposed through Provincial Plans such as the Niagara Escarpment Plan, Greenbelt Plan and Oak Ridges Moraine Plan must be respected. Policies and regulations of the local Conservation Authorities should not be compromised;**
- **Growth targets should not be met by non-consensual boundary adjustments (i.e. annexations/amalgamations) in Dufferin County;**

AND THAT the County of Dufferin advise the Ministry of Municipal Affairs that because of the need for further review and analysis, the County will not be submitting the Conformity Amendment until July 2023.

-LOST-

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

WHEREAS the Province of Ontario has required the submission of a Conformity Report to the Growth Plan to be approved by Dufferin County Council and submitted to the Province no later than July 2022;

AND WHEREAS a Lands Need Analysis has been prepared by our consultant WSP and presented to the Community Development and Tourism Committee on January, 2022;

AND WHEREAS municipal consultation is underway and will be considered prior to undertaking any public consultation;

NOW THEREFORE BE IT RESOLVED THAT County Council request WSP to incorporate the following guidelines and principles in the completion of the Land Use Analysis and any subsequent Official Plan policies:

- **While acknowledging the Province's growth targets, the County of Dufferin believes this anticipated growth is best met in urbanized and serviced areas/ communities, which is a clearly an establish principle of the Growth Plan;**
- **Existing municipal inventories of potential residential units should be respected and be included in any growth targets;**
- **Municipal 'employment lands' should only be converted for residential purposes in rural or settlement areas outside built boundaries when on existing full services and subject to a comprehensive municipal review of employment and residential designations;**
- **Water and sewage constraints should determine where growth can occur, not through a paper allocation exercise;**
- **Growth should not occur at the expense of the environment. Planning conditions and controls imposed through Provincial Plans such as the Niagara Escarpment Plan, Greenbelt Plan and Oak Ridges Moraine Plan must be respected. Policies and regulations of the local Conservation Authorities should not be compromised;**
- **Growth targets should not be met by non-consensual boundary adjustments (i.e. annexations/amalgamations) in Dufferin County;**

AND THAT the County take an incremental approach to the process to allow for smaller Conformity Reports on a municipal specific basis for settlement boundary expansions.

-Carried-

52. **MOTIONS**

53. **CLOSED SESSION**

Moved by Councillor Brown, seconded by Councillor White

THAT the Closed session minutes from the Infrastructure and Environmental Services Committee meeting on April 28, 2022.

-Carried-

54. **BY-LAWS**

2022-17 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 the Automotive Materials Stewardship Inc. (Automotive Materials Stewardship)
Authorization: Infrastructure and Environmental Services – January 23, 2020

2022-18 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 Upper Grand District School Board. (Lease Agreement – Edelbrock Centre)
Authorization: Council – April 14, 2022

2022-19 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 Upper Grand District School Board. (Lease Agreement – Mel Lloyd Centre)
Authorization: Council – April 14, 2022

2022-20 A by-law to approve an agreement between the Corporation of the County of Dufferin and Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing. (Service Manager Transfer Payment Agreement – Canada-Ontario Community Housing Initiative & Ontario Priorities Housing Initiative)
Authorization: Council – April 14, 2022

Moved by Councillor Brown, seconded by Councillor Anderson

THAT By-Law 2022-17 through to 2022-20, inclusive, be read a first, second and third time and enacted.

-Carried-

55. **OTHER BUSINESS**

Warden Mills advised the Bill Hill Scholarship applications are due on May 15, 2022 and asked Councillors to encourage students to apply for the scholarship. Applications can be found on the Dufferin County website (<https://www.dufferincounty.ca/administration/bill-hill-scholarship-program>). Completed applications can be emailed to scholarship@dufferincounty.ca.

56. **CONFIRMATORY BY-LAW**

2022-21 A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on May 12, 2022.

Moved by Councillor Hawkins, seconded by Councillor Nix

THAT By-Law 2022-21, be read a first, second and third time and enacted.

-Carried-

57. **ADJOURNMENT**

Moved by Councillor Gardhouse, seconded by Councillor Macintosh

THAT the meeting adjourn.

-Carried-

The meeting adjourned at 9:47 p.m.

Next meeting: Thursday, June 9, 2022
Video Conference

Wade Mills, Warden

Michelle Dunne, Clerk

Ontario Plowmen's Association & The International Plowing Match and Rural Expo

Welcoming the World
Supporting our Communities



Ontario Plowmen's Association

- * The Ontario Plowmen's Association was formed in 1911 and the first International Plowing Match & Rural Expo was held in 1913 at Sunnybrook Farms, Toronto
- * Since then, the IPM has travelled to host communities throughout Ontario
- * Surprisingly, the IPM has yet to be held in Dufferin County.
- * IPM 2023 will be the 104th IPM. This event will provide the platform for increased positive community involvement following the challenges caused by Covid-19



The International Plowing Match and Rural Expo

- * The International Plowing Match and Rural Expo is the largest show of its kind in North America



IPM's Tented City

- * The Tented City full of enthusiastic visitors



IPM RV Park

- * In addition to Tented City, the IPM includes a full serviced RV Park with between 500 and 900 sites
- * A special tent provides evening entertainment for RV Park guests
- * For 2023, we are fortunate to have at least two excellent location options



Sights and Sounds of the IPM



Sights and Sounds of the IPM

- * approximately 500 vendors and exhibitors
- * musical and non-musical entertainment
- * rural living displays
- * lifestyles exhibits (including quilting demonstrations)
- * local artisan exhibitors
- * antique & historical displays
- * educational program focusing on agriculture and food



IPM Education Programme

- * The IPM Education Programme follows the Ontario Curriculum
- * Traditionally, we welcome 8,000-10,000 students over the first four days
- * Students receive a free admission pass to return to the IPM when accompanied by an adult



Ceremony & Tradition

- * The IPM is built on tradition
- * The Parade and Opening Ceremonies are a yearly must see for many visitors
- * The IPM is the only event in the Province of Ontario whereby the legislature adjourns for the day in order that the Premier, Leaders of the Opposition Parties and all MPPs can attend Opening Day



Ceremony & Tradition

- * The Queen of the furrow program has been a cornerstone of the IPM since 1960
- * Congratulations to the 2020-2022 Queen of the Furrow – Anna Lennox of Grey Normanby



Local Plowmen's Association

- * The Peel-Dufferin Plowmen's Association is one of the very active organizations within the province's network of 44 Branches
- * These members will be leaders in the fundamental planning of the Plowing Competition, as well as volunteering for other committees



Plowing Competitions

- * A main feature of the IPM is the plowing competitions
- * Plowmen from across Canada, throughout the United States and Europe gather at the IPM to showcase their plowing skills and to vie for prizes



Plowing Competitions

- * There are junior and senior divisions, as well as the Queen of the Furrow plowing competition



2019 International Plowing Match and Rural Expo

IPM 2019 – Highlights

- *81,571 total attendance over 5 days
(included 7400 students in organized school groups)
- *Many visiting dignitaries, including Premier Doug Ford, Leaders of the Provincial Opposition Parties, MPPs, MPs and Senators
- *Performance by the Canadian Sky Hawks
- *Performances by the Canadian Cowgirls
- *Meet and Greet with Amber Marshall, star of CBC's "Heartland"



IPM – Positive Economic Impact

- * Each year an independent survey is conducted to determine the economic impact of the IPM to the host community.
- * Not only does the IPM thrill visitors, the studies' results clearly demonstrate it has a positive economic impact for the host community



IPM – Economic Impact Study Results

- * Significant economic activity generated
 - * The studies showed approximately \$25 million in positive economic impact by tourists and event operations (calculations are confirmed using the Government of Ontario's TREIM model)
- * The IPM generates regional tourism
 - * 49.9% of visitors traveled more than 40 km to the event



IPM – Economic Impact Study Results

- * IPM enhances quality of life for host community
 - * 84% of local residents agreed the IPM enhanced the quality of life in the region

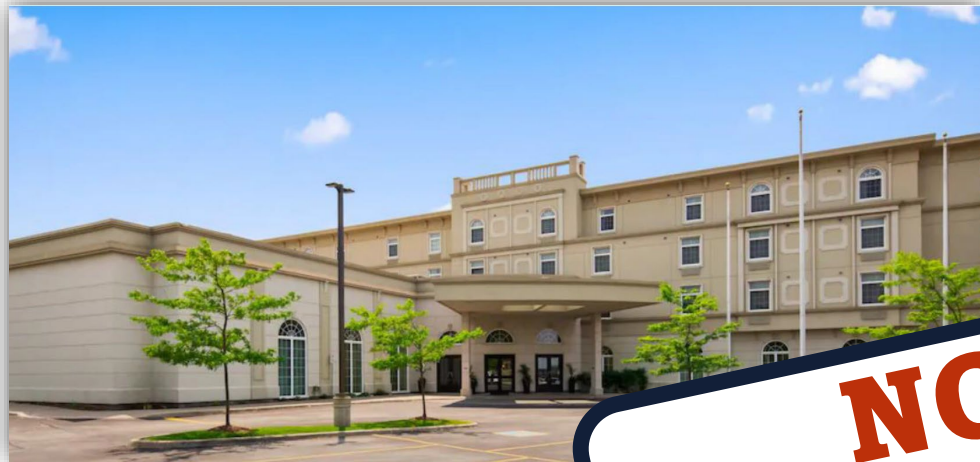
"This event enhances the quality of life for people living in Ontario"



IPM – Economic Impact Study Results

- * In 2019 during the IPM, non-locals spent:
 - * \$1,429,458 on accommodations
 - * \$431,316 on food & entertainment
 - * \$109,600 on local attractions





**NO
VACANCY!**



- * The Stay inDufferin website and our research shows a number of accommodation options
- * These will be sold out for IPM 2023
- * We always promote accommodations within the host community first



IPM – Economic Impact Study Results

- * The buying power of IPM 2019 visitors was significant
- * Farm & Rural visitors intended to spend in the following 12 months:
 - * \$95 million on tractors and farm equipment
 - * \$47 million on farm supplies and inputs
 - * \$56 million on home improvements and appliances
 - * \$14 million on animal-related supplies
 - * \$4 million on gardening and landscaping



IPM - Partners in Success

We are very pleased to introduce our Presenting Sponsors:



IPM – Partners in Success

- * Community Leaders
- * Local Volunteers
- * Local Businesses and Organizations
- * Local Sponsors
- * **The County and Municipalities**
- * Provincial Volunteers (members of Ontario Plowmen's Association)
- * Provincial Businesses and Organizations
- * Additional Provincial Sponsors
- * Plowing Competitors



2023 Host Farmers



* We have been working with a dedicated group of Dufferin farmers, including the :

- Illick Family
- Mauzenhuir Family
- McPherson Family
- Overgaauw Family
- Van Kampen Family
- VanOmmen Family
- Verstegen Family



Event Partners

2023 International Plowing Match & Rural Expo

=

Local Committee (Volunteers & Staff)

+

Provincial Committee (Volunteers & Staff)



The Local Committee

- * One of the first steps will be to incorporate the “2023 International Plowing Match and Rural Expo Local Committee”
- * The Board of Directors will consist of a Chair (or Co-chairs) and nine (9) Directors & a non-voting Secretary and Treasurer
- * Dufferin County agricultural leaders and members of the Peel-Dufferin Plowmen’s Association will be recruited



The Local Committee

- * Directors will be responsible for a series of organizational committees (40 to 50)
- * Volunteer recruitment events will be held throughout the entire County and will welcome residents of all ages and interests
- * Committees will work from well-defined guidelines, have an opportunity to attend IPM 2022 in Kemptville and be able to participate in workshops led by past local & provincial committee members



Volunteers – the Life of the IPM



Volunteers – the Life of the IPM

- * Volunteers are the key to the success of each IPM
 - * George and Dawn Van Kampen and Bill McCutcheon have been planning and building a strong foundation for the 2023 IPM.
 - * We are currently developing an IPM Board of Directors and a group of committees that will work closely with OPA
 - * Volunteer recruitment meetings throughout the County will provide an opportunity for everyone to get involved in this historic event



The Hosting Agreement

- * A legal document called “The Hosting Agreement” fully defines the responsibilities of both the Local Organizing Committee and the Ontario Plowmen’s Association (Provincial Committee).
- * It also states the terms for the division of the event profits. The Local Organizing Committee will receive a minimum of 50% of the profits which will be donated to charities and not-for-profit organizations within their community.



IPM Legacy

- * We wish to share some results of a previous IPM (2017)
 - * Local Committee profits – approximately \$475,000
 - * Donated to Service Clubs who worked at the IPM – over \$40,000
 - * Donations on behalf of committees to 55 organizations - \$108,000
 - * Donations to Jessica House Hospice \$20,000
 - * Huron County Food Bank Distribution Centre - \$20,000
 - * Wingham District Hospital Oncology Department - \$20,000
 - * Trust Fund established in the amount of \$250,000 for post-secondary scholarships to be given out for the next 20-25 years

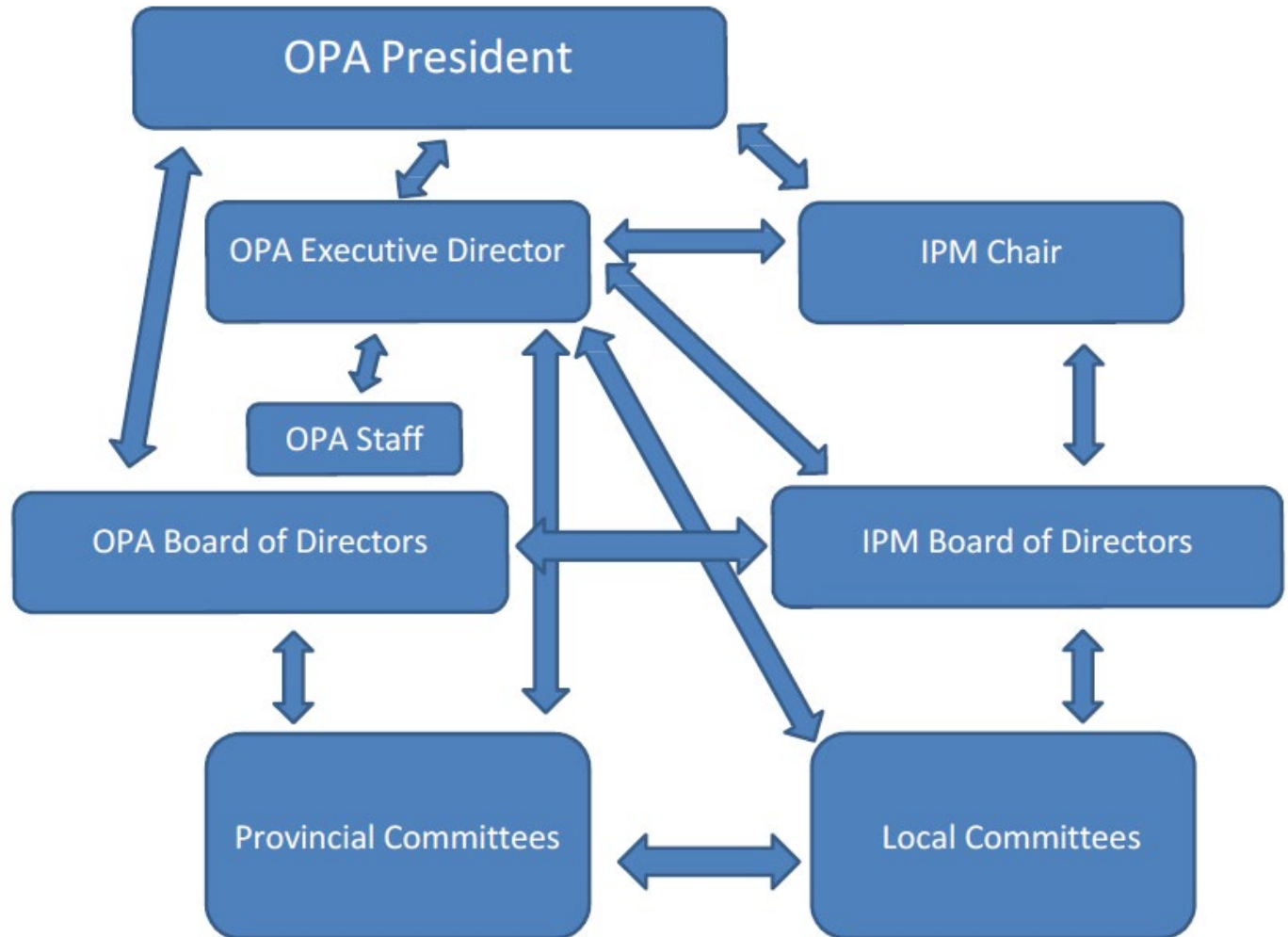


Legacy

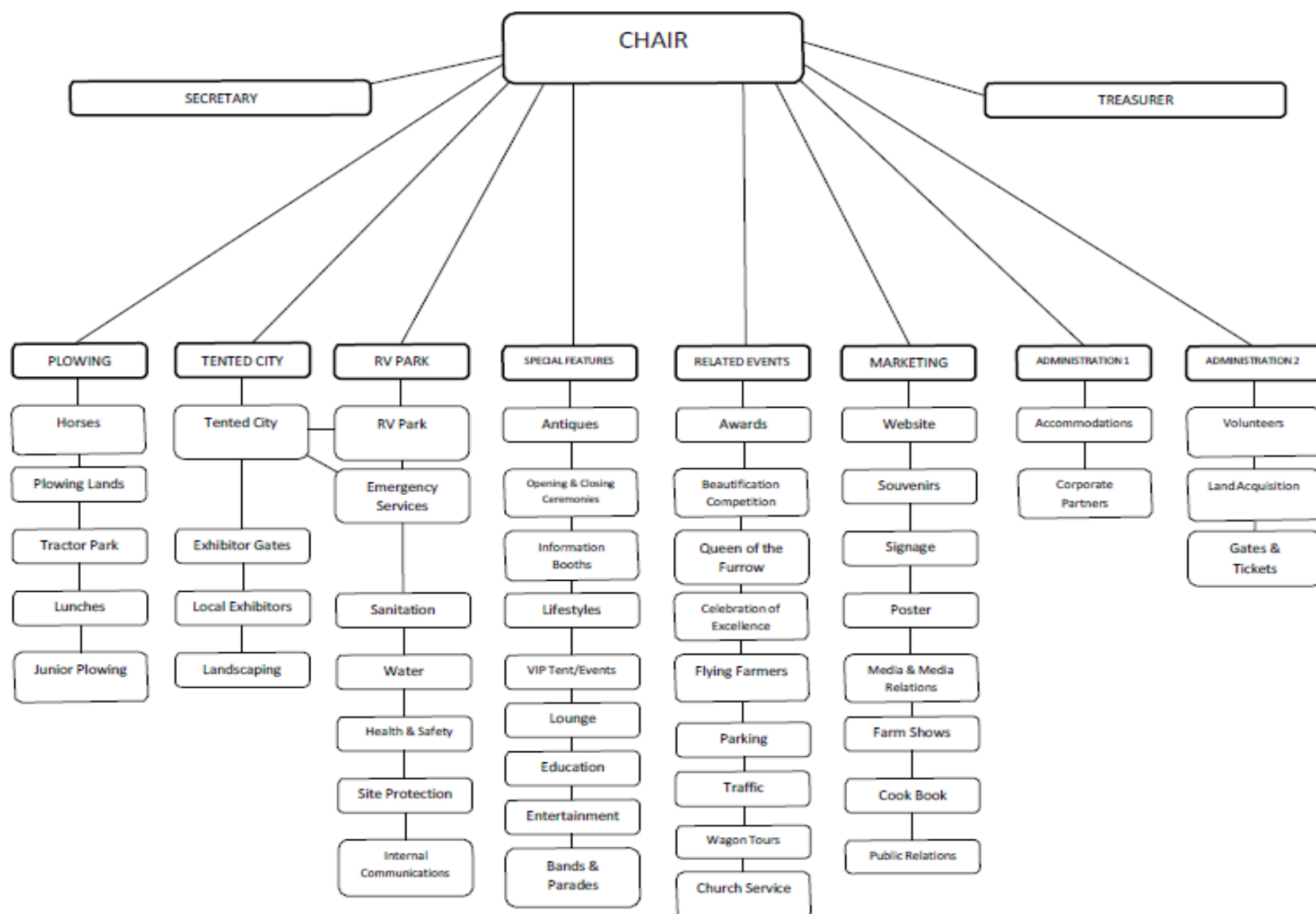
- * Volunteers who take the opportunity to be involved in the IPM will be rewarded with lasting friendships, community pride and perhaps most of all, a leadership legacy.
- * IPM volunteers have opportunities to further develop leadership skills which after the IPM enhance their roles in community volunteerism, their chosen careers and government.



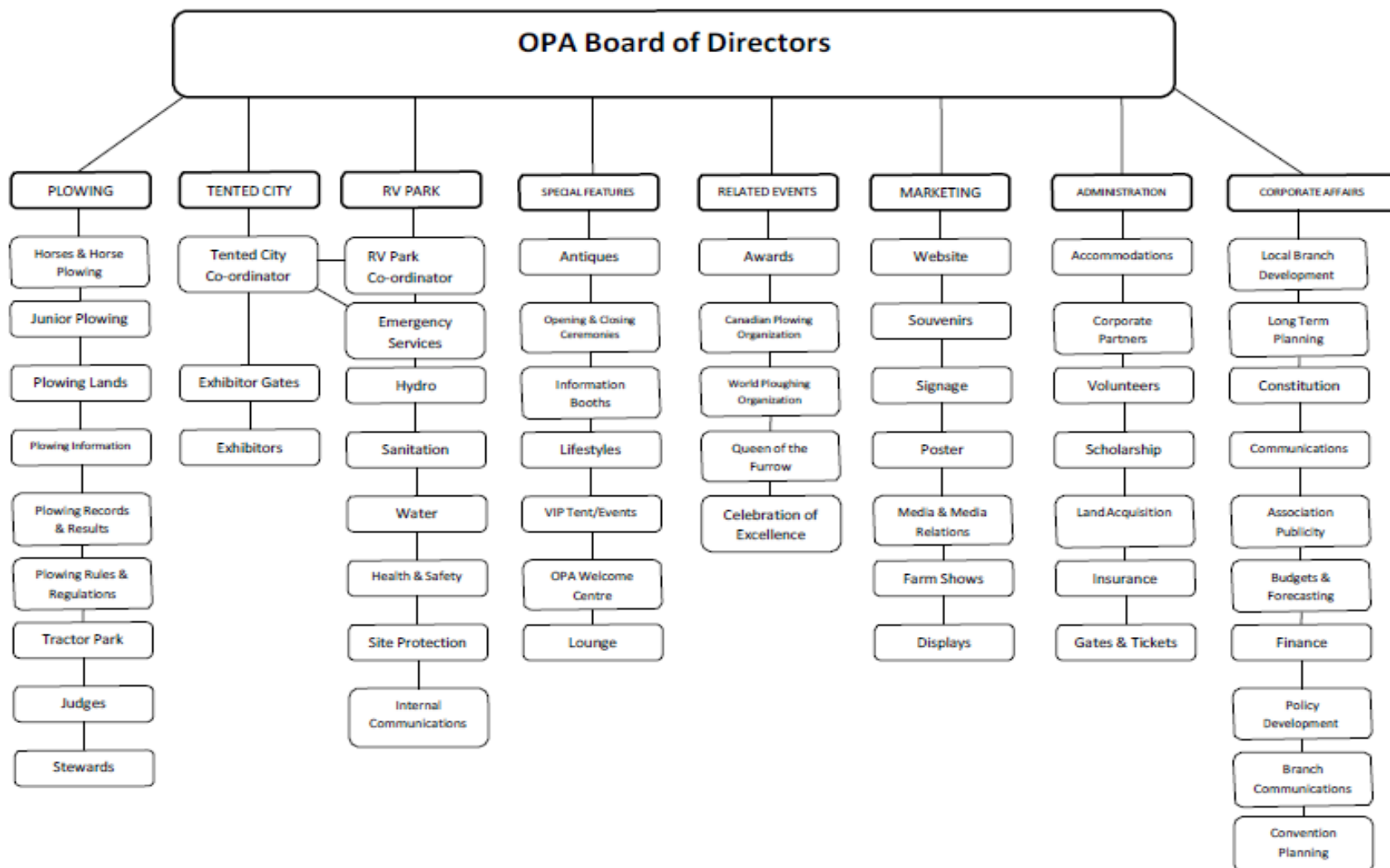
Structure



IPM Local Committee Organizational Chart



IPM Provincial Committee Organizational Chart



Testimonials

Huron County has hosted 5 International Plowing Matches.

1946: Victory Match at Port Albert Air Force Base

1966: Muddy Match at Seaforth

1978: Money Match at Wingham

1999: Dust Match at Dashwood

2017: Walton

Thanks to the countless volunteers, who are absolutely essential in the hosting of a successful match.

This enabled Huron County to make substantial financial contributions to Hospitals, charities, service clubs and a variety of worthwhile causes within the County.

Sincerely

Glen McNeil

Huron County Warden

Testimonials

Greetings;

The IPM is an event that enables the Town, and County to partner with the IPM Committee to showcase and promote their community and to encourage economic development. For the County, that partnership breaks down into two separate avenues. One is a must do as per agreement and contract, i.e. needed driveways, security fences, and access routes. The second, is displaying and promoting the municipality within tented city grounds.

In our case, in 2016, the Town of Minto and the County of Wellington was most generous and helpful in all aspects. They each had a representative on the IPM 2016 executive. IPM 2016 was a tremendous success in my opinion and many businesses echo my opinion. I would not hesitate to recommend hosting IPM again. Be very clear that it takes a substantial investment of taxpayers dollars, many volunteers and hours of dedication. The benefit you recap is directly related to the Effort you give.

Respectfully submitted
Ronald Faulkner
Chair IPM 2016

IPM and Host Municipalities and the County

- * There are two distinct components to this partnership
 - * 1) In-kind sponsorships and perhaps cash sponsorship (or start up loan)
 - * 2) Showcase Display



1) In-kind Sponsorship

Public Works - County and/or Municipalities

- * Possible access into fields --- culverts
- * Assistance in installing & removing event-owned snow fence
- * Disposal of grey water and black water
- * Assistance in securing disposal services for garbage & recycling

Health Unit

- * Confirm requirements & provide necessary forms
- * Inspections prior to opening and periodic inspections during event



1) In-kind Sponsorship

Building Department

- * Confirm requirements and provide necessary forms
- * Permits
- * Inspections prior to opening and periodic inspections during event

Fire Department

- * Inspections
- * Emergency Calls

Paramedics

- * To be determined based on based on availability of services



1) In-kind Sponsorship

Site Protection

- * Paid duty officers on the event sites (private security companies are traditionally hired as well)

Signage

- * Permission to erect site signs on the farm properties
- * Permission to erect directional signs immediately prior to the event
- * Invitation to the County and Municipalities to erect IPM welcome signs throughout the area



1) Cash Sponsorship

- * Traditionally, the Host Municipality offers a loan to the Local Committee of an IPM
- * These funds are used as start-up funds, and in particular for items like the printing of the souvenir cookbook and establishing inventory of IPM promotional items
- * It is always recommended that any loan be paid to the Local Committee in installments



2) Showcase Display

- * As large or small as you choose
- * IPM encourages you to keep it simple and reasonably priced (some previous IPMs have spent too much in dollars and staff manpower)
- * Dufferin County has much to showcase and will experience a significant return on investment for years to come
- * You need not repeat what other Counties' have done --- in fact, we urge you to 'right size' the County Showcase



Remember, it is “Five Days in a Farmer’s Field”

The IPM Does Not Need

- * Road re-construction
- * Extra grass cutting on roads surrounding the IPM Site
- * Engineering services for water lines, etc.
- * Excessive Staff time



What we're asking for today

- * A motion in support of hosting the 2023 IPM
- * Commitment to in-kind sponsorship
- * If desired, participation through a County Showcase display



Hosting The IPM: An Opportunity To Showcase Your Community





DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY COMMITTEE MINUTES

Wednesday, May 11, 2022 at 7:00 p.m.

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

Members Present:

Trisha Linton – Chair
Althea Alli
Councillor Steve Anderson
Sabina Greenley
Mike Marcinkiewicz
Alethia O'Hara-Stephenson
Angela Pollard (staff liaison, non-voting)

Members Absent:

Councillor Sandy Brown
Jordan Deidier (prior notice)
Meg Haggett
Arvandi Nalisa Komal
Preeya Rateja
Councillor Darren White (prior notice)

Staff Present:

Rohan Thompson, Director of People & Equity
Timothy Chan, Communications Manager
Michelle Hargrave, Administrative Support Specialist

Trisha Linton, Chair, called the meeting to order at 7:05 p.m.

LAND ACKNOWLEDGEMENT STATEMENT

Trisha Linton, Chair, shared the Land Acknowledgement Statement.

REPORTS

1. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #1 – Diversity, Equity and Inclusion Community Advisory Committee Minutes – April 6, 2022

Minutes of the Diversity, Equity and Inclusion Community Advisory Committee meeting from April 6, 2022 for information.

DISCUSSION

2. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #2 – Community Survey

Rohan Thompson, Director of People and Equity, provided an update on the development of a strategic plan for DEICAC. Rohan noted a small group from the Committee met to work towards developing a plan for the committee including key priorities and directions.

The next step is for the group to meet with potential consultant on May 16, 2022, to set out the steps to develop a strategic plan. The goal is to have a strategic plan and objects in place before the Committee's term is up.

Rohan noted this may not include a survey, the data collection piece may be through focus groups. The focus is to get input externally and internally to have a strategic plan for the Committee.

The Committee agreed to move Item #5 – Connection with Other Equity Tables forward in the agenda.

3. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #5 – Connection with Other Equity Tables

Trisha Linton, Chair, noted it would be beneficial for the Chairs of the area Diversity, Equity and Inclusion Committees to come together to establish relationships, share knowledge, best practices and collaborate.

Rohan Thompson will contact the Committee Chairs and aim to set up a meeting for June or July.

Moved by S. Anderson, seconded by C. Lazo

THAT staff reach out on behalf of the Committee Chair to set up a meeting with the area municipality Diversity, Equity and Inclusion Committees Chairs to share knowledge and collaborate.

-Carried-

4. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #3 – Summer Meeting Schedule

Angela Pollard noted the summer meeting schedule came up at the Human Services sub-committee.

The Committee agreed to continue meeting the second Wednesday of each month as they would like to see progress made by the end of the Committee term. Sub-committees will set their own summer meeting schedule.

5. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #4 – Status Update: County of Dufferin Employment Systems Review and Climate (Equity) Audit

Rohan Thompson, Director of People and Equity, provided a status update on the Employment Systems Review and Climate (Equity) Audit.

The process will be done in three parts:

1. Quantitative Data – survey that looks at 40 dimensions plus of diversity & identity, available on voluntary basis for all staff to complete. This will show what the staff commitment looks like at the County.
2. Interview Focus Group (Qualitative Data) – speak with willing staff to get in-depth understanding as to what staff experience
3. Supplementary Data review – targeted review of policies, process & programs to help understand if bias, exclusion, discrimination & inequity live within the County systems – some major items that will be reviewed are recruitment, hiring, development & retention

There will be an analysis and report, key learnings and recommendations that come from those three parts which will develop the County's internal Diversity, Equity and Inclusion strategy.

Rohan will report back to the Committee on the findings.

6. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – May 11, 2022
Item #6 – Sub Committee Updates

6.1. Economic Development

The April 4, 2022 Economic Development sub-committee meeting was cancelled.

6.2. Human Services

Angela Pollard reviewed highlights of the Human Services sub-committee meeting of April 26, 2022.

Christa Jewell & Christine Madden, Ontario Works Division, reviewed a number of initiatives put in place during COVID to assist with supporting those who need services, including an electronic application process, a direct call centre and beginning work on esignatures. They also reviewed the basic components of the Ontario Works program. The sub-committee discussed the inclusiveness of the program and noted it may be difficult for vulnerable individuals to navigate as they don't always have access to technology. Also, they discussed the Ontario Works rates in relation to the rising cost of living. Christine and Christa also reviewed the mobile crisis unit, current supports available through our community partner, Family Transition Place, and new supports through the OPP.

The sub-committee also discussed the reapplication process for the Diversity, Equity and Inclusion Community Advisory Committee. Rohan noted the Committee application process is being reviewed. Rohan would like to review and discuss the revised process once more plans are in place.

ADJOURNMENT

The meeting adjourned at 7:54 p.m.

Next Meeting: June 8, 2022 at 7:00 p.m.
Video Conference

Respectfully submitted,

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



INFRASTRUCTURE & ENVIRONMENTAL SERVICES COMMITTEE MINUTES

Thursday, May 26, 2022 at 9:00 a.m.

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

Members Present:

Councillor Sandy Brown (Chair)
Councillor Steve Anderson (arrived 9:03 a.m.)
Councillor Bob Currie
Warden Wade Mills
Councillor Earl Hawkins
Councillor Fred Nix
Councillor Darren White

Other Councillors Present:

Councillor John Creelman (arrived 9:20 a.m.)
Councillor Guy Gardhouse
Councillor Philip Rentsch

Staff Present:

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

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

LAND ACKNOWLEDGEMENT STATEMENT

Chair Brown shared the Land Acknowledgement Statement.

ROLL CALL

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

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

PUBLIC QUESTION PERIOD

There were no questions from the Public.

Councillor Anderson joined the meeting at 9:03 a.m.

DELEGATIONS

1. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #1
Dufferin Climate Action Plan

Charles Hooker delegated to Committee regarding Dufferin County's Climate Action Plan. Mr. Hooker has reviewed the County's Climate Action Plan and would like to provide his comments to help improve the Plan. He has concerns that Dufferin County will implement a tree cutting by-law. He also is concerned that the Agricultural community was not represented on the Dufferin County Climate Change Collaborative. He would like to be a part of the Collaborative to provide input and comments.

Councillor Creelman joined the meeting at 9:20 a.m.

2. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #2
Dufferin Wind Power

Jeff Hammond, Senior Vice President, Longyuan Power, delegated to Committee regarding a proposed solar farm in the Town of Grand Valley. There is currently an opportunity to invest in new energy sources in the province. Longyuan Power is proposing to lease the lands at the former Eco-Energy Park from the County to develop a 20 MW+ solar farm and battery storage system. The project would connect to the existing Dufferin Wind transmission line. The next steps would be to have the design engineers develop a site plan which will be presented to the Committee when available. Longyuan Power requested access to walk the land to evaluate the property.

Staff will bring forward a report regarding potential uses of the property to the next meeting.

Moved by Councillor White, seconded by Councillor Currie

THAT Longyuan Power be permitted to enter the property of the former Eco-Energy Park to complete a preliminary site evaluation.

-Carried-

Councillor Rentsch left the meeting at 9:54 a.m.

3. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #3
Entrance Permit Application

Karen Bennett, Partner, Glen Schnarr & Associates Inc., delegated on behalf of Mono Hills Corporation regarding an existing entrance on the property located at 388326 Airport Road. The owners are requesting continued use of the existing access point and requesting the entrance not be closed or relocated as part of the active condominium application.

Moved by Councillor White, seconded by Councillor Nix

THAT the delegation from Karen Bennett, Partner, Glen Schnarr & Associates Inc., be received.

-Carried-

Moved by Councillor White, seconded by Councillor Nix

THAT staff be directed to proceed with applying the process as outlined in the Entrance Policy and the Official Plan.

-Carried-

Councillor Creelman left at the meeting at 10:42 a.m.

REPORTS

4. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #4
Primrose Operations Centre – Electrical Upgrade

A report from the Director of Public Works/County Engineer, dated May 26, 2022, to seek approval to upgrade the electrical capacity at the Primrose Operations Centre.

Moved by Councillor Nix, seconded by Warden Mills

THAT Report, Primrose Operations Centre - Electrical Upgrade, dated May 26, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT staff be approved to proceed with completing power upgrades at the Primrose Operation Centre;

AND THAT the necessary funds for the power upgrades at the Primrose Operations Centre be funded through the Public Works Capital Reserve.

-Carried-

5. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #5
Blue Box Transition – County Role

A report from the Director of Public Works/County Engineer, dated May 26, 2022, to update Committee and Council on the July 1, 2023 Blue Box program transition to full-producer responsibility and to advise on the County's role.

Moved by Councillor Nix, seconded by Warden Mills

THAT Report, Blue Box Transition – County Role, from the Director of Public Works/County Engineer, dated Thursday, May 26, 2022, be received;

AND THAT staff respond to the Circular Materials Ontario (CMO) survey to confirm that the County will not be entering into a contract with CMO for recycling collection services during Blue Box Transition;

AND THAT staff receive delegated authority to negotiate terms with CMO, or other PRO agencies and/or parties, to ensure service continuity through the transition, should the need arise.

-Carried-

6. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #6
Capital Project Update – May 2022

A report from the Director of Public Works/County Engineer, dated May 26, 2022, to provide Committee and Council with an update regarding the 2022 Public Works - Transportation Capital Projects.

Moved by Warden Mills, seconded by Councillor Hawkins

THAT Report, Capital Project Update – May 2022, from the Director of Public Works/County Engineer, dated May 26, 2022, be received.

-Carried-

7. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – May 26, 2022 – ITEM #7
Facility Tender Results – T2022 FA-22-02: Balcony Repair & Restoration Work

A report from the Director of Public Works/County Engineer, dated May 26, 2022, to inform Committee and Council on the results of the 2022 Facility tender FA-22-02 for the repair and restoration to various Community Housing building balconies and patios, and to recommend approval to award.

Moved by Councillor White, seconded by Councillor Hawkins

THAT Report, Facility Tender Results – FA-22-02, dated May 26, 2022, from the Director of Public Works/County Engineer, be received;

AND THAT the tender overage of approximately \$312,000 be funded through Housing Capital Fund;

AND THAT unforeseen or unanticipated work related to the balcony restoration be covered by provisional item costing funded by through the Housing Capital Fund.

-Carried-

Councillor Creelman joined the meeting at 10:55 a.m.

OTHER BUSINESS

Councillor Creelman and Councillor Nix inquired if the GFL Transfer Station is not currently accepting drop-offs from residents because of a driver shortage. They are concerned that dumping might occur on the roadside if residents are not able to use the transfer station. If there are restrictions in place at the transfer station, they are requesting notice be provided to the public and to the local municipalities. Staff are unaware of any issues but will investigate and provide communication as necessary.

ADJOURNMENT

The meeting adjourned at 11:00 a.m.

NEXT MEETING: Thursday, June 23, 2022 at 9:00 a.m.
Video Conference

Respectfully submitted,

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



GENERAL GOVERNMENT SERVICES COMMITTEE MINUTES

Thursday, May 26, 2022 at 11:00 a.m.

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

Members Present:

Councillor John Creelman (Chair)
Warden Wade Mills
Councillor Steve Anderson
Councillor Janet Horner
Councillor Andy Macintosh
Councillor Philip Rentsch
Councillor Steve Soloman

Staff Present:

Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Rohan Thompson, Director of People and Equity
Steve Murphy, Manager – Preparedness, 911, &
Corporate Projects

Chair Creelman called the meeting to order at 11:03 a.m.

LAND ACKNOWLEDGEMENT STATEMENT

Chair Creelman shared the Land Acknowledgement Statement.

ROLL CALL

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

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

PUBLIC QUESTION PERIOD

There were no questions from the Public.

PRESENTATION

1. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #1
Development Charges Study

Sean-Michael Stephen, Managing Partner, Watson & Associates Economists Ltd., presented information regarding the 2022 Development Charges Background Study.

A public meeting will be held on June 9, 2022 at 6:30 p.m. regarding the Development Charges By-law.

REPORTS

2. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #2
Policy Development – International Aid, Donations, Proclamations, Flag Raising

A report from the Director of People and Equity, dated May 26, 2022, to propose a holistic review and development of a series of policies to guide County Council and staff in considering requests for international aid, donations, proclamations and flag raising.

Moved by Councillor Horner, seconded by Warden Mills

THAT the report of the Director of People and Equity, dated May 26, 2022, with respect to Policy Development – International Aid, Donations, Proclamations, and Flag Raising Requests, be received;

AND THAT staff be directed to research options with respect to policies on International Aid, Donations, Proclamations, and Flag Raising.

-Carried-

3. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #3
Right to Disconnect Policy

A report from the Director of People and Equity, dated May 26, 2022, to provide Council with information on Bill 27, Working for Workers Act, 2021, specifically the

Right to Disconnect and to seek approval for the attached draft Right to Disconnect Policy.

Moved by Councillor Macintosh, seconded by Councillor Soloman

THAT the report of the Director of People and Equity, dated May 26, 2022, titled Right to Disconnect Policy, be received;

AND THAT the attached Right to Disconnect Policy 2-4-01-15 be approved.

-Carried-

4. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #4
Joint Multi-Year Accessibility Plan – 2022 – 2025

A report from the Manager – Preparedness, 911 and Corporate Projects, dated May 26, 2022, seek Council's endorsement of the Joint Multi-Year Accessibility Plan (MYAP) for 2022-2025.

Warden Mills left the meeting at 12:03 p.m.

Moved by Councillor Macintosh, seconded by Councillor Rentsch

THAT the Report from the Manager – Preparedness, 911 & Corporate Projects, dated May 26, 2022, titled Joint Multi-Year Accessibility Plan 2022-2025, be received;

AND THAT the attached Joint Multi-Year Accessibility Plan 2022-2025 be approved.

-Carried-

Councillor Horner left the meeting at 12:04 p.m.

5. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #5
Annual Report on Long Term Debt Capacity

A report from the Manager of Corporate Finance, Treasurer, dated May 26, 2022, to provide an annual update on the County's long-term debt position and future borrowing capacity, as required by O.Reg.403/02 (amended to O.Reg.289/11).

Moved by Councillor Macintosh, seconded by Councillor Soloman

THAT the report from the Manager of Corporate Finance, Treasurer, dated May 26, 2022, Annual Report on Long Term Debt Capacity, be received.

-Carried-

6. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #6
Procedural By-Law Review – Report #2

A report from the Clerk, dated May 26, 2022, to recommend approval on a Procedural by-law that will govern the calling, place and proceeding for meetings for the 2022 – 2026 Council Term.

Moved by Councillor Macintosh, seconded by Councillor Anderson

THAT the report from the Clerk, dated May 26, 2022, regarding the Procedural By-law Review Report #2, be received;

AND THAT the Procedural By-law be placed on the July 14, 2022 Council Agenda for approval.

-Carried-

7. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #7
Amendments to the User Fee By-Law

A report from the Clerk, dated May 26, 2022, to update the current fee by-law and recommend changes to user fees charged within various departments of the County of Dufferin.

Moved by Councillor Rentsch, seconded by Councillor Anderson

THAT the report from the Clerk, dated May 26, 2022, titled Amendments to User Fee By-law, be received;

AND THAT the fee adjustments as outlined in the report be approved;

AND THAT Schedule A, Schedule C, Schedule D, and Schedule E be amended as outlined in the report;

AND THAT the necessary by-law be enacted.

-Carried-

8. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #8
Council Remuneration Review – Report #2

A report from the Clerk, dated May 26, 2022, to follow up from the staff direction given at the April committee meeting to provide options to Council on remuneration for the term of Council 2022 to 2026.

Councillor Horner joined the meeting at 12:25 p.m.

Moved by Councillor Anderson, seconded by Councillor Horner

THAT the report from the Clerk, dated May 26, 2022, regarding Council Remuneration Review, be received;

AND THAT the following salaries be approved for the 2022 – 2026 term of Council:

- **Warden - \$79,686.80**
- **Councillor - \$26,130.40**
- **Committee Chair - \$28,000.00**

-LOST-

Moved by Councillor Horner, seconded by Councillor Macintosh

THAT the report from the Clerk, dated May 26, 2022, regarding Council Remuneration Review, be received;

AND THAT Option #3 be approved for the 2022-2026 term of Council:

- **Warden - \$79,686.80**
- **Councillor - \$24,630.40**
- **Committee Chair - \$26,130.40**

-Carried-

9. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #9
Service Optimization & Workforce Planning Strategy Update

A report from the Chief Administrative Officer, dated May 26, 2022, to provide additional information and recommend next steps in the strategy framework since the last update approved by Council in January 2022.

Moved by Councillor Rentsch, seconded by Councillor Soloman

THAT the report of the Chief Administrative Officer, dated May 26, 2022, with respect to Workforce Planning Strategy Framework Next Steps, be received;

AND THAT the next steps identified in the Service Optimization and Workforce Planning Strategy Framework be approved.

-Carried-

10. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #10
Strategic Plan 2023-2026

A report from the Chief Administrative Officer, dated May 26, 2022, to recommend that staff initiate the process for the next Strategic Plan which will cover the period 2023 to 2026.

Moved by Councillor Macintosh, seconded by Councillor Horner

THAT the report of the Chief Administrative Officer, dated May 26, 2022, with respect to Strategic Plan 2023-2026, be received;

AND THAT, staff be direct to initiate the Strategic Plan process for the next term of Council;

AND THAT, staff be authorized to engage a Strategic Plan consultant to be funded from Development Charges.

-Carried-

CORRESPONDENCE

11. GENERAL GOVERNMENT SERVICES – May 26, 2022 – ITEM #11
Association of Municipalities of Ontario (AMO) Delegation Requests

Correspondence from the Ministry of Municipal Affairs and Housing, dated May 3, 2022, regarding Association of Municipalities of Ontario (AMO) delegation requests for the 2022 Annual Conference. The Committee did not request a delegation.

OTHER BUSINESS

At the Infrastructure and Environmental Services Committee meeting, a question was asked regarding the GFL transfer station and whether it is currently open to the public. Staff have confirmed with GFL that they are experiencing a driver shortage and as a result, there is a daily cap on the amount of waste accepted. The transfer station closes early if they reach the cap. It is recommended that residents call GFL in advance to ensure the transfer station is open. Staff will continue to communicate updates to the public and to the local municipalities.

ADJOURNMENT

The meeting adjourned at 12:56 p.m.

NEXT MEETING: Thursday, June 23, 2022 at 11:00 a.m.
Video Conference

Respectfully submitted,

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



COMMUNITY DEVELOPMENT AND TOURISM COMMITTEE MINUTES

Thursday, May 26, 2022 at 3:00 p.m.

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

Members Present: Councillor Janet Horner (Chair)
Warden Wade Mills
Councillor John Creelman (arrived 3:44 p.m.)
Councillor Bob Currie
Councilor Guy Gardhouse
Councillor Chris Gerrits
Councillor Earl Hawkins
Councillor Darren White

Staff Present: Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Cody Joudry, Director of Development and Tourism

Chair Horner called the meeting to order at 3:02 p.m.

LAND ACKNOWLEDGEMENT STATEMENT

Chair Horner shared the Land Acknowledgement Statement.

ROLL CALL

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

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

PUBLIC QUESTION PERIOD

There were no questions from the Public.

DELEGATION

1. COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #1
Ontario Plowmen's Association

Cathy Lasby, Executive Director, Ontario Plowmen's Association, delegated to Committee to request Dufferin County's support to host the 2023 International Plowing Match and Rural Expo in the Township of Amaranth.

Moved by Warden Mills, seconded by Councillor Gerrits

THAT Cathy Lasby, Executive Director, Ontario Plowmen's Association, be invited to present further information to the June 9, 2022 Council meeting;

AND THAT staff report back to the June 9, 2022 Council meeting about the possibility of hosting the 2023 International Plowing Match and Rural Expo.

-Carried-

REPORTS

2. COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #2
MoD Strategy Focus Group

A report from the Director of Development and Tourism, dated May 26, 2022, to provide information to the Committee on the upcoming focus group meeting for the MoD Strategic Plan.

Moved by Councillor Gerrits, seconded by Warden Mills

THAT the Report from the Director of Development and Tourism, dated May 26, 2022, titled MoD: Strategic Plan Focus Group, be received.

-Carried-

3. COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #3
Municipal Comprehensive Review (MCR) Update & Timelines

A report from the Director of Development and Tourism, dated May 26, 2022, to provide the Committee an overview of progression of the MCR project and the related public engagement deliverables.

Councillor Creelman joined the meeting at 3:44 p.m.

Moved by Councillor Gerrits, seconded by Councillor Gardhouse

THAT the report of the Director of Development and Tourism, dated May 26, 2022, titled Municipal Comprehensive Review Update and Timelines, be received.

-Carried-

CORRESPONDENCE

4. COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #4
Township of Amaranth

Resolution from the Township of Amaranth, dated April 26, 2022, regarding hosting the 2023 International Plowing Match in principle.

Moved by Councillor Currie, seconded by Councillor Gerrits

THAT the resolution from the Township of Amaranth, dated April 26, 2022, regarding hosting the 2023 International Plowing Match, be received.

-Carried-

5. COMMUNITY DEVELOPMENT & TOURISM – May 26, 2022 – ITEM #5
Association of Municipalities of Ontario (AMO) Delegation Requests

Correspondence from the Ministry of Municipal Affairs and Housing, dated May 3, 2022, regarding Association of Municipalities of Ontario (AMO) delegation requests for the 2022 Annual Conference. The Committee discussed requesting a delegation regarding a request for municipalities to be consulted or have input while completing mapping classifications on prime agriculture lands.

ADJOURNMENT

The meeting adjourned at 4:14 p.m.

NEXT MEETING: Thursday, June 23, 2022 at 3:00 p.m.
Video Conference

Respectfully submitted,

.....

Councillor Janet Horner, Chair
Community Development and Tourism Committee



2022 Asset Management Plan

County of Dufferin

June 9th, 2022



AGENDA

- Opening Remarks/Introductions
- State of Infrastructure
- Levels of Service
- Risk Management Strategy
- Lifecycle Strategy
- Financial Strategy
- Next Steps



What is Asset Management?

The coordinated activity of an organization to realize value from assets

- Delivering the service levels customers need and regulators require
- While minimizing total costs of asset ownership
- At an acceptable level of risk
- Within an environment of limited resources



State of Infrastructure

To develop a plan for managing assets, County first needs to understand what it owns:

- Replacement Value
- Average Age
- Condition
- Approach to assessing condition

State of Infrastructure

Assets covered in the AM Plan:

Service Area	Asset Type
Public Works	Roads
	Structures
	Other Transportation Assets
	-Signals
	-Entrances, Guiderails, Flashing Beacons
	-Signs
	Stormwater Infrastructure
	-Storm sewers, Catchbasins, Culverts
	Fleet
	-Heavy and Light Vehicles & Equipment
	Trails
Facilities Management	Facilities
	EV Charging Stations
	Communication Towers
IT	End User Devices
	IT Infrastructure
	Communication Systems
Dufferin Oaks	Facilities
	Fleet
	Equipment
Paramedic Services	Facilities
	Fleet
	Equipment
Housing Services	Facilities
Museum	Facilities
	Equipment

State of Infrastructure

To develop a plan for managing assets, County first needs to understand what it owns:

Asset
Replacement
Value

County Committee	Service Area	Replacement Value (\$M)
Infrastructure & Environment	Public Works	\$594.3
	Facilities Management	\$55.5
General Government Services	IT	\$1.6
Health & Human Services	Dufferin Oaks	\$50.5
	Paramedic Services	\$6.5
	Housing Services	\$49.8
Development and Tourism	Museum	\$7.5
		\$765.6

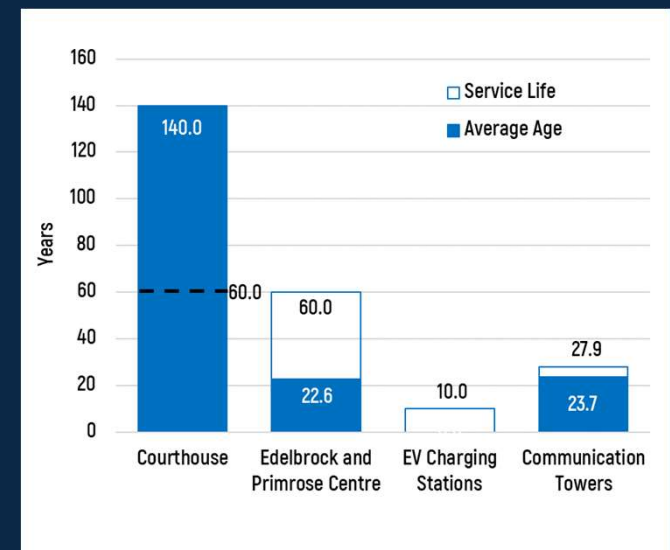
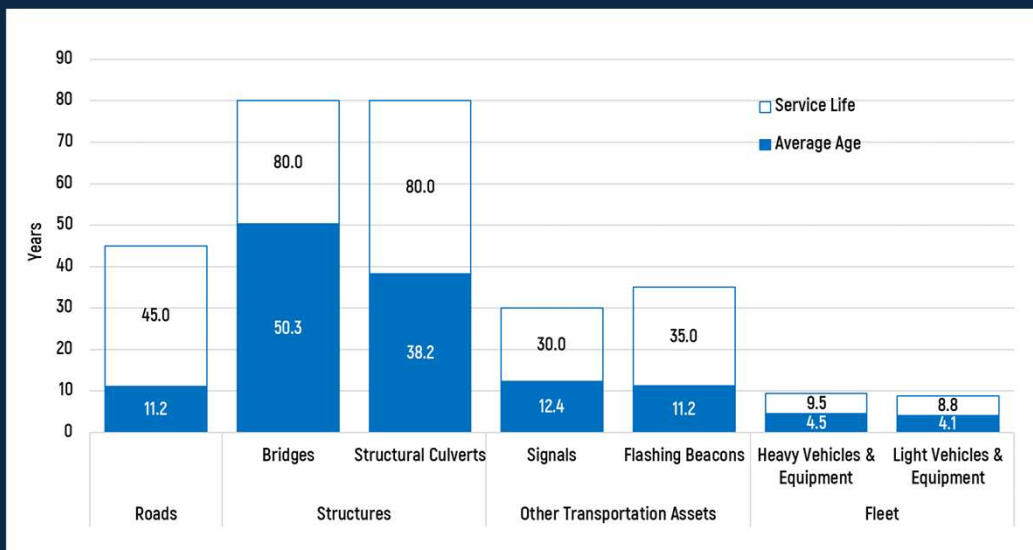
State of Infrastructure

Asset condition is estimated using observed condition where available, then age (% remaining useful life)

Condition Grade	% Remaining Useful Life (all asset types)	Pavement Condition Index (roads)	Bridge Condition Index (bridges & culverts)	Facility Condition Index (facilities)
Very Good	>75 – 100%	85.0 – 100.0	90 – 100	0% to 5%
Good	>50 – 75%	70.0 – 85.0	70 – 89.9	>5 to 10%
Fair	>25 – 50%	55.0 – 69.9	60 – 69.9	>10% to 30%
Poor	>0 – 25%	40.0 – 54.9	40 – 59.9	>30% to 60%
Very Poor	<= 0%	< 40	< 40	> 60%

State of Infrastructure – Average Age

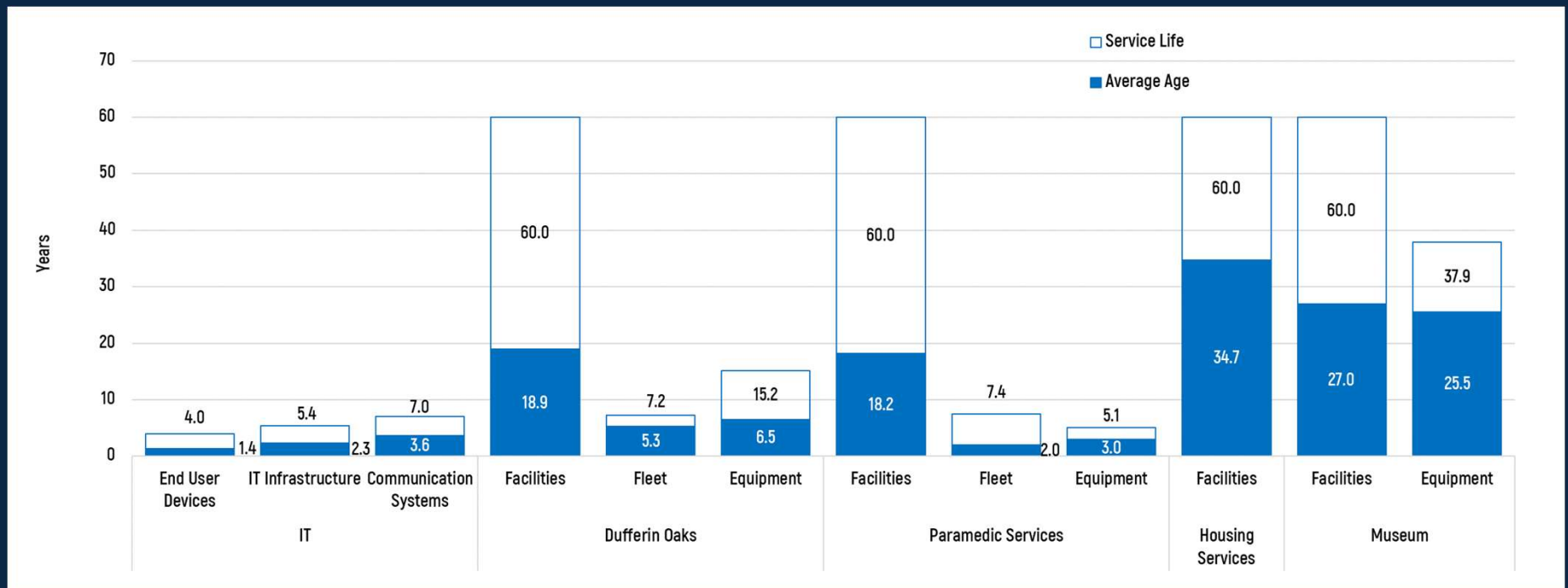
Public Works – Average Age Weighted by Replacement Value



Age data is not available for stormwater assets, entrances, guiderails

State of Infrastructure – Average Age

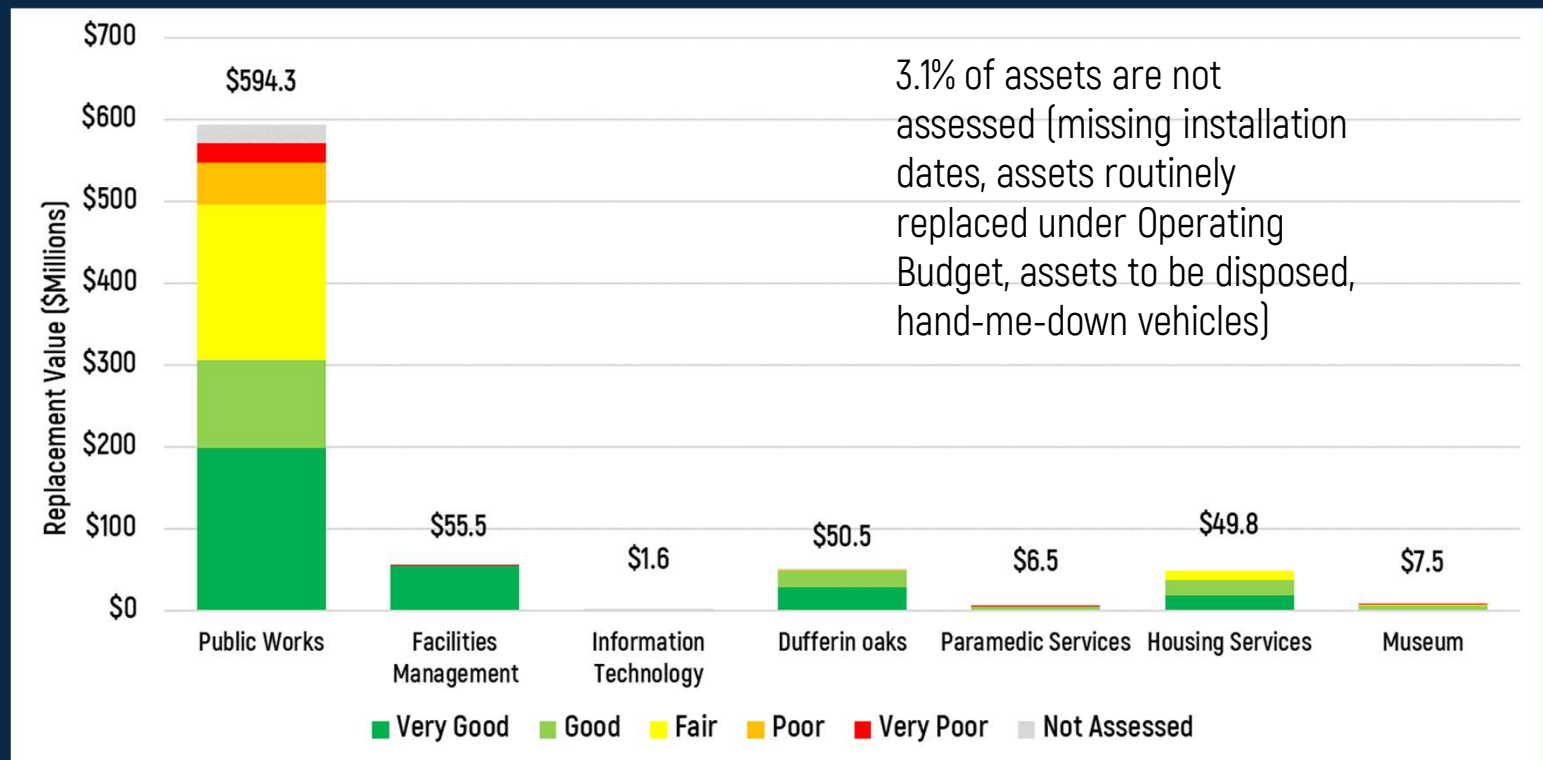
Other Services - Average Age Weighted by Replacement Value



State of Infrastructure - Condition

Asset Condition: 89.5% are estimated in fair or better condition

- Condition and average age profiles are broken down further by asset category in AM Plan



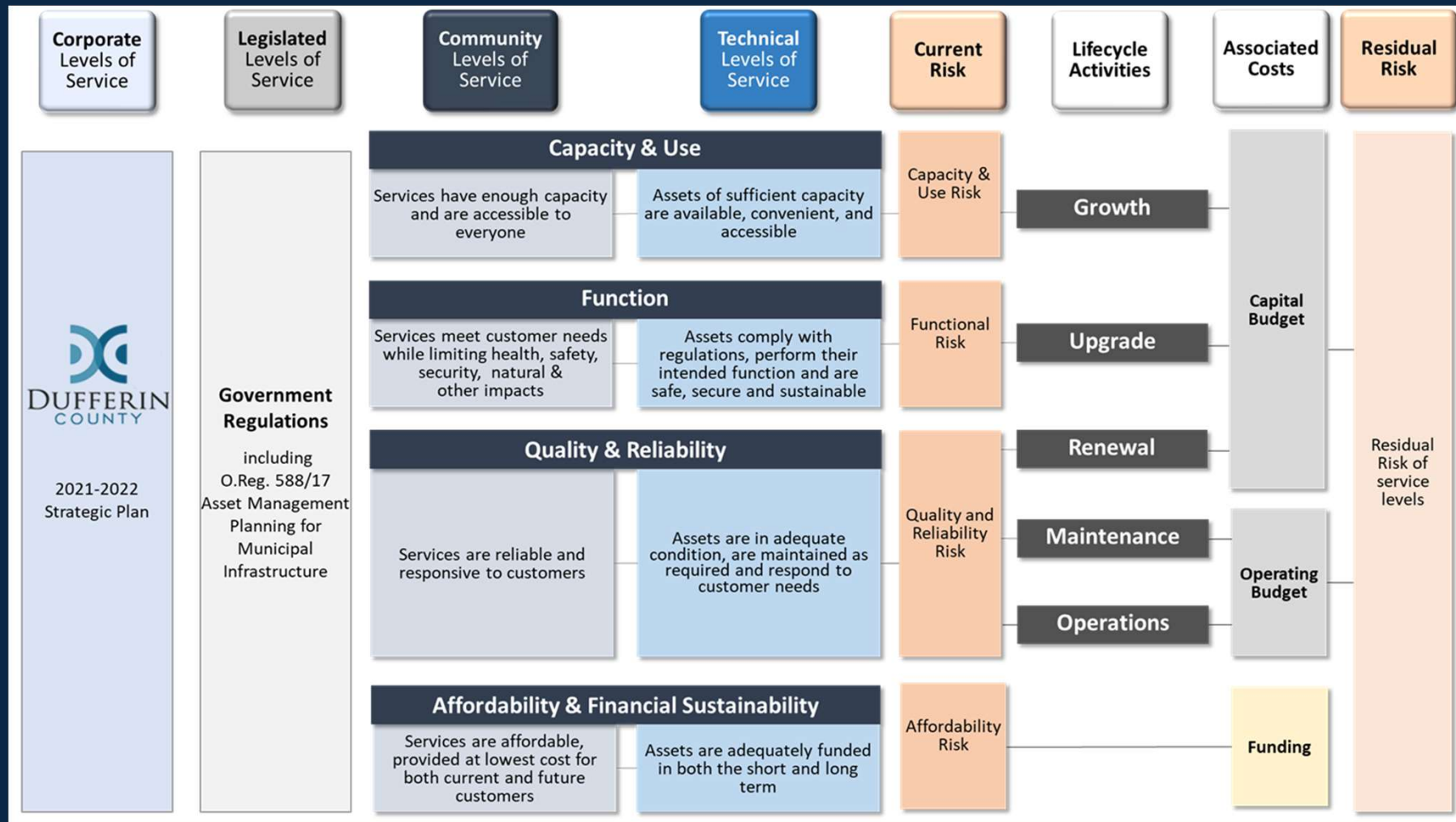
State of Infrastructure - Condition

Table format of Asset Condition: 89.5% are estimated in fair or better condition

Service Area	Asset Category	Very Good	Good	Fair	Poor	Very Poor	Not Assessed	Total Replacement Value (2022\$M)	%Fair+ (excl not assessed)
Public Works	Roads, Structures, Other Roads-Related Assets, Stormwater, Fleet, Trails	\$199.61	\$106.87	\$189.82	\$51.73	\$22.96	\$23.27	\$594.26	86.9%
Facilities Management	Facilities, EV Charging Stations, Communication Towers	\$55.05	\$0.10	\$0.01	\$0.26	\$0.06	\$0.00	\$55.48	99.4%
Information Technology	End User Devices, IT Infrastructure, Communication Systems	\$0.22	\$0.61	\$0.25	\$0.21	\$0.01	\$0.28	\$1.57	83.3%
Dufferin oaks	Facilities, Fleet, Equipment	\$29.49	\$19.30	\$0.54	\$0.92	\$0.25	\$0.01	\$50.51	97.7%
Paramedic Services	Facilities, Fleet, Equipment	\$2.35	\$2.59	\$0.41	\$0.68	\$0.48	\$0.01	\$6.53	82.1%
Housing Services	Facilities	\$18.70	\$18.72	\$12.36	\$0.00	\$0.00	\$0.00	\$49.77	100.0%
Museum	Facilities, Equipment	\$0.00	\$7.09	\$0.43	\$0.00	\$0.00	\$0.00	\$7.52	99.9%
Total		\$305.42	\$155.28	\$203.81	\$53.80	\$23.77	\$23.57	\$765.64	89.5%

89.5% Fair or Better
(Facilities are assessed for condition with each building as a whole asset)

Levels of Service – Link to Risks, Activities, & Costs



Good Governance

Levels of Service – Key Asset Measures by Service Area

Facilities:

- Average Facility Condition Index (5%)

Fleet:

- Fleet storage capacity for critical assets (area of indoor vehicle storage available / area needed): 50%
- % of critical equipment under 250,000 km (snowplows): 92%

GHG emissions reported for both facilities and fleet

Levels of Service – Key Asset Measures by Service Area

Public Works:

- Average Pavement Condition Index: 75.5 - GOOD
- Average Bridge Condition Index: 76.4 – GOOD for bridges; 66.5 – FAIR for culverts
- Stormwater – resiliency to extreme storm events is under review (part of County's Climate Action Plan initiatives)

Information Technology:

- % uptime of County servers: 100%
- % of IT equipment within expected life: 99.5%

Levels of Service – Key Asset Measures by Service Area

Dufferin Oaks:

- Average Facility Condition Index: 5.4% - GOOD
- % of LTC equipment within expected life: 97%

Housing:

- Average Facility Condition Index: 7.4% - GOOD

Museum:

- Average Facility Condition Index: 6.6% - GOOD

Risk Management Strategy

Risk = Consequence of Failure x Probability of Failure



Impact of asset failure considers:

- Financial
- Health & Safety
- Service Delivery
- Reputation
- Environment



How likely is asset failure:
Based on age/condition

Risk Management Strategy

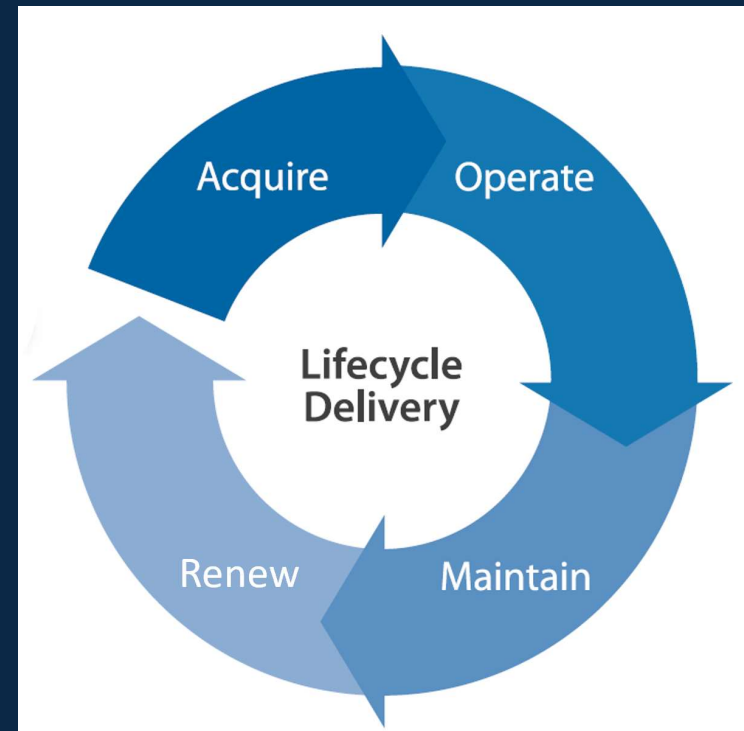
5x5 Risk Map plots Probability of Failure (PoF) vs Consequence of Failure (CoF)

- 0.9% (\$6.7 million replacement value) of County assets are in Very High risk
- These assets are all scheduled for renewal in the next two years
 - Two road segments, one structural culverts, ambulances and paramedic vehicle

							Risk Category	Replacement Value (\$M)	%
PoF	5	\$0.4	\$0.1	\$18.7	\$4.1	\$0.4	Very High	\$6.7	0.9%
	4	\$0.5	\$5.6	\$23.6	\$18.3	\$2.2	High	\$53.1	6.9%
	3	\$1.1	\$0.9	\$75.4	\$90.6	\$16.1	Medium	\$119.4	15.6%
	2	\$0.9	\$3.1	\$45.4	\$86.8	\$5.1	Low	\$260.9	34.1%
	1	\$1.2	\$10.0	\$171.3	\$72.1	\$46.4	Very Low	\$260.2	34.0%
		1	2	3	4	5	Not assessed	\$65.4	8.5%
		CoF					Total	\$765.6	100%

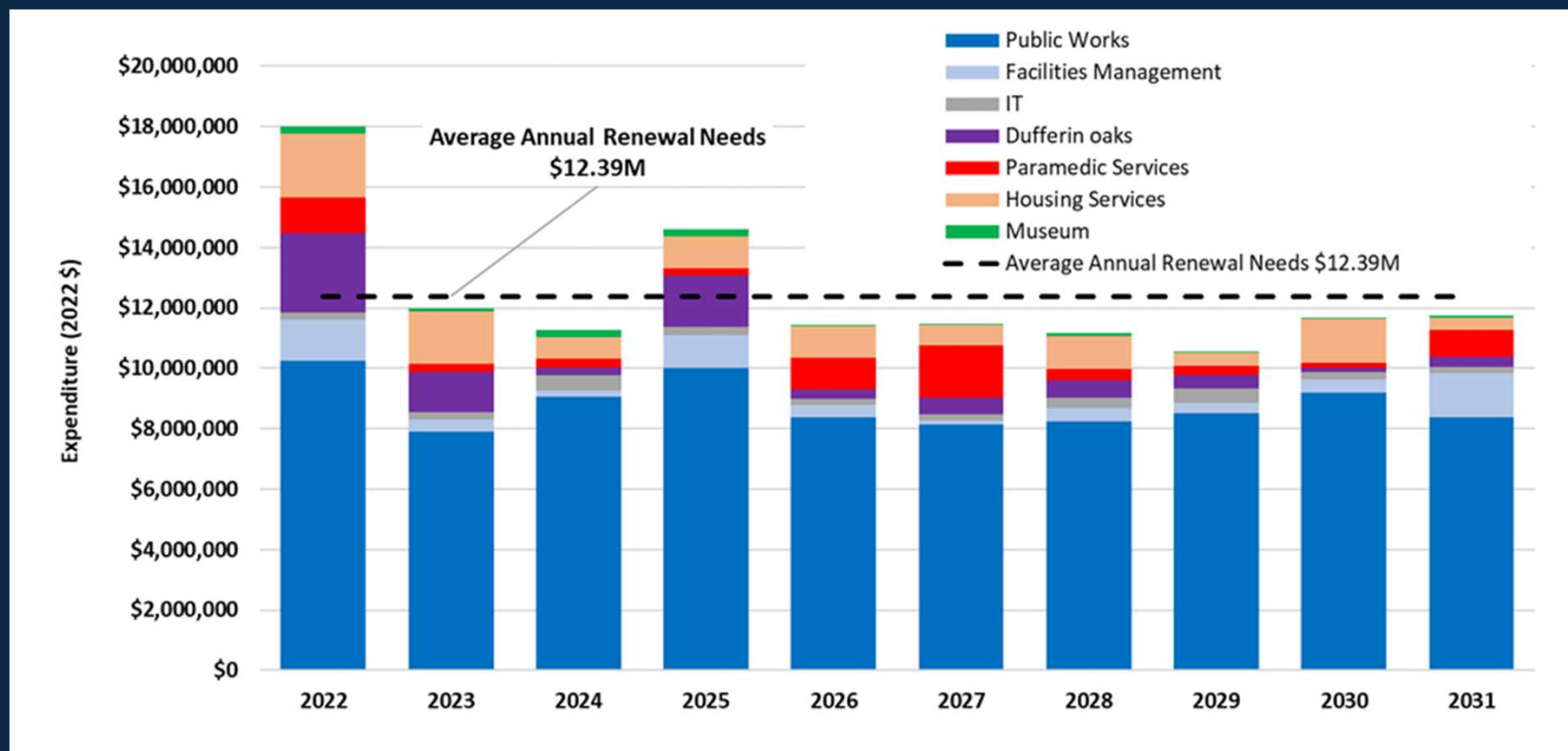
Lifecycle Management Strategy

County considers activities to lower lifecycle costs of each asset



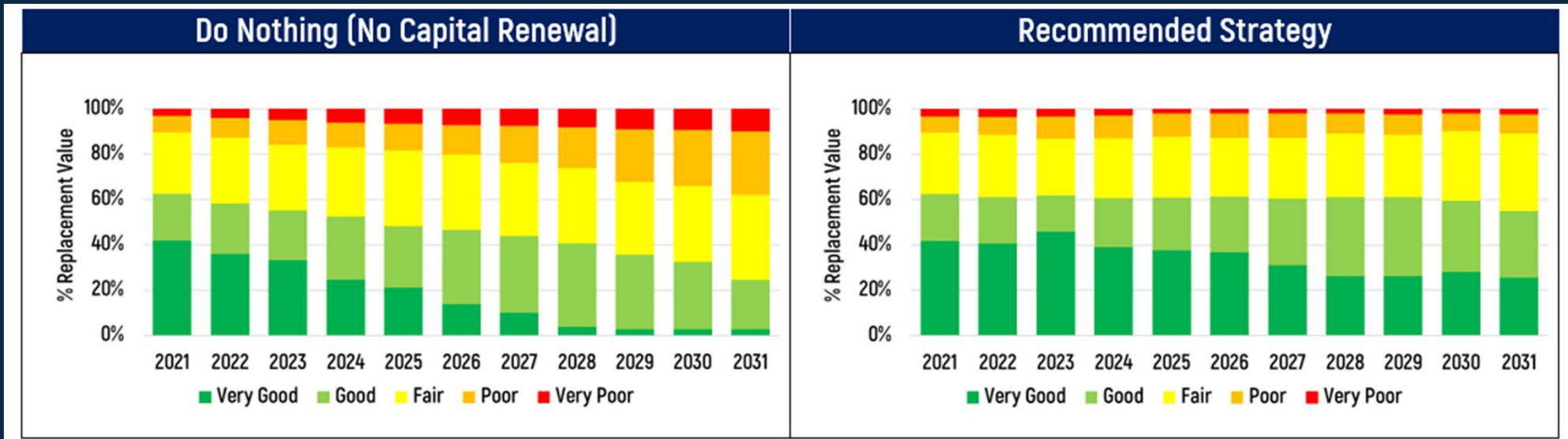
Lifecycle Management Strategy

Average 10-year annual capital need is \$12.39 million per year



Lifecycle Management Strategy

Impacts on asset condition of undertaking recommended strategy



Lifecycle Management Strategy

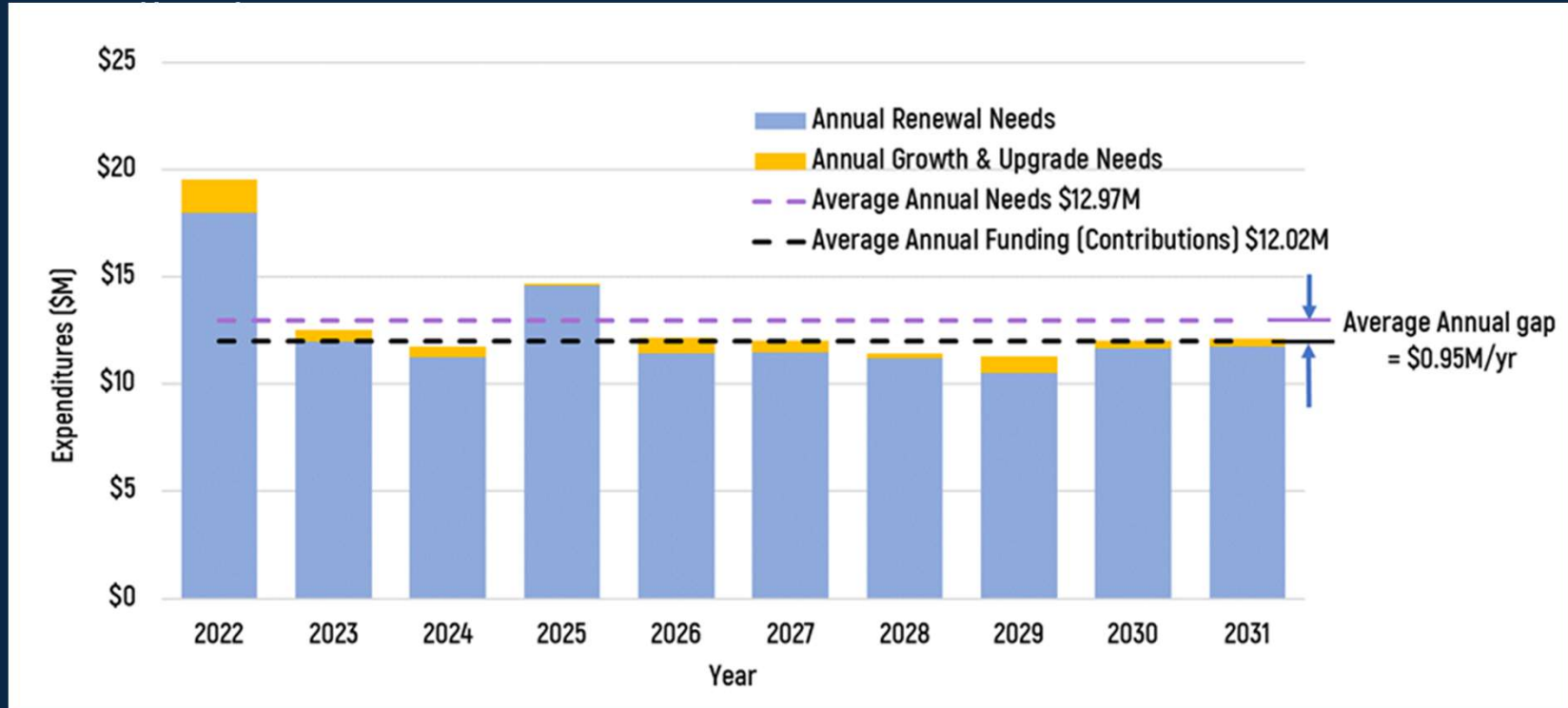
In addition to renewal, County plans for \$5.8 million in growth and upgrade projects over the next 10 years, mainly for various road projects

- Total capital need is \$12.97 million average per year (renewal + growth)
- Additional costs not considered include security system upgrades, electrification of vehicles, and the new Operations Centre (south)

Financial Strategy – Capital Budget

Average annual funding gap estimated at \$0.95 million per year

- Average \$12.97 million/yr need versus \$12.02 million/yr funding



Financial Strategy – Closing the Funding Gap

- Drawdown on reserves
- Increase other available funding sources (grants, property tax, debt)
- Defer capital renewal projects on lower risk assets
- Finding cost efficiencies from other projects
- Further extend asset life and reduce lifecycle costs

Note: recent tender costs indicate that costs in 2022 may be significantly higher than at the beginning of 2022. A 35% higher cost in road projects would increase the average annual funding gap from \$0.95 million/yr to \$3.1 million/yr.

Improvements and Next Steps

- State of Infrastructure
 - Implement automation and AM software for maintaining non-GIS asset inventory datasets
 - For facility assets, maintain an up-to-date inventory based on the building condition assessments
 - Include natural assets in next AM Plan
- Levels of Service:
 - Gain further understanding of resiliency of properties and system to 100-year and 5-year storms for O.Reg. 588/17 stormwater technical measures

Improvements and Next Steps

- Lifecycle Strategy
 - Improve understanding of growth and upgrade needs by incorporating recommendations from the Transportation Master Plan
 - Continue to develop scope of work and costs for upcoming upgrade projects, such as facility security and space upgrades and electrification of fleet.
- Financial Strategy
 - Update Operating budget forecast as impact of on-going pressures, such as COVID 19 and increasing costs, are better understood
 - Prepare 10-year operating and capital plans and budgets as required by O.Reg. 588/17 for AM Plans for Proposed LOS (due by July 1, 2025), and evaluate the funding shortfall to the Proposed LOS

REPORT TO COUNCIL

To: Warden Mills and Members of County Council

From: Aimee Raves, Manager of Corporate Finance, Treasurer

Meeting Date: June 9, 2022

Subject: **Asset Management Plan**

In Support of Strategic Plan Priorities and Objectives:

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

Sustainable Environment and Infrastructure (SEI)- protect assets both in the natural and built environment

Purpose

The purpose of this report is to seek approval of an Asset Management Plan. The plan is a requirement per O. Reg. 588/17 and must be adopted by July 1, 2022.

Background & Discussion

Asset management (AM) is an integral part of any organization's long term financial plan. Most municipalities, Dufferin County included, have all of the makings of an asset management plan but often do not have it integrated into one document. In 2021, the consulting firm SLBC Inc. was engaged to assist staff in the development of the AM plan. A cross functional team of staff from Dufferin Oaks, Finance, Information Technology, Paramedics and Public Works was created to work collaboratively with SLBC.

O. Reg 588/7 originally set out that an AM plan for core infrastructure including roads and bridges be completed by July 1, 2021. As a result of the pandemic, this date was extended by one year to provide municipalities with more time to complete the required work. The regulation also states that the plan must incorporate all other infrastructure assets by July 1, 2023. The AM plan attached meets both of these requirements.

The AM plan outlines the current state of infrastructure, current levels of service, risk management strategy, lifecycle management strategy and lastly a financial strategy. Future steps will include incorporating proposed levels of service into the plan as well as natural assets.

Financial, Staffing, Legal or IT Considerations

The AM plan will become an integral part of the capital budget process as staff work to determine which assets to prioritize within the capital work plan each year. This plan will prove beneficial as economic impacts continue to put pressure on costs associated with replacement of our assets.

Recommendation

THAT the report on Asset Management Plan, from the Manager of Corporate Finance, Treasurer, dated June 9, 2022, be received;

AND THAT the Asset Management Plan, as attached, be adopted.

Respectfully submitted,

Aimee Raves, CPA CMA
Manager of Corporate Finance, Treasurer

Attachment: Draft Asset Management Plan



Dufferin County 2022 Asset Management Plan

May 2022
Revision 0

Executive Summary

Introduction

Dufferin County provides a range of services to its residents, businesses, and visitors, including Public Works, Facilities Management, Information Technology, Dufferin Oaks (Long Term Care), Paramedic Services, Housing Services, and Museum of Dufferin. To deliver these services, the County relies on \$765.5 million of infrastructure assets, including roadways, bridges and structural culverts, stormwater infrastructure, information technology, facilities, and vehicles and equipment.

As infrastructure ages and demands increase, the County manages the challenge of ensuring the needs of the community are effectively met with the limited resources available. This Asset Management (AM) Plan describes the actions required to manage this portfolio of assets in a way that maintains current service levels, while managing risks and costs. The AM Plan directly supports three County Strategic Priorities: Sustainable Environment and Infrastructure, Good Governance, and Service Efficiency and Value.

Table ES-1 summarizes the value of the County's assets by Service Area. Public Works accounts for 77.6% of the County's overall asset portfolio.

Table ES-1 Inventory of the County's Assets

County Committee	Service Area	Asset Category	Replacement Value (\$M)	% of Total
Infrastructure & Environment	Public Works	Roads, Structures, Other Roads-Related Assets, Stormwater, Fleet, Trails	\$594.3	77.6%
	Facilities Management	Facilities, EV Charging Stations, Communication Towers	\$55.5	7.2%
General Government Services	Information Technology	End User Devices, IT Infrastructure, Communication Systems	\$1.6	0.2%
Health & Human Services	Dufferin Oaks	Facilities, Fleet, Equipment	\$50.5	6.6%
	Paramedic Services	Facilities, Fleet, Equipment	\$6.5	0.9%
	Housing Services	Facilities	\$49.8	6.5%
Development and Tourism	Museum of Dufferin	Facilities, Equipment	\$7.5	1.0%
Total			\$765.6	100.0%

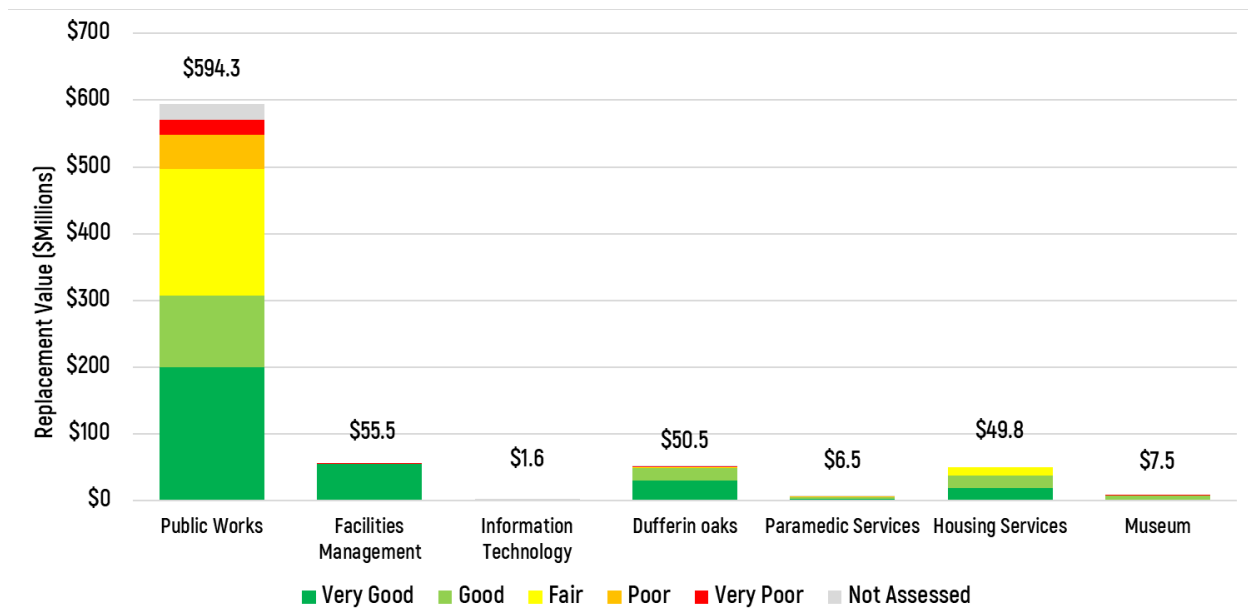
The 2022 AM Plan forecasts the expenditures required over the next 10-year period from 2022 to 2031. This document fulfils the AM Plan requirements defined by Ontario Regulation (O.Reg.) 588/17 Asset Management Planning for Municipal Infrastructure for years 2022 as well as 2024.

State of the Infrastructure

Figure ES-1 summarizes current (2021) condition of the County's assets across the Service Areas by replacement value. 89.5% of the County's assets are in Fair condition or better based on currently available data. The condition for facilities is assessed for the building as a whole, and therefore individual building assets different than the overall facility rating are not represented in this summary. 3.1% (\$23.6M) of assets were not assessed for condition. These assets included those with undocumented installation dates,

assets routinely replaced through the Operating Budget, assets soon to be disposed and not replaced, and hand-me-down vehicles.

Figure ES-1: Condition Overview – All Services



Assets in Very Poor condition, mainly roads within Public Works, are due or overdue for rehabilitation or replacement and represent the County’s Renewal Backlog. This condition information is used in the AM Plan’s risk assessment to identify the high-risk assets that should be prioritized for renewal in the capital forecast.

Levels of Service

Levels of Service (LOS) and current performance on these various measures are tracked in each service area. Measures include those defined by O.Reg.588/17 for roads, structures, and stormwater infrastructure, as well as measures defined by the County to reflect specific priorities and concerns related to service delivery across Public Works, Facilities Management, Information Technology, Dufferin Oaks, Paramedic Services, Housing Services, and the Museum.

In general, the LOS measures can be categorized into three categories:

- **Capacity & Use LOS** demonstrate if services have enough capacity and are accessible to the customers. For example, Paramedic Services tracks average response time to ensure that the number of ambulances is sufficient to meet call volume demands.
- **Functional LOS** demonstrate if services meet the community’s needs and meet their intended or required purpose. Typical functional LOS for the County include meeting legislative requirements and energy efficiency initiatives for facilities and fleet.
- **Quality and Reliability LOS** demonstrate if services are reliable and responsive to customers. These LOS measures focus on ensuring that assets are kept in a state of good repair and that maintenance work is being performed on time.

Risk Management Strategy

A key asset management principle is to meet expected service levels while managing risk and minimizing lifecycle costs. The County’s risk strategy is a framework for quantifying the risk exposure of assets to

enable prioritization of activities across asset classes and service areas. The relative importance of the assets to support service delivery, referred to as asset criticality, is a key driver in selection of the most appropriate asset management strategy for each asset. Criticality is evaluated on an asset's impact upon failure to service delivery, health and safety, the environment, the County's financial position, and the County's reputation. Risk exposure is the multiplication of the criticality or consequence of failure by the probability of failure, which is the likelihood or chance that an asset failure may occur.

Based on a risk analysis of those assets with known condition, Figure ES-2 shows that 0.9% or \$6.7 million of the County's assets are in the Very High-risk category related to provision of reliable services. These assets consist of two road segments scheduled for renewal over the next two years, a major culvert scheduled for renewal in 2024, and five ambulances and one emergency response unit scheduled for replacement over the next two years.

Figure ES-2: Reliability Risk Exposure of the County's Core Assets

PoF	5	\$0.4	\$0.1	\$18.7	\$4.1	\$0.4
	4	\$0.5	\$5.6	\$23.6	\$18.3	\$22
	3	\$11	\$0.9	\$75.4	\$90.6	\$16.1
	2	\$0.9	\$3.1	\$45.4	\$86.8	\$5.1
	1	\$12	\$10.0	\$1713	\$72.1	\$46.4
		1	2	3	4	5
CoF						
Risk Category		Replacement Value (\$M)		%		
Very High		\$6.7		0.9%		
High		\$53.1		6.9%		
Medium		\$19.4		15.6%		
Low		\$260.9		34.1%		
Very Low		\$260.2		34.0%		
Not assessed		\$65.4		8.5%		
Total		\$765.6		100%		

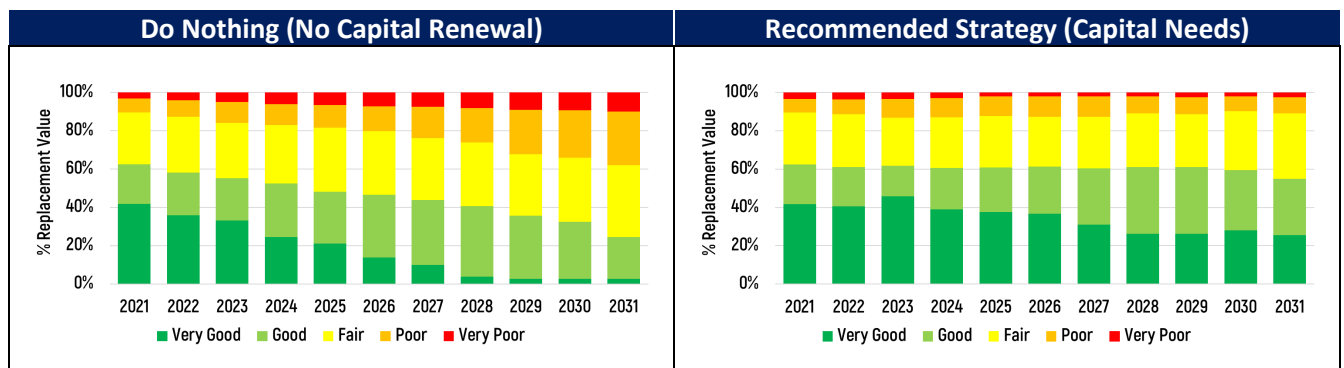
Lifecycle Management Strategy

Lifecycle management strategies are the planned lifecycle-based actions that the County needs to undertake to manage its service levels and the risk of asset failure. The County performs hundreds of inspections, maintenance actions, and repair responses to ensure that infrastructure performs reliably. These activities are funded through the County's Operating Budget.

Lifecycle activities also include rehabilitation and replacement activities funded through the Capital Budget, such as the renewal activities mentioned in the risk strategy that mitigate risks to acceptable levels. Rehabilitation strategies also extend asset service lives and lower overall lifecycle costs. In addition to meeting reliability service levels through renewals, the County also plans for expansion and upgrade strategies to support capacity and functional service levels through the Capital Budget.

The County's total forecasted capital needs (growth, upgrade, and renewal) for maintaining its service levels is estimated at an average of \$12.97 million per year for the period 2022-2031. The recommended strategy supports the County's ability to achieve its service levels while balancing risk and minimizing lifecycle costs. If the County does not invest in renewing its infrastructure, there is a significant deterioration in asset condition over time. The recommended strategy of capital needs therefore ensures that assets are maintained and renewed in a state of good repair, as shown in Figure ES-3.

Figure ES-3: Asset Condition Forecast Comparison – Do Nothing versus Recommended Strategy

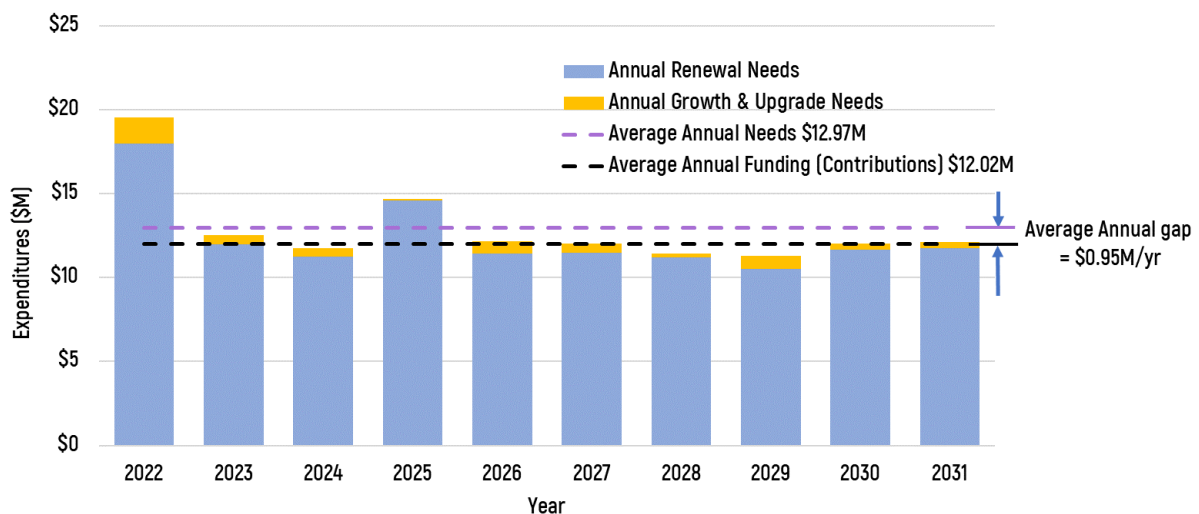


Financial Strategy

The financial strategy is informed by the preceding sections of the Asset Management Plan: the state or condition of the assets, the current levels of service, the risks to service delivery, and the lifecycle activities needed to reduce the risks to acceptable levels. The Financial strategy considers how the County will fund the recommended asset management actions.

The County's main sources of revenue include property tax, debt, federal gas tax, grants, user fees, asset sales and rent. Over the next ten years, the average annual funding contributions for the County's current Capital Plan is estimated at \$12.02 million per year. As shown in Figure ES-4, when compared to the forecasted average annual need of \$12.97 million per year, the County has an average annual funding gap of \$0.95 million per year over the next ten years. This estimate does not consider additional projects that are currently in planning or development stages, such as facility security and space upgrades as well as electrification of fleet.

Figure ES-4: Estimated Funding Gap



The estimated capital forecast and funding shortfall do not consider rising costs due to the current economic environment. Recent tender prices suggest that road projects, for example, may cost 35% more than originally planned. In this scenario, the estimated funding shortfall would be expected to increase to an annual average of \$3.1 million per year over the next 10 years.

The following strategies are possible options to close the funding gap for the Capital Budget:

- Draw down on reserves
- Increase other available funding sources such as Property Tax, debt, or leveraging third party grants
- Reduce renewal needs by deferring capital projects for lower risk assets
- Finding cost efficiencies from other projects
- Developing other rehabilitation strategies to further extend asset life and defer more expensive renewals

Monitoring and Improvement

Specific improvements recommended for the next AM Plan include:

- Most installation year data is tracked in GIS; continue to improve GIS datasets and improve installation year data for critical assets and infrastructure that cannot be tied to the forecast of other assets
- Include natural assets and the waste services building in the next AM Plan.
- For facility assets, maintain an inventory with up-to-date condition data based on the building condition assessments, ideally to Uniformat II Standard
- Gain further understanding of resiliency of properties and the stormwater system to 100-year and 5-year storms, respectively, for reporting on O.Reg. 588/17 stormwater technical measures and in support of the County's Climate Action Plan
- Improve forecasted growth and upgrade needs by incorporating recommendations from the Transportation Master Plan currently in development
- Update Operating budget forecast as the impacts of on-going pressures, such as COVID 19 and increasing costs are better understood
- Incorporate costs of upgrade projects and Climate Action Plan recommendations into the Capital Plan forecast once their scope and costs are determined

Development of AM Plans is an iterative process that includes improving data, processes, systems, staff skills, and organizational culture over time, and the County will continue to work on improvement initiatives to its asset management practices to best realize value from its infrastructure.

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1 Introduction

Dufferin County provides a range of services to its residents, businesses, and visitors, including Tourism, Public Works, facilities management, Information Technology, Dufferin Oaks (Long Term Care), Paramedic Services, Housing Services, and Museum of Dufferin. To deliver these services, the County relies on \$765.5 million of infrastructure assets, including roadways, bridges and structural culverts, stormwater infrastructure, information technology, facilities, and vehicles and equipment.

The AM Plan directly supports three County Strategic Priorities:

- Sustainable Environment and Infrastructure
- Good Governance
- Service Efficiency and Value

As infrastructure ages and demands increase, the County manages the challenge of ensuring the needs of the community are effectively met with the limited resources available. This Asset Management Plan (AM Plan) seeks to address that concern by providing a framework for prioritizing Asset Management (AM) efforts and providing direction for effective management of the County's infrastructure to best achieve established goals and objectives. As an integrated Plan, it considers the lifecycles and needs of all infrastructure assets and classes within the AM Plan's scope, providing a sustainable and holistic view of the asset portfolios.

1.1 Purpose of the Plan

The 2022 AM Plan describes the actions required to manage the County's portfolio of assets in a way that supports established service levels, while managing risks and costs. It establishes transparency and prudent financial management of limited resources. The 2022 AM Plan focuses on the 10-year period from 2022 to 2031 and provides a framework for continuously improving the County's AM practices.

1.2 Alignment with Regulatory Requirements

This AM Plan fulfils the requirements of the Ontario Regulation (O.Reg.) 588/17 Asset Management Planning for Municipal Infrastructure for AM Plans to 2022 as well as most of the requirements for 2024. Specifically, this AM Plan establishes current Levels of Service (LOS) and recommends actions and financial strategies to maintain current service levels within a manageable level of risk over the next 10 years.

O.Reg. 588/17 requires municipalities to report current LOS performance of core assets (2022) and non-core assets (2024), and the costs associated with sustaining current service levels. The regulation defines core assets as roads and bridges, as well as water, wastewater, and stormwater assets. Of these, the County's inventory consists of roads, bridges, and stormwater infrastructure. Non-core assets include all other assets owned by the County. To meet year 2024 requirements, all non-core assets are also included in this AM Plan, except for green infrastructure assets, which will be included in the next update to this AM Plan. For details on how this AM Plan complies with content requirements defined by O.Reg. 588/17, refer to Section 7.2.

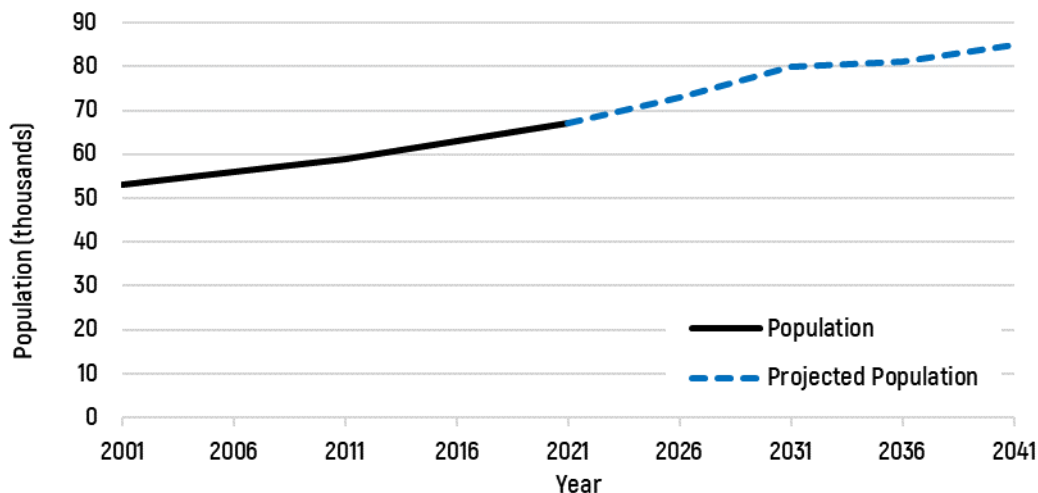
This AM Plan meets O.Reg. 588/17 Core asset (2022) requirements, and additionally meets year 2024 requirements for the non-Core assets included in this AM Plan.

In accordance with the requirements of O.Reg. 588/17, this AM Plan is posted on the County's website. Going forward, O.Reg. 588/17 requires that progress implementing the AM Plan be reported to Council by July 1 each year, and that the AM Plan be updated every 5 years or more frequently. Background information and reports for the State of Infrastructure section may be provided by the County upon request.

1.3 Growth at the County

The County monitors trends in its population to ensure that its impacts on service levels are well understood and strategies are developed to address additional demands due to growth and changes in demographics. In accordance with the 2017 Growth Plan for the Greater Golden Horseshoe, the County's population is expected to be 80,000 persons in 2031, with employment at 29,000 jobs, as shown in Figure 1-1.

Figure 1-1: County Population History and Forecast to 2031



1.4 Relationship with Other Municipal Documents

AM Planning is a key tactical (medium term) planning activity that relies on input from strategic planning activities and informs shorter-term decision making. The AM Plan provides a framework to validate the County's budgeting processes and assists in prioritizing work activities, including capital projects, based on risk while supporting the County's strategic priorities.

The AM Plan is intended to be read with other County planning documents, including the following:

- County Official Plan
- 2021-2022 Strategic Action Plan
- 2020 Road Needs Study
- 2020 Bridge and Culvert Inspections – Final Action Report
- Dufferin Climate Action Plan
- Operating and Capital Budgets

1.5 Scope

This AM Plan includes all assets owned by the County for which asset data was currently available, and provides recommendations for the period 2022-2031, inclusive. Where data gaps were encountered, recommendations for closing data gaps are provided. This will enable the County to continually improve its AM Planning capabilities.

1.6 Asset Hierarchy and Data Sources

This AM Plan discusses the County's assets by the service areas the assets support. Table 1-1 summarizes the service areas and their link to their associated assets. It also summarizes the main data sources used for the master inventory, replacement cost, and condition data.

Table 1-1: Service Area and Asset Hierarchy

Service Area	Asset Type	Inventory	Replacement Cost	Condition
Infrastructure & Environment				
Public Works	Roads	GIS	Unit Construction Costs	PCI based on Road Needs Study
	Structures	GIS	Adjusted OSIM Report values	BCI based on OSIM Report
	Other Transportation Assets	MS Excel	Unit Costs	Age-based
	-Signals	GIS	Unit Costs	Age-based
	-Entrances, Guiderails, Flashing Beacons	GIS	Unit Costs	GIS condition attribute
	-Signs	GIS	Unit Costs	GIS condition attribute
	Stormwater Infrastructure	GIS	Unit Costs	Not available
	-Storm sewers, Catchbasins, Culverts	GIS	Unit Costs	Not available
Facilities Management	Fleet	GIS	Unit Costs	Age-based
	-Heavy and Light Vehicles & Equipment	GIS	Unit Costs	Age-based
	Trails	GIS	-	Not available
	Facilities	Capital Plan	Insurance valuation	Facility Condition Index
	EV Charging Stations	MS Excel	Unit Costs	Age-based
	Communication Towers	MS Excel	Unit Costs	Age-based
General Government Services				
IT	End User Devices	MS Excel	Unit Costs	Age-based
	IT Infrastructure	MS Excel	Unit Costs	Age-based
	Communication Systems	MS Excel	Unit Costs	Age-based
Health & Human Services				
Dufferin Oaks	Facilities	Capital Plan	Insurance valuation	Facility Condition Index
	Fleet	MS Excel	Unit Costs	Age-based
	Equipment	MS Excel	Unit Costs	Age-based
Paramedic Services	Facilities	Capital Plan	Insurance valuation	Facility Condition Index
	Fleet	MS Excel	Unit Costs	Age-based
	Equipment	MS Excel	Unit Costs	Age-based
Housing Services	Facilities	Capital Plan	Insurance valuation	Facility Condition Index
Development and Tourism				
Museum	Facilities	Capital Plan	Insurance valuation	Facility Condition Index

	Equipment	MS Excel	Unit Costs	Age-based
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1.7 Assets Not Included

This AM Plan does not include green infrastructure (natural) assets. The County plans on including these assets in the next update to this AM Plan as the data and understanding of costs for these assets is improved.

1.8 Organization of the Document

The AM Plan is organized to meet the requirements of Ontario Regulation 588/17 (Current Levels of Service) and the Province’s “Guide for Municipal Asset Management Plans”. The contents of this AM Plan follow the recommended elements of a detailed AM Plan:

- **Executive Summary:**
Summarizes key findings and recommendations of the AM Plan.
- **Chapter 1 – Introduction:**
Outlines scope, background information, relationship to other Municipal documents and plans, and applicable legislation
- **Chapter 2 – State of the Infrastructure:**
Summarizes the inventory, condition and remaining life of the assets in the inventory by service and asset type
- **Chapter 3 – Levels of Service:**
Defines levels of service through performance indicators and targets, and outlines current performance
- **Chapter 4 – Risk Management Strategy:**
Defines the framework for identifying critical assets and quantifying risk to enable prioritization of lifecycle activities
- **Chapter 5 – Lifecycle Management Strategy:**
Summarizes the asset management strategies (i.e., planned actions) that will enable the assets to provide the required levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost
- **Chapter 6 – Expenditure Forecasts and Financing Plan:**
Summarizes the financial planning and budgeting associated with asset management planning
- **Chapter 7 – AM Plan Monitoring and Improvement:**
Summarizes the next steps including monitoring of AM Plan implementation progress, and improving future iterations of the AM Plan.

2 State of the Infrastructure

2.1 Overview

Dufferin County's range of services depend on a wide portfolio of infrastructure assets managed by the County. Understanding the assets owned by the County is the starting point to developing a plan to best manage them. The replacement value represents the expected cost to replace an asset to the same functional standard with a new version based on current market conditions and construction standards. Replacement value estimates assume that replacements are conducted as part of planned and bundled capital projects where applicable, rather than as individual unplanned replacements, which would typically be more costly. Table 2-1 shows a breakdown of the inventory by service area

Table 2-1: Replacement Value of County's Assets (\$M)

County Committee	Service Area	Replacement Value
Infrastructure & Environment	Public Works	\$594.3
	Facilities Management	\$55.5
General Government Services	IT	\$1.6
Health & Human Services	Dufferin oaks	\$50.5
	Paramedic Services	\$6.5
	Housing Services	\$49.8
Development and Tourism	Museum	\$7.5
		\$765.6

The County's portfolio of assets has an estimated replacement value of \$765.6 million (2022\$). Public Works assets account for 77.6% of the County's overall asset

Understanding an asset's remaining life and condition informs the County on the timing for required lifecycle activities to maintain service levels. The remaining life is determined by estimating a useful life for each asset and comparing this value to its age. Observed condition provides more confidence in the state of the assets than the age-based analysis and is used in this AM Plan where condition data is available. The condition ratings are defined in Table 2-2 and are aligned with the International Infrastructure Management Manual's (IIMM) 5-point condition scale.

Table 2-2: Condition Grading Criteria

Description	Condition Criteria
Very Good	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are well within standards & norms. Typically, asset is new or recently rehabilitated.
Good	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are within acceptable standards and norms but are increasing. Typically, asset has been used for some time but is within mid-stage of its expected life.
Fair	Asset is showing signs of deterioration and is performing at a lower level than originally intended. Some components of the asset are becoming physically deficient. Required maintenance costs exceed acceptable standards and norms and are increasing. Typically, asset has been used for a long time and is within the later stage of its expected life.
Poor	Asset is showing significant signs of deterioration and is performing to a much lower level than originally intended. A major portion of the asset is physically deficient. Required maintenance costs significantly exceed acceptable standards and norms. Typically, asset is approaching the end of its expected life.

Description	Condition Criteria
Very Poor	Asset is physically unsound and/or not performing as originally intended. Asset has higher probability of failure or failure is imminent. Maintenance costs are unacceptable, and rehabilitation is not cost effective. Replacement / major refurbishment is required.

For this AM plan, condition assessment data was incorporated where available, specifically for:

- Roads (2020 Road Needs Study)
- Bridges and structural culverts (2020 Bridge & Culvert Inspections)
- Buildings (2018 Building Condition Assessment)

For the remaining assets, condition was estimated based on age and estimated service life.

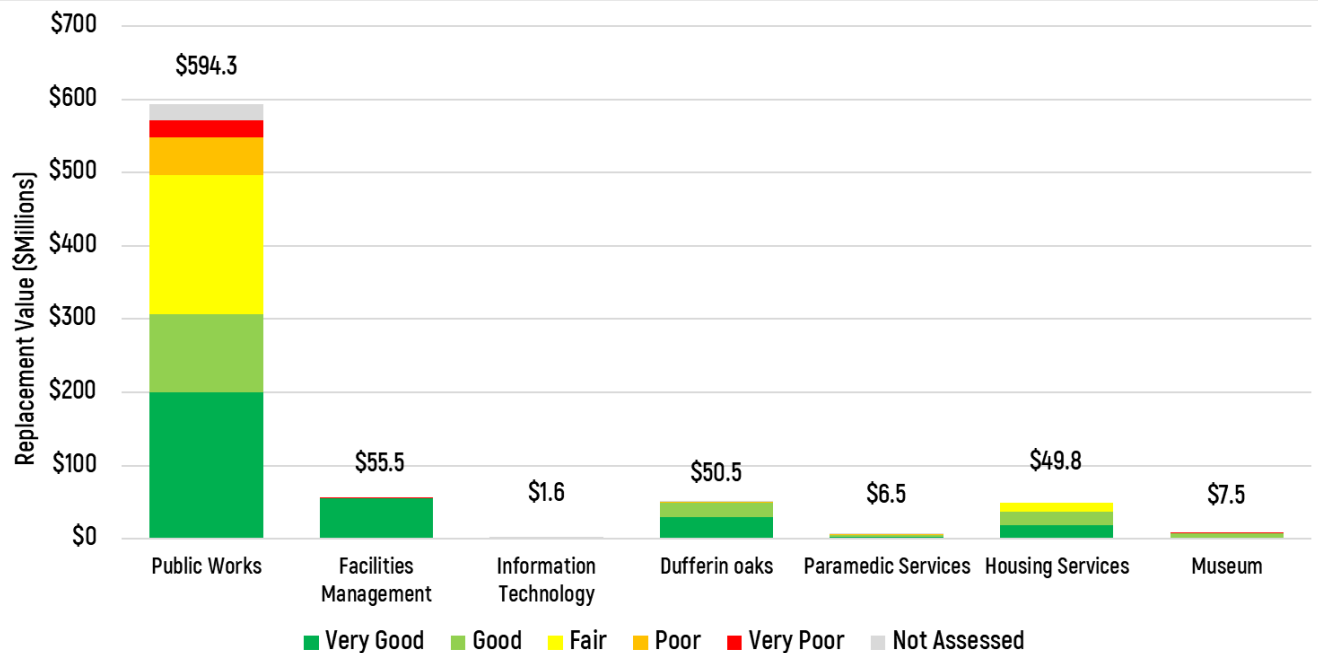
Table 2-3 shows how the five-point scores from Very Good to Very Poor were determined from the available asset data, including remaining useful life and the other condition scoring systems, such as Pavement Condition Index (PCI) and Bridge Condition Index (BCI). Condition scores were adjusted based on staff input, as required. Adjustments were made primarily to reflect renewals and repairs completed since the time of the condition assessments.

Table 2-3: Conversion Table for Condition Grades

Condition Grade	% Remaining Useful Life (all asset types)	Pavement Condition Index (roads)	Bridge Condition Index (bridges & culverts)	Facility Condition Index (facilities)
Very Good	>75 – 100%	85.0 – 100.0	90 – 100	0% to 5%
Good	>50 – 75%	70.0 – 85.0	70 – 89.9	>5 to 10%
Fair	>25 – 50%	55.0 – 69.9	60 – 69.9	>10% to 30%
Poor	>0 – 25%	40.0 – 54.9	40 – 59.9	>30% to 60%
Very Poor	<= 0%	< 40	< 40	> 60%

The condition distribution of the County's assets is shown in Figure 2-1. 89.5% of the County's assets are estimated to be in Fair condition or better and 11.5% of assets are estimated in Poor or Very Poor condition. Assets in Very Poor condition are overdue for rehabilitation or replacement and represent the County's Renewal Backlog. The condition for facilities is assessed for the condition of the building as a whole, and therefore individual building elements that are in Poor or Very Poor condition do not show up in this assessment. Refer to Section 2.3.2 for a more detailed discussion. Due to a range of asset portfolio replacement values in Figure 2-1, condition profiles are not easily visible for some services. Sections 2.2 to 2.8 provide more detail on asset condition by service.

Figure 2-1: Condition Overview by Services



3.1% (\$23.6M) of assets were not assessed for condition due to missing installation dates, assets routinely replaced under the Operating Budget (such as paramedic battery chargers), assets to be disposed, and hand-me-down vehicles.

2.2 Public Works

Public Works assets include roads, structures, other transportation-related assets, stormwater infrastructure, and fleet. By replacement value, roads comprise the largest proportion of assets that support this service, accounting for \$415.4M (69.9%) of the \$594.3M estimated value of Public Works assets. Table 2-4 shows a detailed breakdown of the quantity and estimated replacement value of each asset type within the County's Public Works asset portfolio.

Table 2-4: Inventory of Public Work Assets

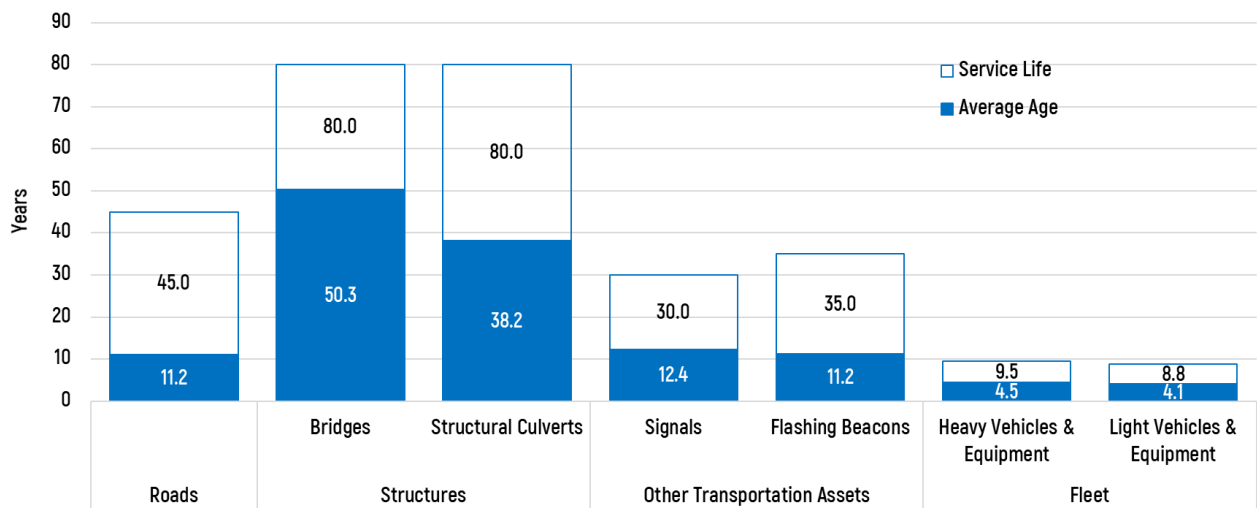
Asset Class	Asset Type	Quantity	Unit	Replacement Value (\$M)
Roads		315.9	centre-line km	\$415,388,672
Structures	Bridges	39	assets	\$73,319,816
	Structural Culverts	71	assets	\$64,471,566
Other Transportation Assets	Signals	11	assets	\$3,300,000
	Entrances	2,636	assets	\$10,056,265
	Guidrails	27.9	km	\$5,588,345
	Flashing Beacons	11	assets	\$110,000
	Signs	3,371	assets	\$519,450
Stormwater Infrastructure	Storm Sewers	3.7	km	\$2,000,632
	Ditch Inlet Catchbasins	45	assets	\$240,660
	Catchbasins	109	assets	\$437,199
	Cross culverts	12.5	km	\$10,198,825
	Rail trail culverts	0.9	km	\$807,831
Fleet	Heavy Vehicles & Equipment	21	assets	\$6,150,000
	Light Vehicles & Equipment	59	assets	\$1,674,000
Trails		101.7	km	Not assessed
Total				\$594,263,260

2.2.1 Asset Age

The average age and estimated service life of the County's Public Work assets, weighted by replacement value, is summarized in

Figure 2-2. Only those assets with installation date information are shown. On average, the County's assets are in the first half of their service lives except for bridges and heavy vehicles & equipment. Road age is estimated based on the last rehabilitation year, and therefore the 11.2 average age represents the average surface age rather than the full age of the road base.

Figure 2-2: Average Age and Estimated Service Life – Public Works



2.2.2 Asset Condition

A 2020 Road Needs Study was conducted to identify deficiencies in the network and prepare rehabilitation strategies to maintain the road network. An overall Pavement Condition Index (PCI) is calculated for each road segment to represent the road condition based on a survey of the number and types of distresses on the pavement. Descriptions for each of the PCI rating categories is provided in Table 2-5.

Table 2-5: Condition Rating System for Roads

Condition Grade	PCI	Road Condition Description
Very Good	85.0 – 100.0	The road segment is relatively new, or recently reconstructed. There are no visible cracks and no structural issues. The ride is smooth.
Good	70.0 – 85.0	The road segment is starting to exhibit few, if any, signs of surface deterioration, random cracks, and rutting. The ride is relatively smooth.
Fair	55.0 – 69.9	The road segment is exhibiting signs of surface deterioration, random cracks, rutting, and some patching of surface defects. The ride is becoming rough.
Poor	40.0 – 54.9	The road segment shows signs of deterioration, cracks, rutting, and patching of surface defects that occurs over 50 percent of the surface. Some structural issues are starting to show. The ride is uncomfortable.
Very Poor	< 40	The road segment is reaching the end of its useful life. There are significant structural issues with large visible cracks, rutting and patching surface defects that occurs over 75 percent of the surface. The road is difficult to drive at the posted speed limit.

For Structures, the County retains a consultant to complete inspections in compliance with current legislation. The most recent inspections for the County were completed in 2020. A Bridge Condition Index (BCI) is calculated for each bridge and structural culvert based on an assessment of the condition of individual elements. Similar to PCI, BCI ranges from a rating of 100 to 0, with 100 representing a new structure with no deficiencies immediately following construction.

Table 2-6: Condition Rating System for Structures

Condition Grade	BCI	Bridge / Culvert Condition Description
Very Good	90 – 100	Structure condition is as constructed, with no visible deterioration
Good	70 – 89.9	Minor defects are visible, but these do not affect overall performance and would not normally trigger remedial action. E.g. Light corrosion, light scaling, narrow cracks in concrete.
Fair	60 – 69.9	Medium defects are visible and may trigger preventive maintenance and remedial action. E.g. Medium corrosion with up to 5% section loss, medium cracks in concrete.
Poor	40 – 59.9	Medium defects are visible, requiring. E.g. Medium corrosion with up to 10% section loss, medium cracks in concrete.
Very Poor	< 40	Severe defects are visible, affecting the overall performance of the structure. E.g. severe corrosion with over 10% section loss, spalling, delamination.

All other Public Works asset condition is estimated based on age and estimated service life. The condition distribution of the County's Public Works non-fleet assets is shown in Figure 2-3. The figure shows the relative replacement value, by asset category, and the proportion of assets by condition grade. Roads are generally in good condition, with 86.9% of road assets in fair or better condition. The County does not have any bridges or structural culverts in Very Poor condition. Closed bridges were not included in the OSIM inspections, and for stormwater assets and some of the peripheral transportation assets such as guiderails, signs, and entrances, condition is not estimated due to missing installation year data.

Figure 2-3: Condition Overview – Public Works (non-Fleet)

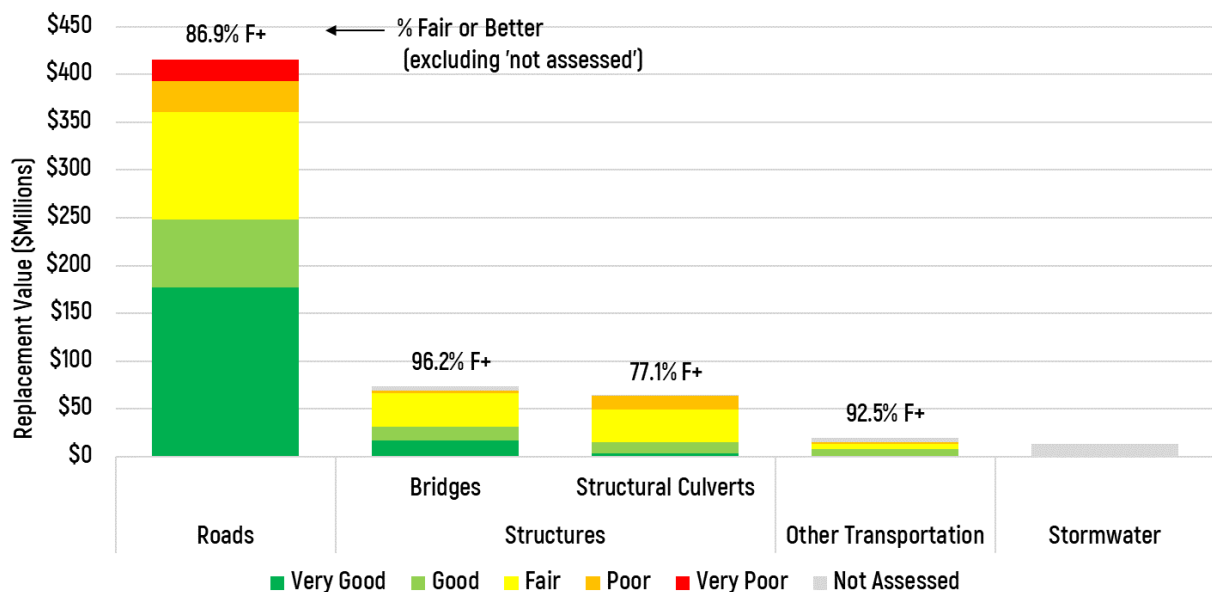
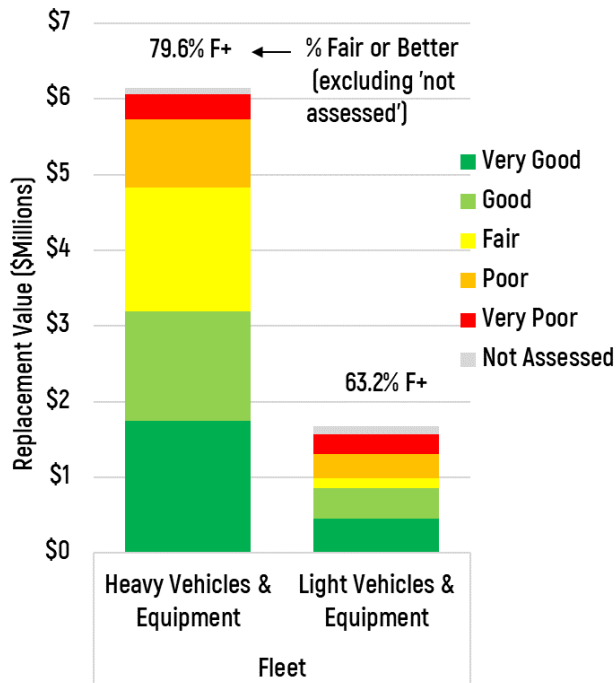


Figure 2-3 summarizes the condition distribution of the County's Public Works (fleet) assets, separately for Heavy and Light Vehicles & Equipment. Heavy Vehicles & Equipment consist of more critical and higher value fleet assets such as snow plows, one ton stake truck, grader, excavator, backhoe, and front end loaders. The criticality of assets is discussed in more detail in Section 4. Light Vehicles & Equipment consist of pickups, vans, and equipment such as smaller-scale tractors, trailers, lifts, and attachments. Hand-me-down vehicles have an undefined service life and are not assessed for condition.

Figure 2-4: Condition Overview – Public Works (Fleet)



2.3 Facilities Management

Facilities Management assets include three facilities (Courthouse, Edelbrock Centre, and Primrose Operations Centre), electric vehicle (EV) charging stations, and three communication towers with associated equipment and small buildings. The three facilities account for \$54.6 (98.5%) of the \$55.5M estimated value of Facilities Management assets. One of the communication towers is owned by Rogers, but the County owns the associated equipment and building. Table 2-7 provides a breakdown of the quantity and estimated replacement value of each asset type within the County's Facilities Management asset portfolio.

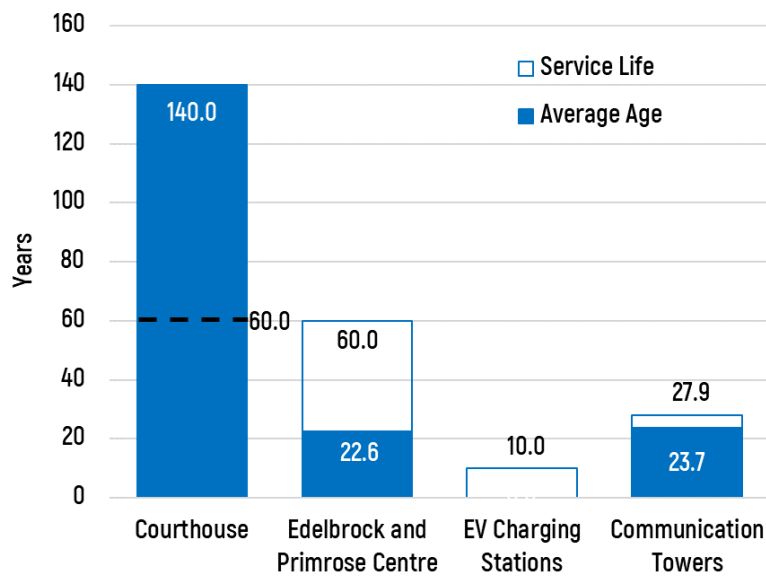
Table 2-7: Inventory of Facilities Management Assets

Asset Class	Quantity	Unit	Replacement Value
Facilities (Courthouse, Edelbrock, Primrose)	3	facilities	\$54,627,500
EV Charging Stations	24	assets	\$420,000
Communication Towers	3	towers	\$430,000
Total			\$55,477,500

2.3.1 Asset Age

The average age and estimated service life of the County's Facilities Management assets, weighted by replacement value, is summarized in Figure 2-5. The average age of the three facilities is past the expected life due to the Courthouse, which was originally constructed in the 1880s. The facility has undergone expansions in 1973, 1988, and 2011. The communication towers are, on average, close to expected life due to the Whitfield Tower which is assumed to have been installed in the 1990s. The County's electric vehicle (EV) charging stations are new as they were installed in 2021.

Figure 2-5: Average Age and Estimated Service Life – Facilities Management



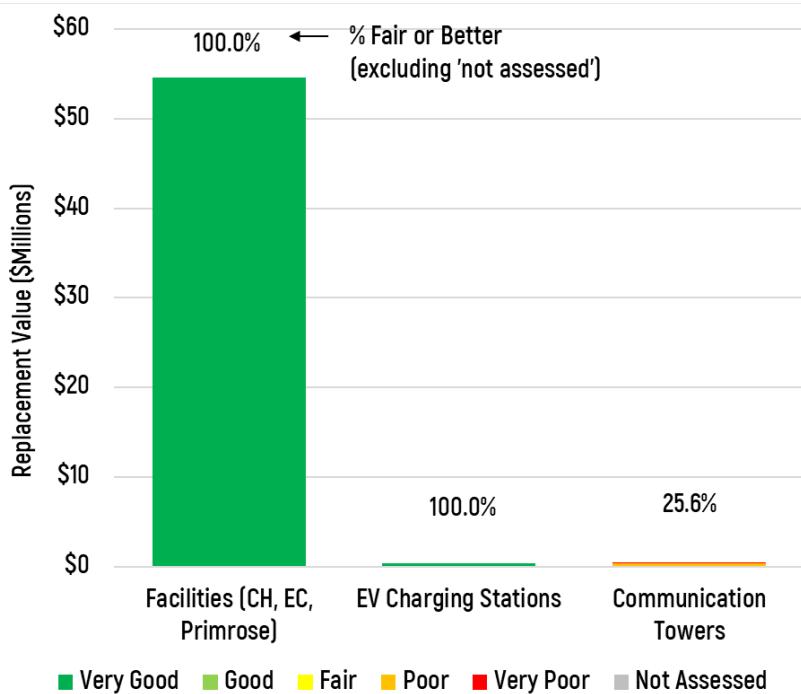
2.3.2 Asset Condition

The County completed building condition assessments on all its facilities, including the Courthouse, Edelbrock Centre, and Primrose Operations Centre in 2018. The condition assessments indicated the condition by building element, organized per Uniformat II standard. The condition rating was supplemented with a 25-year forecast of recommended repairs, rehabilitations, and replacements. The County has completed work since the assessments and updated the forecast based on more recent staff information where applicable. Over the years, the condition data is not maintained at the same Uniformat II standard detail provided in the condition assessment, and therefore, each building is assessed an overall condition rating based on Facility Condition Index (FCI), which estimates condition by the extent of work required on the facility over the current and following two years, and is calculated as:

$$\text{Facility Condition Index} = \frac{\text{Current Need} + (\text{Planning Years 1 \& 2 Needs})}{\text{Current Replacement Cost}}$$

The FCI, therefore, provides an overall facility condition rating but is not a detailed element by element condition analysis, as individual building components may still be in any of the five condition states from Very Good to Very Poor. The FCI also focuses on the building itself and does not consider site works such as landscaping needs. The condition distribution of the County's Facilities Management assets is shown in Figure 2-6. The three facilities are in overall Very Good condition based on FCI, though certain elements may be in Poor or Very Poor condition. EV charging station and communication tower asset condition is estimated based on age and estimated service life. As shown with the age assessment for the communication tower assets, a significant portion of tower infrastructure is in Poor or Very Poor condition (74.4% by asset value).

Figure 2-6: Condition Overview – Facilities Management



2.4 Information Technology

Information Technology (IT) assets include end user devices; IT infrastructure such as servers, switches, and access points; and communication systems such as wireless radios and voice gateways. Table 2-8 shows a detailed breakdown of the County's \$1.6M IT asset portfolio.

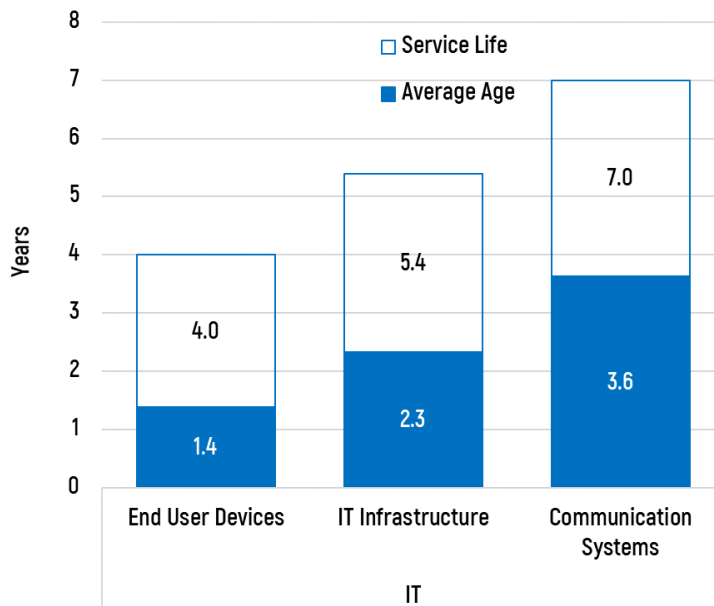
Table 2-8: Inventory of IT Assets

Asset Class	Quantity	Unit	Replacement Value
End User Devices	501	assets	\$739,380
IT Infrastructure	149	assets	\$698,600
Communication Systems	212	assets	\$137,000
Total			\$1,574,980

2.4.1 Asset Age

The average age and estimated service life of the County's IT assets, weighted by replacement value, is summarized in Figure 2-7. IT assets generally have a short expected life and are replaced on a regular interval. On average, IT assets are at or less than mid-life.

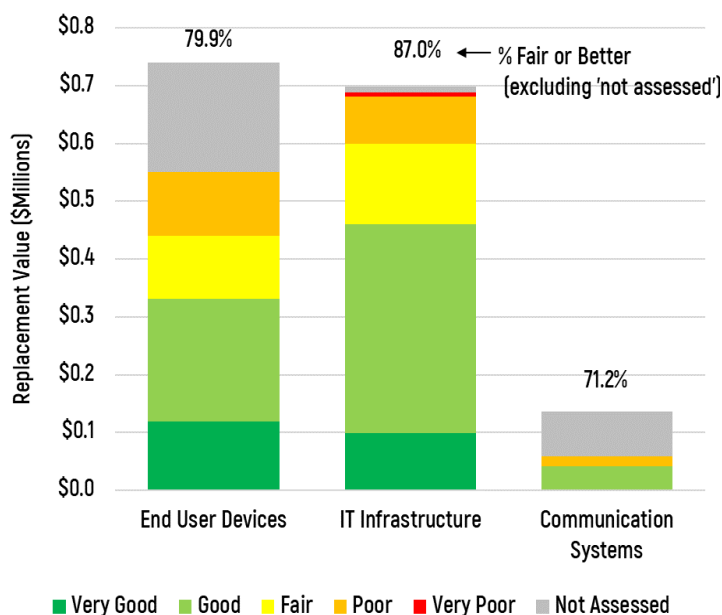
Figure 2-7: Average Age and Estimated Service Life – Information Technology



2.4.2 Asset Condition

The condition of IT assets is estimated based on age and service life. Some IT assets are not assessed as they will be disposed and not replaced, such as workstations lent to a health clinic and an off-line server. Desk phones (Communication Systems) are replaced as needed through the operating budget, are not tracked with purchase dates, and therefore are also not assessed. The condition distribution of the County's IT assets is shown in Figure 2-8. The proportion of assets in Poor condition represent assets approaching their end-of-life replacement and are mostly planned for replacement in next year or two.

Figure 2-8: Condition Overview – Information Technology



2.5 Dufferin Oaks (Long Term Care)

The County owns and operates Dufferin Oaks, a non-profit long term care (LTC) home. It is also connected to Mel Lloyd Centre including the McKelvie Burnside Village, a 22-unit apartment complex for seniors living independently who do not yet need the care of a long term care home. Assets for the Dufferin Oaks service area consist of the Dufferin Oaks and Mel Lloyd Centre facility, equipment used to operate the facilities, and fleet. Most fleet assets are for delivering Community Support Services. Table 2-9 summarizes the Dufferin Oaks inventory, valued at \$50.5 million.

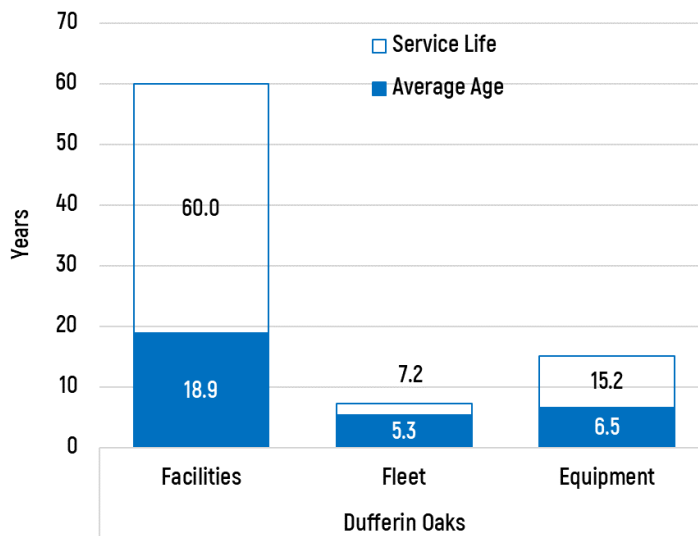
Table 2-9: Inventory of Dufferin Oaks Assets

Asset Class	Asset Type	Quantity	Unit	Replacement Value
Facilities		2	facilities	\$47,389,700
Fleet		10	assets	\$580,000
Equipment	Beds and Bedroom Furniture	320	assets	\$768,000
	House keeping Equipment	5	assets	\$52,500
	Kitchen Equipment	148	assets	\$321,200
	Laundry Equipment	8	assets	\$159,100
	Lifts	49	assets	\$233,000
	Macerators	10	assets	\$100,000
	Nurse Call System/Point of Care	1	assets	\$400,000
	Resident Lounge Furniture	6	assets	\$120,000
	Tub Replacement/Resident Bathing	11	assets	\$385,000
Total				\$50,508,500

2.5.1 Asset Age

The average age and estimated service life of Dufferin Oaks assets, weighted by replacement value, is summarized in Table 2-9. The average age of the facilities is still in the first half of its expected life. Fleet assets are, on average, approaching end-of-life.

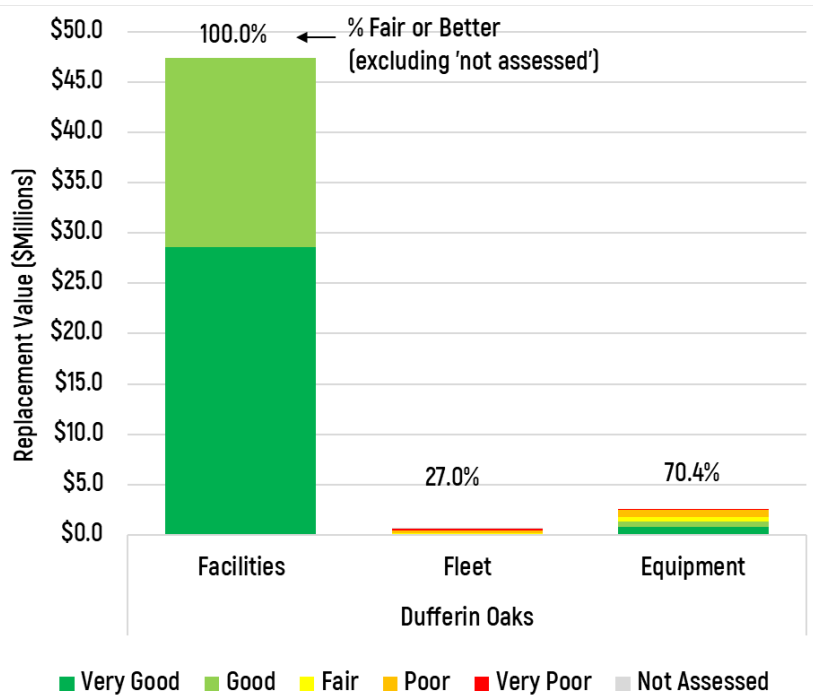
Figure 2-9: Average Age and Estimated Service Life – Dufferin Oaks



2.5.2 Asset Condition

As indicated in Section 2.3.2, the County completed building condition assessments on all its facilities, including Dufferin Oaks and Mel Lloyd Centre in 2018. Similar to other County facilities, for this AM plan, Facility Condition Index (FCI) is used to estimate the overall facility condition rating, and as noted in Section 2.3.2, individual building elements may still be in any of the five condition states from Very Good to Very Poor. The condition distribution of the County's Dufferin Oaks assets is summarized in Figure 2-3. The two facilities are in overall Very Good or Good condition based on FCI. For fleet assets, there are three vans that are currently at end-of-life, which represent 30% of the overall fleet value for the service area. The majority of long term care equipment is in fair or better condition. Very Poor equipment for long term care consist mainly of resident lounge furniture. The Nurse Call system, which is a critical asset, is approaching end-of-life (Poor condition) and is due for replacement in 2022. The criticality of assets is discussed in more detail in Section 4.

Figure 2-10: Condition Overview – Dufferin Oaks



2.6 Paramedic Services

Paramedic Services operates with 3 stations: headquarters located in Orangeville and satellite stations in Shelburne and Grand Valley. In addition to the three facilities, the County owns nine ambulances and four emergency response units, as well as supporting equipment including defibrillators and power loaders and stretchers. Table 2-9 summarizes the \$6.5 million inventory for Paramedic Services.

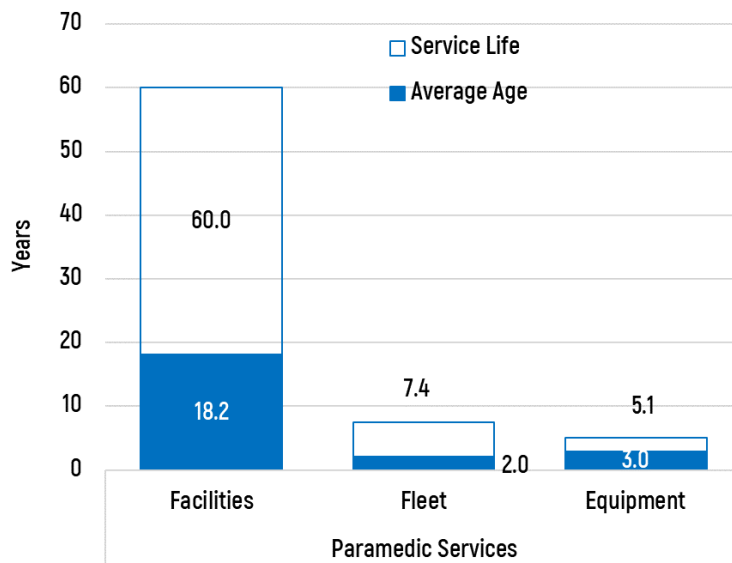
Table 2-10: Inventory of Paramedic Services Assets

Asset Class	Asset Class	Quantity	Unit	Replacement Value
Facilities		3	facilities	\$3,070,524
Fleet	Ambulance	9	assets	\$1,800,000
	Emergency Response Unit	4	assets	\$332,000
Equipment	Battery Chargers	6	assets	\$12,000
	Defibrillators	14	assets	\$490,000
	In-vehicle laptops	13	assets	\$80,000
	Patient Care Bags	15	assets	\$48,000
	Power Loader	9	assets	\$270,000
	Power Stretcher	10	assets	\$320,000
	Stair-chairs	20	assets	\$75,000
	Suction Units	14	assets	\$29,400
Total				\$6,526,924

2.6.1 Asset Age

The average age and estimated service life of the assets for Paramedic Services, weighted by replacement value, is summarized in Figure 2-11. The average age of the facilities is still in the first half of the expected life, as are fleet assets.

Figure 2-11: Average Age and Estimated Service Life – Paramedic Services

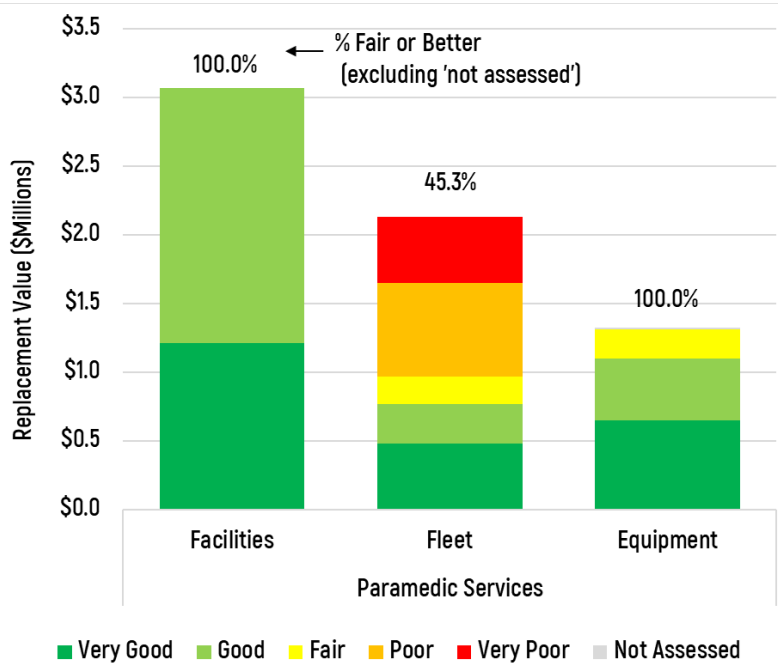


2.6.2 Asset Condition

As indicated in Section 2.3.2, the County completed building condition assessments on all its facilities, including the three Paramedic facilities in 2018. Similar to other County facilities, for this AM plan, Facility Condition Index (FCI) is used to estimate the overall facility condition rating, and as noted in Section 2.3.2, individual building elements may still be in any of the five condition states from Very Good to Very Poor. Fleet and equipment asset condition is estimated based on age and useful life.

The condition distribution of the County's Paramedic Services assets is summarized in Figure 2-12. The three facilities are in overall Very Good or Good condition based on FCI. For fleet assets, there are two ambulances and one emergency response unit that are currently at end-of-life and therefore assessed as Very Poor and represent 23% of the Paramedic Services vehicle inventory value. These vehicles are planned to be replaced in 2022 (lifecycle activities are discussed further in Section 5).

Figure 2-12: Condition Overview – Paramedic Services



2.7 Housing Services

Dufferin County Housing offers housing units across 10 facilities in Shelburne, Grand Valley, and Orangeville. Fleet used by Housing services are covered in Section 2.2 for Public Works. Table 2-11 summarizes the Housing Services inventory which is valued at \$49.8 million.

Table 2-11: Inventory of Housing Services Assets

Asset Class	Quantity	Unit	Replacement Value
Facilities	10	facilities	\$49,773,923

2.7.1 Asset Age & Condition

The average age and estimated service life of Housing facilities, weighted by replacement value, is summarized in Figure 2-13. The average age of the facilities is approximately 58% of the expected service life. The County completed building condition assessments on all its facilities in 2018. Similar to other County facilities, for this AM plan, Facility Condition Index (FCI) provides an overall facility condition rating for each housing facility but does not represent a detailed condition analysis, as individual building elements may still be in any of the five condition states from Very Good to Very Poor. The condition distribution of the County's Housing facilities is shown in Figure 2-14. Though no facilities are in overall Poor or Very Poor condition, five facilities are in Fair condition and will require a considerable amount of renewal work over the next two years. These five facilities are 207 Williams Street, 227 William Street, and 250 Simon in Shelburne; 56 Bythia Street in Orangeville; and 71 Emma Street South in Grand Valley.

Figure 2-13: Average Age and Estimated Service Life – Housing Services

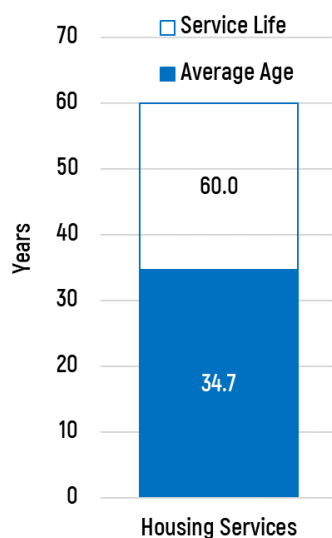


Figure 2-14: Condition Overview – Housing Services



2.8 Museum of Dufferin

The Museum of Dufferin is located in Mulmur Township. The main asset for this service area is the barn-style facility which opened in 1994. Fleet used by Museum of Dufferin are covered in Section 2.2 for Public Works. Other assets that support Museum services include some equipment such as scanners and rolling shelves. Table 2-9 summarizes the inventory, valued at \$7.5 million.

Table 2-12: Inventory of Museum Assets

Asset Class	Quantity	Unit	Replacement Value
Facilities	1	facility	\$7,089,700
Equipment	3	assets	\$429,000
Total			\$7,518,700

2.8.1 Asset Age & Condition

The average age and estimated service life of Museum assets, weighted by replacement value, is summarized in Figure 2-15. The Museum of Dufferin is now 27 years old, and the rolling shelves, which account for most of the equipment assets are original to the building. The County completed a building condition assessment on the Museum along with other County facilities in 2018. The Facility Condition Index (FCI) is currently estimated at 6.6% and indicates an overall Good condition rating for the Museum facility. The condition distribution of the Museum assets is summarized in Figure 2-16.

Figure 2-15: Average Age and Estimated Service Life – Museum

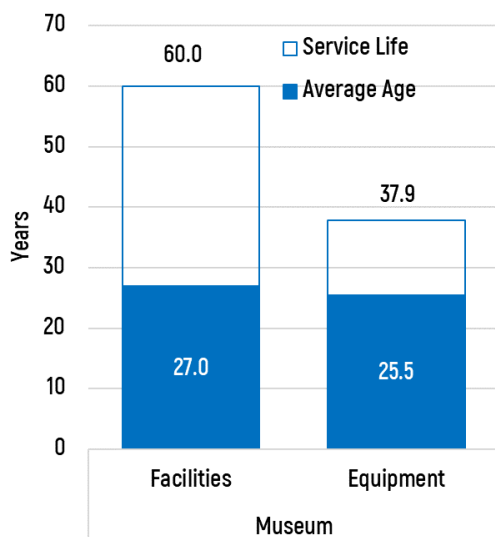
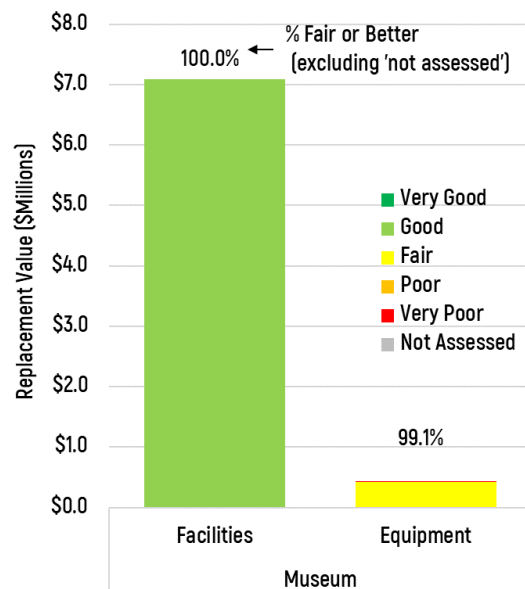


Figure 2-16: Condition Overview – Museum



3 Levels of Service

3.1 Understanding Levels of Service

In the State of Infrastructure Section, the value and condition of the County's infrastructure assets were discussed. In this chapter, the Levels of Service (LOS) discussion builds on the previous chapter by defining the performance that the County's assets are intended to deliver over their expected service lives. For example, the County's Dufferin Oaks facility is expected to be maintained such that residents can use the facility while experiencing a reasonable level of comfort or performance level.

LOS are statements that describe the outputs and objectives the County intends to deliver to its residents, businesses, and other stakeholders.

In general, LOS are guided by a combination of customer expectations; legislative requirements; internal guidelines, policies, and procedures; and affordability. Effective asset management requires that LOS be formalized and supported through a framework of performance measures, targets, and timeframes and that the costs to deliver the service levels are understood.

Developing, monitoring, and reporting on LOS as part of an overall performance management program supports Good Governance of infrastructure, one of the County's main strategic priorities.

3.2 Line of Sight

Figure 3-1 shows the LOS framework and line of sight from high-level Corporate initiatives to detailed asset-specific Technical LOS. Corporate commitments, along with legislated LOS drive the definition of more specific Community LOS that describe the services that the assets need to deliver to the County's residents. Community LOS can be categorized as relating to one of the following service attributes:

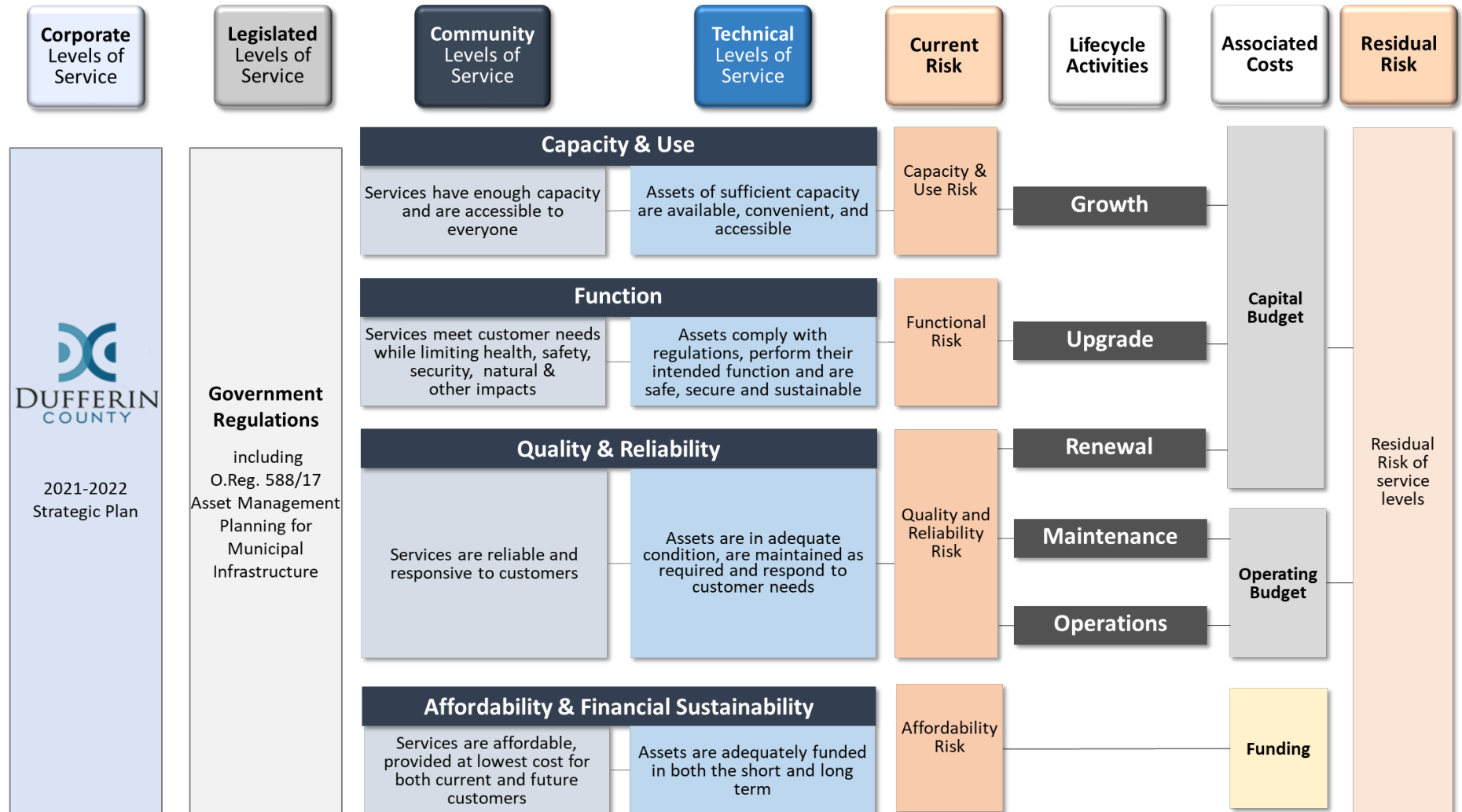
- **Capacity & Use:** Services have enough capacity and are accessible to the customers
- **Function:** Services meet customer needs and the intended function while limiting health, safety, security, and environmental impacts
- **Quality and Reliability:** Services are reliable and responsive to customers
- **Affordability:** Services are affordable and provided at the lowest cost for both current and future customers

Community LOS are translated into Technical LOS that define asset performance levels, which in turn define asset needs and drive the required lifecycle activities to mitigate risk. As shown in Figure 3-1:

- Capacity & Use LOS drive **Growth** needs
- Function LOS drive **Upgrade** needs
- Quality LOS drive **Renewal, Operations and Maintenance** needs
- Affordability LOS drive **funding** strategies

Lifecycle management activities balance the cost of service with the risk to meeting service levels. This Line of Sight establishes the connection of how the day-to-day management of County assets contributes to the success of achieving corporate strategic goals.

Figure 3-1: Levels of Service Framework



3.3 Corporate Levels of Service

The Corporate, or Strategic LOS establish service levels that describe the main vision or objective of service delivery for the County. The County's 2021-2022 Strategic Action Plan supports five key strategic priorities adopted in June 2019:

- **Economic Vitality** – promote an environment for economic growth and development;
- **Good Governance** - ensure transparency, clear communication, prudent financial management;
- **Sustainable Environment and Infrastructure** - protect assets both in the natural and built environment;
- **Service Efficiency and Value** - determine the right services for the right price;
- **Inclusive and supportive community** – support efforts to address current and future needs for a liveable community

These priorities set a framework for the required actions that will enable the County to provide relevant and high quality services that contribute to a connected community. In particular, the priorities for Good Governance, Sustainable Environment and Infrastructure, and Service Efficiency and Value have a direct influence on driving efficient resource management and transparent asset management processes at the County.

3.4 Legislated Levels of Service

Legislated requirements define the standards according to which the County is legally obligated to provide services to the community, and these standards typically relate to asset safety and reliability. For example, for Transportation assets, roads maintenance is proposed to meet the Minimum Maintenance Standards and bridges are regulated to be inspected every two years. Paramedic Services is responsible for meeting legislated response time standards and publicly reports these service levels to the Ministry of Health.

3.5 Community and Technical Levels of Service

The Community and Technical LOS discussed in this AM Plan are focused on those required by O.Reg. 588/17, as well as a summary of the percentage of assets in fair or better condition across most asset types. Other measures are also included where the County has identified service levels that demonstrate and support sustainable infrastructure and service efficiency. As discussed in Section 3.2, these asset performance measures support achievement of the County's higher level strategic objectives and sustainable infrastructure goals.

3.5.1 Facilities (Corporate Perspective)

Facilities are managed corporately across several County service areas: Public Works, Paramedic Services, Housing Services, and the Museum. As indicated in Section 2.3.2, the County completes regular building condition assessments to help maintain these facilities in a state of good repair. In addition to this quality service level, the County complies with building legislative requirements and tracks energy usage as part of its organizational goals to support a corporate culture of conservation and improvements in energy efficiency.

Table 3-1 summarizes the general Community and Technical LOS related to facilities. For Community and Technical LOS specific to the service area, refer to Sections 3.5.3 to 3.5.8.

Table 3-1: Levels of Service – Facilities (Corporate Perspective)

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance*
Function LOS		
Facilities are in compliance with legal and regulatory requirements	% Facilities in compliance with Life Safety inspection requirements	95%
	% Facilities in compliance with TSSA compliance, Electrical Requirements, AODA, Air Quality, Water Quality	90%
Facilities are managed to support energy conservation and efficiency improvements	GHG Emissions (tCO ₂ e)	2016 performance: Facilities Management: 448 Dufferin Oaks: 822 Paramedic Services: 37 Housing Services: 390 Museum of Dufferin (and Church): 42
	# of Electric Vehicle Charging Stations	24
Quality / Reliability LOS		
Facility assets kept in a state of good repair	Average Facility Condition Index	5.0% (Very Good)
Maintenance work is done on time and when required	% of outstanding to total Work Orders	15%
	Response time to work orders - Critical	Immediate
	Average Response time to work orders – Non Critical	10 days

*2021 performance unless otherwise noted

3.5.2 Fleet (Corporate Perspective)

Fleet, similar to facilities, are managed across several County service areas: Public Works, Facilities Management, Dufferin Oaks, Paramedic Services, Housing Services, and the Museum. In support of the County's Climate Action Plan, the County is considering transitioning to low-emission and electric vehicles. Regular operations and maintenance activities are also tracked to minimize unexpected downtime and to support continuous service delivery. Table 3-2 summarizes the general Community and Technical LOS related to fleet.

Table 3-2: Levels of Service – Fleet (Corporate Perspective)

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Capacity & Use LOS		
Adequate capacity to maintain fleet vehicles and rolling stock	Fleet storage capacity for critical assets (area of indoor vehicle storage available / area needed)	50%
Function LOS		
Fleet assets are compliant with all standards and regulations (i.e. H&S)	% of Fleet assets in compliance with standards and regulations (i.e. H&S) - annual inspections and daily circle checks	100%
Fleet assets are equipped with latest automotive technology	% of licensed vehicles with latest automotive technology (i.e. dash-cameras, reverse cameras, GPS, etc.)	50%
Fleet assets minimize natural impacts	# tonnes GHG emissions for fleet	1016 tCO2e/yr
	# of green fleet/total fleet	0
	# of EV stations at the County	24
Quality / Reliability LOS		
Fleet assets are kept in state of good repair	% of fleet inventory under 200,000 kms	87%
	% of critical equipment under 250,000 km (snowplows)	92%
Operations work is done on time and when required	Average downtime for critical equipment (snowplows) during winter season	10%
	% of vehicles serviced internally/total vehicles serviced	54%

3.5.3 Public Works

Table 3-3 summarizes Community and Technical LOS related to roads and structures. Technical LOS are focused on condition-related Quality measures. These assets are generally performing well, though three bridges are currently closed and not assessed for condition. The County also has three bridges that currently have load restrictions. One restriction is expected to be lifted by the end of 2022 as one of the structures is currently planned for rehabilitation. Averages related to pavement condition index and bridge condition index are weighted by replacement value.

Table 3-3: Levels of Service – Roads and Structures

Community Levels of Service	Technical Levels of Service		
	Description	2021 Performance	
Capacity and Use LOS			
Description/maps of the road network and its level of connectivity*: The County provides for a range of systems and networks for the movement of goods and people, including roads, cycling and trails. The County’s road system consists of a network arterial, collector and local roads which provide access through and to the eight local area municipalities within Dufferin County. Refer to Figure 3-2 for a map of the road network.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality*	Arterial: 1 lane-km per 5.6 sq.km. (265.4 km / 1486.3 sq.km.)	
		Collector: 1 lane-km per 4.8 sq.km. (308.7 km / 1486.3 sq.km.)	
		Local: 1 lane-km per 23.7 sq.km. (62.6 km / 1486.3 sq.km.)	
Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)*: The County's bridges and major culverts have been designed in accordance with the Bridge Design Code current at the time of construction to carry heavy transport vehicles, motor vehicles, emergency vehicles, cyclists, and pedestrians.	Percentage of bridges in the municipality with loading or dimensional restrictions*	2.7% (3 of 110 structures)	
Quality / Reliability LOS			
Description/images that illustrate the different levels of road class pavement condition*: Refer to "Condition Rating System for Roads" in Section 2.2.2	For paved roads in the municipality, the average pavement condition index value*	75.5	
	For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor)*	50.7	
Description/images of the condition of bridges/culverts and how this would affect use of the bridges*: Refer to "Condition Rating System for Structures" in Section 2.2.2	For bridges in the municipality, the average bridge condition index value*	76.4	
	For structural culverts in the municipality, the average bridge condition index value*	66.5	
Assets are maintained in a state of good repair	Percentage of assets in Fair or Better Condition	Roads	86.9%
		Bridges	96.2%
		Structural Culverts	77.1%

*O.Reg. 588/17 LOS reporting requirement.

Figure 3-2: County Network – Roads and Structures

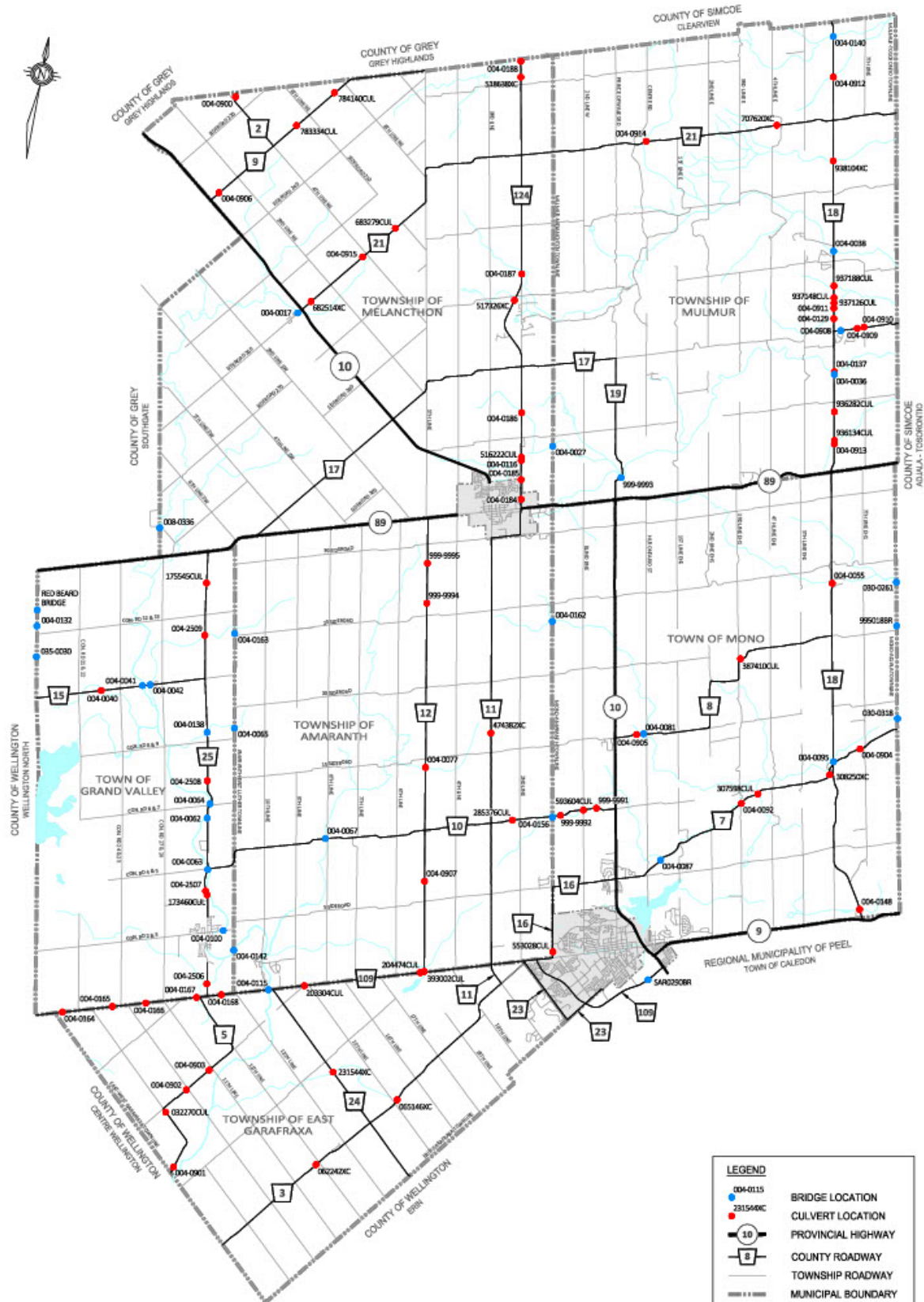


Table 3-4 summarizes Community and Technical LOS related to other transportation assets and stormwater assets. The County has a relatively small stormwater network as most stormwater management infrastructure is owned and managed by the local area municipalities. The infrastructure is expected to have been designed to the 5-year storm and is likely 100% resilient to the 5-year storm. The County will gain further understanding of the resiliency of properties and the system to 100-year and 5-year storms, respectively, as it updates floodplain mapping and works on developing natural stormwater management plans to ensure there is no increase in vulnerability. This initiative is part of the County's Climate Action Plan.

Table 3-4: Levels of Service – Other Transportation and Stormwater Assets

Community Levels of Service	Technical Levels of Service		
	Description		2021 Performance
Capacity and Use LOS			
Description of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater management system* The County owns a limited network storm sewers and storm culverts to direct stormwater runoff. The County will continue to work on understanding the increasing impacts of climate change and building its flood resiliency as necessary through improvements to its built infrastructure and collaboration with local area municipalities and Conservation Authorities.	Percentage of properties in municipality resilient to a 100-year storm*		Under review
	Percentage of the municipal stormwater management system resilient to a 5-year storm*		Under review
Function LOS			
Traffic assets are fully operational with minimal outages	# of Traffic Control Signal Outages per annum		2
	# of Street Light Outages per annum		8
Traffic assets are in compliance with legal and regulatory requirements	% of streetlights in compliance with legal and regulatory requirements (repair frequencies)		99%
	% of traffic signals in compliance with legal and regulatory requirements (MMS)		100%
Quality / Reliability LOS			
Assets are maintained in a state of good repair	Percentage of assets in Fair or Better Condition (age-based)	Signals	100%
		Entrances	82%
		Guiderails	100%
		Flashing Beacons	100%
		Signs	100%

*O.Reg. 588/17 LOS reporting requirement.

3.5.4 Information Technology

The Information Technology Division services all County service areas with IT infrastructure, end user devices, and communication systems. These assets are maintained to minimize service downtime and are regularly updated with security patches, manufacturer updates, and repaired or replaced on set lifecycles or as necessary. Table 3-5 summarizes Community and Technical LOS for Information Technology assets. Information Technology Services is currently developing Service Level Agreements which will provide additional measures related to response times to customers.

Table 3-5: Levels of Service – Information Technology

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Capacity & Use LOS		
IT assets have sufficient capacity and are readily available	Storage capacity of network (on-site and off-site)	100%
	% uptime of County servers	100%
Function LOS		
IT assets are safe and secure	% IT assets equipped with critical security patches according to best practice (24-48 hrs)	100%
	% IT assets in compliance with recommended manufacturer updates (1 week)	100%
Quality / Reliability LOS		
IT assets are kept in state of good repair	% of IT Equipment within expected life (age-based)	99.5%
Operations work is done on time and when required	Average response time to high priority work order request tickets	Less than a day
	Average response time to low priority work order request tickets	24 - 48 hours
Maintenance work is done on time and when required	% up-time of printers per annum	90%

3.5.5 Dufferin Oaks (Long Term Care)

Dufferin Oaks' vision is to be a centre of excellence for non-profit, long term care programs and community services. It values quality, cost-effective, and client-centered services and manages its assets to provide a safe and comfortable home-like environment. To support these values, the County complies with provincial regulations and maintains equipment in a state of good repair. Table 3-6 summarizes the Community and Technical LOS for Dufferin Oaks assets.

Table 3-6: Levels of Service – Dufferin Oaks

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Capacity and Use LOS		
LTC assets are sufficient to provide the required services to its residents	# of residents and applicants in need of acuity equipment/total number of acuity equipment	100%
Function LOS		
LTC Assets are compliant with provincial standards	% of LTC Equipment compliant with provincial regulations	100%
Quality / Reliability LOS		
Facility assets kept in a state of good repair	Average Facility Condition Index	5.4% (Good)
LTC assets are kept in a state of good repair	% of LTC Equipment within expected life (age-based)	97%
Operations work done is on time and when required	% of Outstanding to Total Work Orders	0%
LTC customers are kept informed and satisfied	Customer Satisfaction Survey Score	98%
Maintenance work is done on time and when required	% of Outstanding to Total Work Orders	0%

3.5.6 Paramedic Services

Paramedic Services provides emergency medical coverage to over 60,000 residents covering 1,482 square kilometers, and strives to provide the best possible care in a timely manner. To support these goals, the County monitors response call volumes and response times, and complies with all applicable legislative standards. Table 3-7 summarizes the Community and Technical LOS for Paramedic Service assets. Though some vehicles are just past their end-of-life, they are planned for immediate replacement and reflect the impacts of delivery delays and supply chain shortages throughout the pandemic.

Table 3-7: Levels of Service – Paramedic Services

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Capacity and Use LOS		
Paramedic assets have sufficient capacity and are readily available	Average response time per annum (minutes : seconds)	6:52
	Total call volume per annum	10,926
Function LOS		
Paramedic assets are compliant with legislative standards	% of paramedic equipment which comply with legislative/provincial standards	100%
	% of ambulance vehicles which comply with legislative standards (Provincial Land Ambulance & Emergency Response Vehicle Standard)	100%
Quality / Reliability LOS		

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Facility assets kept in a state of good repair	Average Facility Condition Index	3.6% (Very Good)
Paramedic assets are kept in state of good repair	% of paramedic equipment within expected service life	100%
	% of paramedic vehicles within expected service life	77%
Maintenance work is done on time and when required	% compliance with regulatory maintenance/inspection requirements	100%

3.5.7 Housing Services

Dufferin County Housing works with Co-operatives (co-op), Non-profits, and private landlords in Dufferin County to provide affordable housing for seniors, singles, and families. It offers a range of rent options and is dedicated to improving the well-being of individuals and families in the community. As indicated in Section 2.3.2, the County completes regular building condition assessments to help maintain its facilities in a state of good repair. The Facility Condition Index for Housing Services is outlined in Table 3-8. Housing Services also monitors the turnover time between residents to ensure units are available to meet community demand. For other measures related to the overall corporate service levels required of County facilities and fleet, refer to Section 3.5.1 and Section 3.5.2, respectively.

Table 3-8: Levels of Service – Housing Services

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Capacity & Use LOS		
Facilities are available for use	Average Response time to get units ready for Community Housing Tenant Turnover	88 days
Quality / Reliability LOS		
Facility assets kept in a state of good repair	Average Facility Condition Index (Housing)	7.4% (Good)

3.5.8 Museum of Dufferin

The Museum of Dufferin's Vision is to have people engaged in an unexpected experience in the cultural centre of community life. The facility was designed to reflect the rural and agricultural heritage of the region. The facility features four galleries and four historic buildings that host permanent, long-term and short-term exhibitions and art shows, and is also home to the Dufferin County Archives. As indicated in Section 2.3.2, the County completes regular building condition assessments to help maintain its facilities in a state of good repair. The Facility Condition Index for the Museum is 6.6%, as outlined in Table 3-8. For other measures related to the overall corporate service levels required of County facilities, refer to Section 3.5.1.

Table 3-9: Levels of Service – Museum

Community Levels of Service	Technical Levels of Service	
	Description	2021 Performance
Quality / Reliability LOS		

Facility assets kept in a state of good repair	Average Facility Condition Index (Museum)	6.6% (Good)
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4 Risk Management Strategy

4.1 Overview

A key asset management principle for the County is to meet service levels and manage risk, while minimizing lifecycle costs. The relative importance of the assets to support service delivery, referred to as asset criticality, is a key driver in selection of the most appropriate asset management strategy for each asset. Critical assets include assets that are key contributors to performance and have the highest consequences of failure to provide required service levels.

Risk events, such as an asset’s failure to have sufficient capacity, function, or reliability, are events that may compromise the delivery of the County's strategic objectives. Lifecycle activities are used to manage the risk of failure by reducing the chance of asset failure to acceptable levels. The impact of asset failure on the County’s ability to meet its strategic objectives dictates the type and timing of lifecycle activities.

The County’s risk strategy develops the framework for quantifying the risk exposure of its assets to enable prioritization of projects across asset classes and service areas. Risk exposure is the multiplication of the criticality or consequence of failure (CoF), which is the direct and indirect impact on the County if an asset failure were to occur, by the probability of failure (PoF), which is the likelihood that an asset failure may occur:

$$\text{Risk Exposure} = \text{Consequence of Failure} \times \text{Probability of Failure}$$

4.2 Consequence of Failure Matrix

The focus in this section is on asset criticality or consequence of failure which reflects the importance of an asset to the County’s delivery of services. The following impacts of a potential asset failure are considered:

Service Delivery considerations ranging from a disruption of non-essential service to widespread and long-term disruption of essential service

Health and Safety considerations including the ability to meet health and safety related regulatory requirements, and degree and extent of injury, ranging from negligible injuries to loss of life

Environmental considerations such as length and extent of damages to the natural environment

Financial impact considerations such as damages to County or private property and infrastructure, loss of revenue, and fines.

Reputational considerations such as residents’ reduced trust and confidence in the County.

Table 4-1 summarizes the above listed impacts against an asset criticality rating scale from 1 to 5, with a higher score indicating a higher consequence of failure.

Table 4-1: Asset Criticality (Consequence of Failure) Ratings

Consequence Categories (Triple Bottom Line)		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
Economic	Financial	Damages, losses (including 3rd party) or fines from \$1k to \$10k	Damages, losses (including 3rd party) or fines \$10k to \$100k	Damages, losses (including 3rd party) or fines \$100k to \$500k	Damages, losses (including 3rd party) or fines \$500k to \$5M	Damages, losses (including 3rd party) or fines > \$5M
Social	Health & Safety	No obvious potential for injury or affects to health.	Potential for minor injury or affects to health of an individual. Full recovery is expected; or minor medical attention may be required	Potential for serious injury or affects to health. May affect many individuals and / or result in short term disability; or Hospitalization may be required for a short period of time.	Potential for serious injury or affects to health of one or more individuals with a possibility of loss of a life and the certainty of long-term disability ; or Emergency hospitalization required for one or more individuals.	Potential for death or multiple deaths with probable permanent damage; or Emergency and long-term hospitalization required for several individuals.
	Service Delivery	Small number of customer experiencing disruption / impact (less than 100 people or up to a few hours)	Localized service disruption / impact (100 to 500 people or up to 1 day)	Significant localized disruption / impact (500 to 5,000 people or less than 1 week)	Major or Critical service disruption / impact (5,000 to 20,000 people or for more than a week)	County wide or Critical service disruption / impact (greater than 20,000 people or permanent loss of services)
	Reputational	No Media Exposure	Minor or no media exposure	Moderate local media exposure lasting for several days	Intense local media exposure lasting several days and/or Municipality wide exposure	Significant Provincial exposure lasting several days or weeks
Environmental	Environment	Very negligible impact or can be restored within 1 week	Minor (within 1 month) very isolated damage / impact to the environment, local importance	Significant short-term impact (up to 2 months) , local importance	Significant long-term impact (up to 1 year) , Provincial importance.	Major long-term impact (greater than 1 year) , Federal importance.

The above criticality profiles enable risk to be incorporated into the development of asset management strategies. More critical assets are prioritized for expansion, inspection, cleaning, maintenance, and renewal, depending on their current and forecasted performance (condition).

4.3 Risk to Levels of Service – Approach

Asset criticality is determined based on the degree to which the failure of the asset would impact the following three community levels of service attributes:

Capacity and Use: Assets of sufficient capacity are available, convenient, and accessible

Function: Assets comply with regulations, perform their intended function and are safe, secure, and sustainable

Quality/Reliability: Assets are in adequate condition and are maintained as required.

4.3.1 Risk to Capacity LOS

As indicated in Section 1.3, the County has experienced some growth in the past few years and will continue to grow at a modest rate through to 2031. This modest rate of growth is just one of the factors being considered in development of the County's pending Transportation Master Plan, which will provide recommendations on growth and expansion activities. The major project currently planned to address capacity issues is the reconstruction of County Road 109 between Highway 10 and Peel Road 136. Details on growth activities are discussed in Section 5.2.2.

4.3.2 Risk to Function LOS

In general, the County is keeping to status quo service levels. New services or service enhancements proposed in 2022 have been kept to a minimum and are based on critical needs outlined by the Service Areas. Planned improvements to functional service levels include retaining a spacing consultant to complete an assessment of various facilities to provide recommendations on space configuration upgrades, including possible renovations and lighting improvements. The front office at Dufferin Oaks is already undergoing an office space renovation to improve staff accessibility and add functional space improvements. Additional future facility upgrades will likely include security system upgrades to address potential physical security risks identified in a recent assessment.

In Public Works, the main County Rail Trail will be upgraded to a gravel surface from the existing sand/dirt surface. For fleet, a significant expected upgrade is the electrification of vehicles in support of the County's Strategic Action Plan and Climate Action Plan. This initiative also drives the addition of new assets such as electric vehicle charging stations. Lifecycle activities related to upgrade activities are discussed further in Section 5.2.2.

4.3.3 Risk to Service Reliability

The Reliability Level of Service refers to the County's aim to ensure that its assets are kept in a state of good repair to reduce the incidence of unplanned service interruptions due to poor asset condition. Depending on the asset, unplanned failures can have wide-ranging consequences including service disruption, damage to surrounding infrastructure and property, risks to public safety, and environmental impacts. Probability of Failure is estimated based on the condition of the asset from Section 2 (State of Infrastructure), as shown in Table 4-2.

Table 4-2: Probability of Failure Ratings for Reliability

PoF Rating	PoF Description	Corresponding Asset Condition
1	Rare	Very Good
2	Unlikely	Good
3	Moderate	Fair
4	Probably	Poor
5	Almost Certain	Very Poor

CoF is estimated based on the expected impact of an asset failure. Each asset's criticality is assessed based on the rating scale provided in Table 4-1. For this AM Plan, a high-level assessment was completed by assigning CoF ratings to groups of assets, categorized based on attributes such as road class.

After assessing the criticality and probability of each asset's risk, the results are plotted on a risk map, a graphic representation of probability and consequence of failure. Colours on the map denote different levels of risk and help to prioritize the County's resources, time, and effort for renewal activities.

- Risks that appear in the light red (very high) zone are significant to the County and therefore need to be actively managed and monitored in a more comprehensive manner than other risks (i.e., prioritized)
- Risks that appear in the orange (high) or green (medium) zones will also be actively managed depending on their nature
- Risks that appear in the light blue (low) or grey (very low) zones are generally acceptable without significant mitigation strategies being implemented, although monitoring may still occur in some form.

Current Risk: As shown in Figure 4-1, \$6.7 million (0.9%) of County assets are currently in the Very High risk category. These assets consist of two road segments scheduled for renewal over the next two years, a major culvert scheduled for renewal in 2024, and five ambulances and one emergency response unit scheduled for replacement over 2022 and 2023. It should be noted that facilities are rated for risk at an overall facility level rather than for the individual assets within each building, and therefore individual elements that may be in very poor condition and high criticality do not show up in this assessment. Forecasting of facility renewal is still performed at the building element level and account for very poor components needed work even if the overall facility is in good condition. The higher level risk analysis shows that several housing facilities are in moderate risk due to their overall condition (based on FCI), and therefore will need significant renewal work over the coming years.

Assets that are not assessed for risk include those without a condition assessment or age-based condition estimate, as well as some assets that are not assigned a criticality rating. Bridges on local area municipality roads were not assessed for condition as additional information would be needed regarding road class or other key data points from the applicable municipality.

Figure 4-1: Current Reliability Risk – All Assets (by Asset Replacement Value in 2022 \$M)

PoF	5	\$0.4	\$0.1	\$18.7	\$4.1	\$0.4	Risk Category	Replacement Value (\$M)	%
	4	\$0.5	\$5.6	\$23.6	\$18.3	\$22	Very High	\$6.7	0.9%
	3	\$11	\$0.9	\$75.4	\$90.6	\$16.1	High	\$53.1	6.9%
	2	\$0.9	\$3.1	\$45.4	\$86.8	\$5.1	Medium	\$119.4	15.6%
	1	\$12	\$10.0	\$171.3	\$72.1	\$46.4	Low	\$260.9	34.1%
		1	2	3	4	5	Very Low	\$260.2	34.0%
CoF							Not assessed	\$65.4	8.5%
							Total	\$765.6	100%

4.4 Climate Change Risk Considerations

Climate change risks such as more intense and frequent rainfalls, rain on snow events, heat waves, and ice-storms can have significant implications on County infrastructure. An increase in extreme weather events will likely lead to increased investment in maintenance and system improvements. Understanding the severity and frequency of these climate change events and incorporation of climate change considerations into the City's asset management planning approach is critical to maintaining service levels and managing risk.

The County has several initiatives aiming to adapt to and mitigate climate change risks. These initiatives include a Climate Action Plan that outlines a strategy to achieve net-zero greenhouse gas emissions by 2050 and build resilience to the impacts of climate change. These activities are described in further detail in Section 5.3.

5 Lifecycle Management Strategy

5.1 Overview

To achieve its program objectives and maintain service levels, the County builds new infrastructure assets to meet capacity needs, upgrades assets to meet functional needs, and manages existing assets to meet reliability needs – all with limited funds. Asset lifecycle management strategies are planned activities that enable assets to provide the service levels in a sustainable way, while managing risk at the lowest lifecycle cost. Asset lifecycle management strategies are typically organized into the categories listed in Table 5-1, and are driven by the levels of services defined in Section 4.

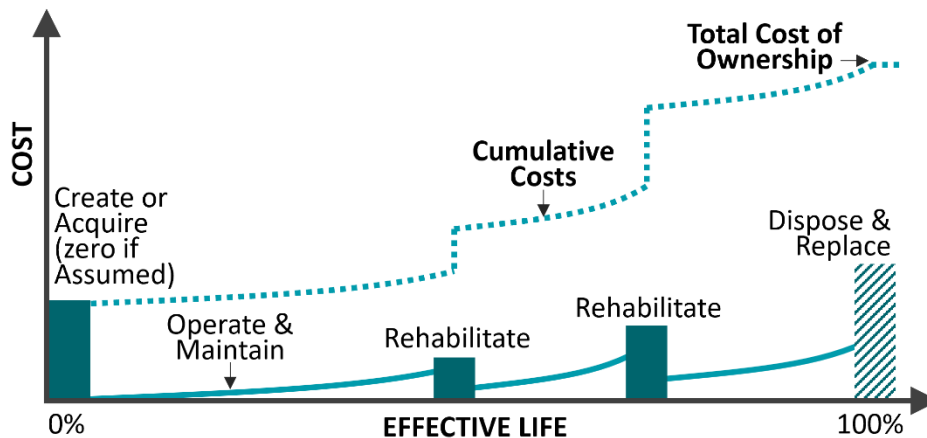
Table 5-1: Asset Lifecycle Management Categories

Lifecycle Management Category	Description	Examples of Associated Activities
Operate	Regular activities to provide services	inspect, clean, energy usage
Maintain	Activities to retain asset condition to enable it to provide service for its planned life	repair, replace component
Renew	Activities that return the original service capability of an asset	rehabilitate (minor), rehabilitate (major), replace asset
Upgrade	Activities to provide a higher level of service capability from an existing asset to achieve better fit for purpose or meet regulatory requirements	update system to be more energy efficient, improve environmental sustainability
Grow	Activities to provide a new asset that did not exist previously or an expansion to an existing asset	acquire new asset, expand existing asset

In addition to the above asset strategies, non-asset solutions are also considered which are actions or policies that can lower costs, lower demands, or also extend asset life (e.g. better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, and education of the public).

The County assesses the costs of potential lifecycle activities to determine the lowest lifecycle cost strategy to manage each asset type while still meeting service levels. The total cost of ownership is the sum of lifecycle activity costs to sustain each asset type over the asset lifecycle. (See Figure 5-1 for a conceptual lifecycle cost model.) Sufficient investment of the right type and at the right time minimizes the total cost of ownership for each asset and also mitigates other potential risks such as interruption to service delivery or damage to other nearby infrastructure. Operations, maintenance, and renewal activities are timed to reduce the risk of service failure from deterioration in asset condition and are part of the total cost of ownership.

Figure 5-1: Conceptual Lifecycle Cost Model



5.2 Lifecycle Management Needs

The County uses its understanding of risks associated with different service levels to inform the timing and level of investments needed in infrastructure assets. The County aims to provide sufficient service capacity to meet demand and manages the upgrade, operations, maintenance, and renewal of assets to meet defined service levels, including legislated and other corporate requirements. This section of the AM Plan outlines the County's expansion and upgrade strategies to support capacity and functional service levels, and the County's operations, maintenance, and renewal activities to support reliability service levels.

5.2.1 Operations and Maintenance Needs

Along with timely renewal of assets, operations, and maintenance (O&M) work directly enables the County to meet state of good repair service levels (percentage of assets in fair or better condition) to support the reliable/quality service delivery objective. The distinction between renewals (capital programs) and operations and maintenance (operating expenses) is defined by the County's accounting policies and standard operating procedures.

Operations and maintenance activities ensure the asset continues to deliver defined levels of services, while renewal activities discussed in Section 5.2.3 extend the useful life of the asset.

Renewals, operations, and maintenance are strongly linked; operations and maintenance strategies can accelerate or delay the need for renewals, and if renewals are deferred, operations and maintenance needs will often have to increase to ensure that assets are kept in a state of good repair.

Table 5-2 summarizes the County's main asset-related operations and maintenance activities. Facilities and Fleet activities cover the buildings, vehicles, and equipment across the various service areas: Public Works, Facilities Management, Dufferin Oaks, Paramedic Services, Housing Services, and the Museum.

Table 5-2: Main Operations and Maintenance Activities

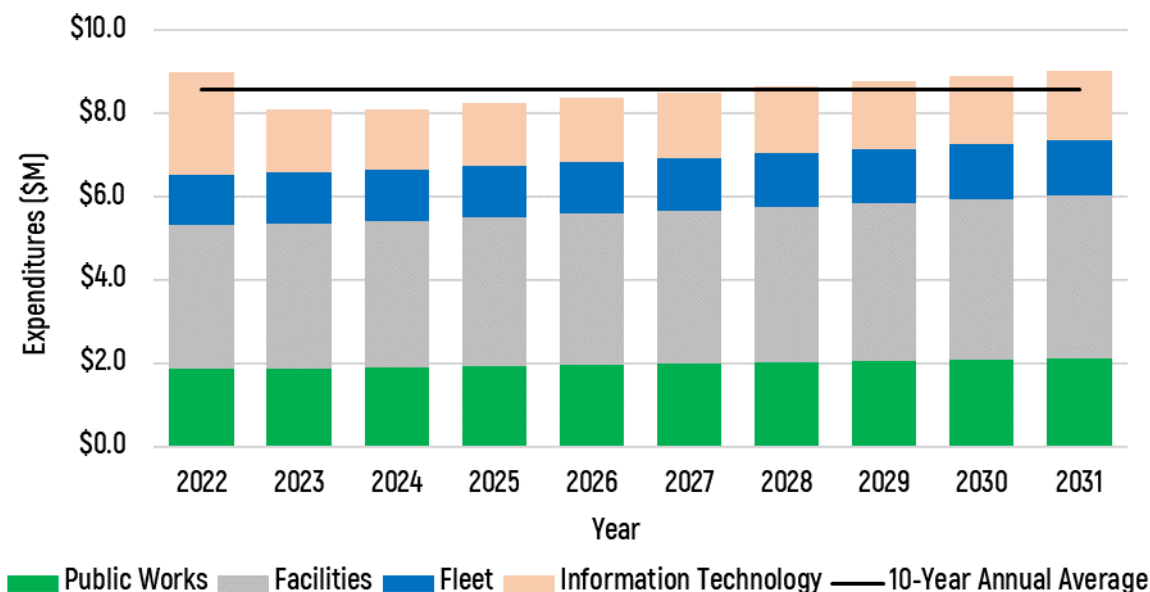
Asset Type	Operations & Maintenance	Maintenance
Public Works		
Roads	<ul style="list-style-type: none"> • Winter control— per MMS • Road Patrol – per MMS • Sweeping • Roadside mowing 	<ul style="list-style-type: none"> • Pot-hole filling as-needed/complaint • Ditching (not associated with a re-surface) • Washout repairs • Condition assessment (Road Needs Study)

Asset Type	Operations & Maintenance	Maintenance
	<ul style="list-style-type: none"> • Brushing – remove trees & branches 	
Roads – Gravel	<ul style="list-style-type: none"> • Winter control • Dust control • Roadside mowing • Brushing – remove trees & branches 	<ul style="list-style-type: none"> • Grading - Add maintenance gravel • Ditching (not associated with a re-gravel)
Bridges	<ul style="list-style-type: none"> • Brushing • Sweep 	<ul style="list-style-type: none"> • Inspection every 2 years • Maintenance/repair as needed
Structural Culverts	<ul style="list-style-type: none"> • Brushing • Sweep • Clear inlet & outlet 	<ul style="list-style-type: none"> • Inspection every 2 years • Maintenance/repair as needed
Other Transportation Assets		<ul style="list-style-type: none"> • Maintenance/repair/replacement as needed (signs, signal components, guiderails, flashing beacons, entrances)
Trails	<ul style="list-style-type: none"> • Weed control, grass cutting 	<ul style="list-style-type: none"> • Repair/replacing signs
Stormwater Infrastructure	<ul style="list-style-type: none"> • Catchbasin cleaning • Debris pickup 	<ul style="list-style-type: none"> • Maintenance/repair as needed
Facilities (Corporate Perspective)		
Overall Facility	<ul style="list-style-type: none"> • Utilities: Gas, hydro, water • Cleaning 	<ul style="list-style-type: none"> • Building Condition Assessments
Elevators, Life Safety Devices	<ul style="list-style-type: none"> • Inspections and testing per regulations 	<ul style="list-style-type: none"> • Maintenance/repair as needed
HVAC, Plumbing, Electrical		<ul style="list-style-type: none"> • Maintenance/repair as needed
Site	<ul style="list-style-type: none"> • Snow clearing 	<ul style="list-style-type: none"> • General grounds and parking lot maintenance
Fleet - Vehicles & Equipment (Corporate Perspective)		
Vehicles	<ul style="list-style-type: none"> • Fuel, licensing 	<ul style="list-style-type: none"> • Vehicle GPS installations • Inspections and PM activities • Maintenance/repairs as needed
Equipment	<ul style="list-style-type: none"> • Testing of equipment per applicable regulations 	<ul style="list-style-type: none"> • Repair as needed • Replacements of some equipment such as battery chargers for Paramedic Services
Information Technology		
End User Devices, IT infrastructure, Communication Systems	<ul style="list-style-type: none"> • Software licences, annual fees, subscriptions 	<ul style="list-style-type: none"> • Replacement of some IT equipment such as cell phones • Security updates • Software updates • Maintenance contracts • Firewall renewals

Figure 5-2 summarizes the forecasted operations and maintenance expenditures related to asset activities for the period 2022-2031, at an annual average of \$8.6 million. A nominal growth rate of 1.5% is forecasted

from years 5 to 10 reflecting increasing needs as the County's asset portfolio grows. The 2022 budget for information technology is higher than other years as it includes a \$1 million investment in Human Resources and Finance software. In general, Figure 5-2 is focused on asset activities, and does not include non-asset related expenses such as salaries, programming, office supplies and insurance. Some accounts within the operating budget are increasing significantly in costs and should be considered in future updates to this forecast based on additional analysis. These pressures on the operating budget are discussed further in Section 6.3.1. This forecast also does not include the significant potential cost increases due to the pandemic and current economic environment. The County will monitor price increases and adjust future forecasts as necessary.

Figure 5-2: Operations and Maintenance Needs Forecast (\$M)



5.2.2 Capital Growth and Upgrade Needs

As indicated in Section 4.3.1 and Section 4.3.2, the County has critical initiatives planned over the next 10 years, with additional projects pending from potential recommendations from the Transportation Master Plan currently in development. Planned upgrade projects are estimated to cost a total of \$5.8 million, or \$0.58 million averaged annually over the next 10 years. Additional projects are also being planned but the scope and costs of the work are still under development.

The County recently completed a security risk assessment and will be developing a policy to implement a range of security features at its facilities. The current scope of security varies between facilities and additional features such as alarm systems, perimeter card access fob systems, and cameras will be considered depending on the needs at each facility. The County will also be seeking to complete a review of facilities for a space needs assessment. This review could result in various recommendations and affect facilities including 30 Centre Street, 55 Zina Street, the Museum, and Primrose Operations Centre.

The County plans on installing an additional 7 to 10 EV charging stations by the end of 2022. This additional infrastructure supports the County's plans to start electrifying its light vehicles. The County is currently completing a business case/lifecycle assessment and will develop a formal policy as applicable.

Other upgrade projects include those that are a mix of both upgrade and the renewal of existing assets. The portion of road projects that have an upgrade or expansion portion that is expected to be funded through development charges are included in this section, and the renewal portion of the road project

cost is separated and included in the next sub-section under renewal needs (Section 5.2.3). Other growth/renewal hybrid projects which do not have a development charge portion are included fully under Section 5.2.3. These projects include building automation upgrades and HVAC efficiency upgrades that replace existing equipment.

Table 5-3 summarizes growth and upgrade projects planned or expected over the next 10 years with estimated costs for those that have been fully developed in scope. New software systems and upgrades for Information Technology are typically included under the Operating Budget.

Table 5-3: Growth & Upgrade Needs – 2022 to 2031

Service Area	Growth / Upgrade Project	Project Cost	Timing
Facility (Corporate Perspective)	Security system upgrades	Under development	To be scheduled
	Space needs assessment	Under development	To be scheduled
	HVAC efficiency upgrades	Included under renewal	Various
Fleet (Corporate Perspective)	Electrification of vehicles	Under development	To be scheduled
Public Works	Various road projects	\$4,809,889	2022 to 2031
	New Operations Centre (South)	Under development	To be scheduled
	Truck for Hot Mix Asphalt	\$45,000	2022
	Graveling of main County Rail Trail	\$800,000	2022
	Additional EV Charging Stations	\$100,000	2022
Dufferin Oaks	Front office upgrades	\$55,000	2022
	Two additional lifts for LTC	\$10,000	2022
	Landscaping, walkway, canopy upgrades	Included under renewal	2022
	Building automation system upgrade	Included under renewal	2022
Total		\$5,819,889	

5.2.3 Capital Renewal Needs

Renewal efforts focus on rehabilitation and replacement activities to enable the County to meet its quality and reliability objectives. The renewal activities forecasted in this AM Plan are expected to be needed to sustain asset condition over the next 10 years. Over time, as the County refines the asset management strategies through tracking of actual condition and actual costs and benefits of the strategies, the County will improve its understanding of the deterioration rates and the lowest lifecycle cost for each asset type. For renewal projects, the County considers coordinating multiple activities through project bundling where possible to reduce total costs.

Rehabilitation activities extend the life of an asset and reduce its risk of failure. These activities and associated benefits are deemed more cost effective than allowing the asset to reach its end of life. An example of a rehabilitation activity is concrete repair work on a bridge or culvert, which will improve the condition of the structure and extend its life such that the overall lifecycle cost is minimized.

At a certain point in an asset's lifecycle, it is no longer cost-effective to rehabilitate the asset, and replacement is required. The County has identified estimated service lives for each of its assets. These replacement intervals are developed to minimize lifecycle costs while considering service levels and the

associated risk. The renewal forecast considers the asset's current condition or age, the County's planned rehabilitation and replacement activities, as well as the recommended strategies from the following specific studies:

2020 Road Needs Study) – This study identified the need and recommended timing for road improvements, rehabilitation, reconstruction, and associated costs. The recommendations have been updated by County staff to reflect work and updated information since the 2019 assessment.

2020 Bridge and Culvert Inspections – Final Action Report– As indicated in Section 2.2.2, structure inspections are completed every two years. In addition to determining a BCI for each asset, the report provides timing for bridge and structural culvert rehabilitations and replacements, as well as associated costs over the next 10 years.

2018 Building Condition Assessments – The building condition assessments provided a 25-year outlook on recommended repairs, rehabilitations, and replacements of building elements including associated costs. The timing was based on the consultant's estimate of the condition, remaining service life, and priority of the building element. As work has been completed on these buildings since the assessment, the County has updated the planned schedule of work and also updated costs as necessary in the County's Capital Plan.

Figure 5-3 shows the renewal needs over the next 10 years by service area. The average renewal need is estimated at \$12.39 million per year for the period 2022-2031.

Figure 5-3: Capital Renewal Needs Forecast

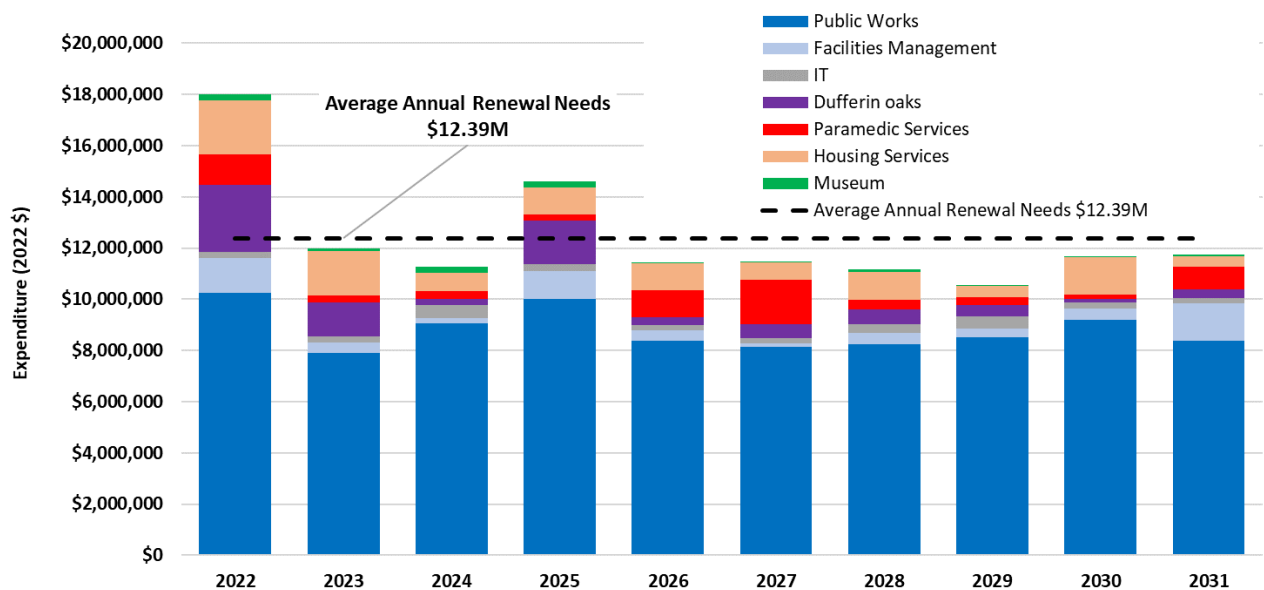


Table 6-2 summarizes the renewal activities in more detail by asset category for each of the next 10 years.

Table 5-4: Renewal Needs Forecasts (in \$M)

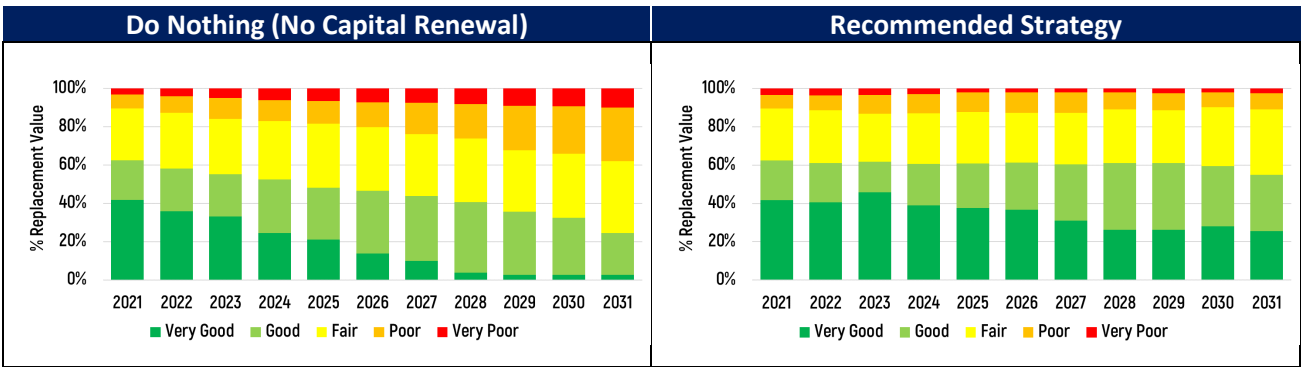
Service	Category	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10-Yr Annual Average
Public Works	Roads	\$5.73	\$5.63	\$6.00	\$6.45	\$5.35	\$5.18	\$5.61	\$5.51	\$5.90	\$5.33	\$5.67
	Structures	\$2.97	\$1.85	\$1.50	\$1.83	\$1.86	\$1.86	\$1.85	\$1.85	\$1.62	\$1.79	\$1.90
	Other Transportation Assets	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21	\$0.21
	Stormwater Infrastructure	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
	Fleet	\$1.25	\$0.11	\$1.24	\$1.41	\$0.85	\$0.80	\$0.50	\$0.86	\$1.38	\$0.94	\$0.93
Facilities Management	Facilities (CH, EC, Primrose)	\$1.03	\$0.41	\$0.22	\$1.09	\$0.40	\$0.14	\$0.44	\$0.31	\$0.43	\$1.05	\$0.55
	EV Charging Stations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.42	\$0.04
	Communication Towers	\$0.32	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.03
IT	End User Devices	\$0.11	\$0.11	\$0.21	\$0.12	\$0.11	\$0.11	\$0.21	\$0.12	\$0.11	\$0.11	\$0.13
	IT Infrastructure	\$0.09	\$0.11	\$0.28	\$0.10	\$0.07	\$0.08	\$0.08	\$0.32	\$0.09	\$0.06	\$0.13
	Communication Systems	\$0.02	\$0.00	\$0.00	\$0.03	\$0.01	\$0.00	\$0.00	\$0.02	\$0.00	\$0.00	\$0.01
	Other: Printers, Phones, Court Equipment	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03
Dufferin Oaks	Facilities	\$1.74	\$1.10	\$0.06	\$1.56	\$0.12	\$0.35	\$0.49	\$0.07	\$0.08	\$0.14	\$0.57
	Fleet	\$0.30	\$0.12	\$0.06	\$0.00	\$0.00	\$0.06	\$0.04	\$0.30	\$0.00	\$0.18	\$0.11
	Equipment	\$0.58	\$0.09	\$0.11	\$0.16	\$0.20	\$0.11	\$0.06	\$0.07	\$0.07	\$0.04	\$0.15
Paramedic Services	Facilities	\$0.03	\$0.06	\$0.03	\$0.08	\$0.12	\$0.01	\$0.07	\$0.03	\$0.08	\$0.03	\$0.05
	Fleet	\$1.17	\$0.20	\$0.20	\$0.08	\$0.28	\$1.37	\$0.20	\$0.20	\$0.08	\$0.28	\$0.41
	Equipment	\$0.00	\$0.03	\$0.08	\$0.07	\$0.65	\$0.37	\$0.11	\$0.10	\$0.00	\$0.55	\$0.20
Housing Services	Facilities	\$2.13	\$1.73	\$0.72	\$1.04	\$1.04	\$0.69	\$1.10	\$0.42	\$1.46	\$0.42	\$1.08
Museum	Facilities	\$0.22	\$0.08	\$0.21	\$0.23	\$0.01	\$0.02	\$0.10	\$0.01	\$0.03	\$0.06	\$0.10
	Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Annual Renewal Needs	\$18.00	\$11.97	\$11.26	\$14.60	\$11.43	\$11.47	\$11.19	\$10.53	\$11.67	\$11.75	\$12.39
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Overall Impact of Recommended Strategy

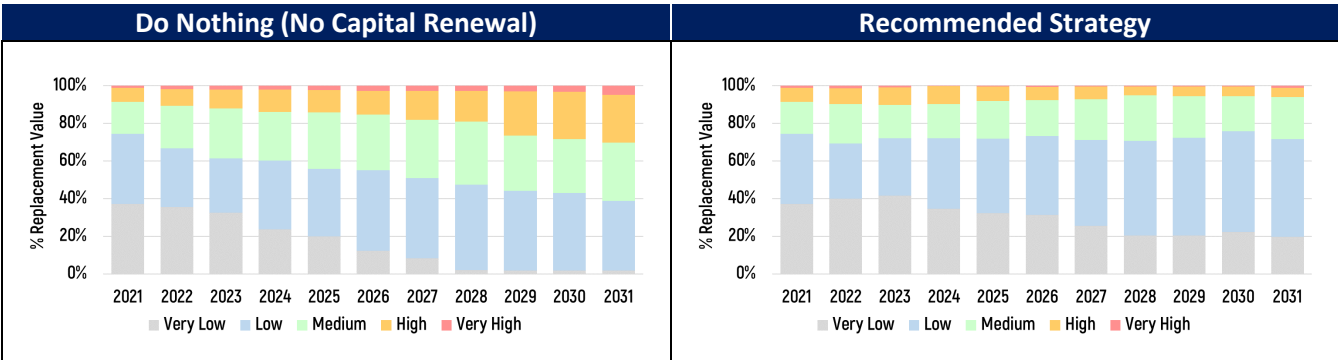
The recommended strategy associated with the average \$12.39 million per year in expenditures supports the County’s ability to achieve its service levels while balancing risk and minimizing lifecycle costs. If the County does not invest in renewing its infrastructure, there is a significant deterioration in asset condition over time. The recommended strategy ensures that assets are maintained and renewed in a state of good repair, as shown in Figure 5-4.

Figure 5-4: Asset Condition Forecast Comparison – Do Nothing versus Recommended Strategy



The recommended strategy also has a significant impact on managing risk. If the County does not invest in renewal of its assets, there is a significant risk exposure to asset failure on factors such as health and safety and service delivery. The recommended strategy mitigates very high risks and results in lower risk exposure compared to an increasing risk profile if the County did not perform any capital renewal activities, as shown in Figure 5-5.

Figure 5-5 Asset Risk Forecast Comparison – Do Nothing versus Recommended Strategy



5.3 Climate Change Strategies

As indicated in Section 4.4, climate change risks can have significant implications on County infrastructure. The County is currently pursuing various initiatives through its Climate Action Plan related to planning as well as mitigation and adaptation strategies to address climate change risks. The Climate Action Plan outlines 34 primary actions and 99 sub actions that the County will take to build a net-zero and resilient community. While many of the initiatives focus on building community engagement and education, some key actions related to County infrastructure and assets include:

- **Electrification of County fleet:** The County will partner with municipalities to develop a regional Electric Vehicle Strategy to achieve network connectivity. An EV policy at the County level has already been developed to ensure consistency throughout the development of a County charging

network, and as indicated in Section 5.2.2, additional EV charging stations are already planned for installation in 2022.

- **Improve energy efficiency of County facilities:** In addition to educating residents and landlords on energy retrofit programs, the County is evaluating its housing stock and energy upgrade potential to determine the cost benefit of different types of retrofits related to reducing energy usage.
- **Improving community resilience:** A future action is to update floodplain mapping and to develop natural stormwater management plans to ensure there is no increase in vulnerability to climate change impacts such as flooding. Other future actions related to improving infrastructure resiliency include enhancing the amount of green space/permeable surfaces and increasing the uptake of low impact development technologies on private and public properties.

The County recognizes that though these actions will require additional costs that will need to be incorporated into future forecasts, the long-term cost of not acting is greater than the investments being planned today.

6 Financial Strategy

6.1 Overview

The financial strategy is informed by the preceding sections of the Asset Management Plan: the value and condition of the assets, the current levels of service, the risks to service delivery, and the lifecycle activities needed to reduce the risks to acceptable levels. The Financing strategy considers how the County will fund the planned asset management actions to meet the current service levels.

A municipality is in a financially sustainable position if it:

- Provides a level of service commensurate with willingness and ability to pay
- Can adjust service levels in response to changes in economic conditions
- Can adjust its implementation plans in response to changes in the rate of growth
- Has sufficient reserves and/or debt capacity to replace infrastructure when it needs to be replaced to keep its infrastructure in a state of good repair.

The key challenges to financial sustainability are:

- A discrepancy between level of service decisions and fiscal capacity
- Possible future changes in the cost of infrastructure investments
- Unforeseen impacts to funding

Per O.Reg. 588/17, this section of the AM Plan identifies the annual funding projected to be available to undertake the recommended lifecycle activities and discusses strategies to address potential funding shortfalls.

6.2 Available Funding Amounts and Sources

Through the County's annual budget process, capital project and operating activity expenditure information is gathered from service areas, including investment needs, trends, and priorities to enable preparation of the capital and annual operating plans. Once the expenditure plans are finalized, a financing plan is developed which includes several key sources of funding as outlined in the table below.

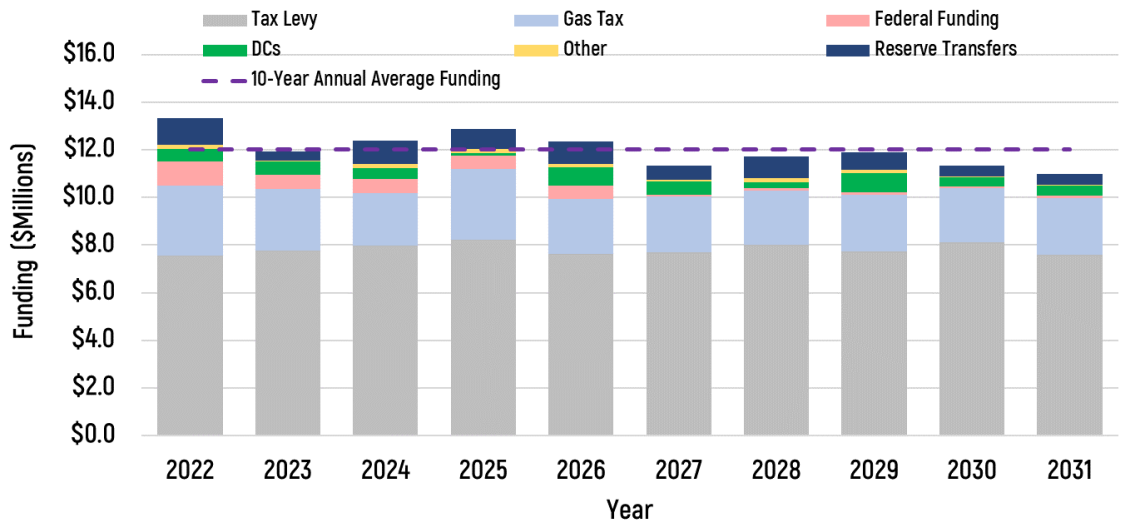
Table 6-1: Key Sources of Funding and Financing

Funding Source	Description
Tax Levy	<ul style="list-style-type: none">• County property owners pay an annual tax to the County
Debt	<ul style="list-style-type: none">• Long term borrowing, to be paid for by future taxpayers
Canada Community Building Fund (formerly Federal Gas Tax)	<ul style="list-style-type: none">• A long-term grant agreement with the Association of Municipalities of Ontario (AMO), that provides a portion of the Federal gas tax revenues to municipalities for revitalization of infrastructure that achieves positive environmental results
Grants	<ul style="list-style-type: none">• Project specific grants / subsidies
User Fees	<ul style="list-style-type: none">• Funds collected for the use of County services or infrastructure. For example, Museum admission fees.
Rent Revenue	<ul style="list-style-type: none">• Rent paid by tenants and residents. For example, rent revenue for Housing Services.
Asset Sales	<ul style="list-style-type: none">• Sales of assets no longer required by the County

In addition to the above sources, capital reserves are established as a source of pay-as-you-go funding for the County’s capital program. Funding for these reserves is obtained through annual contributions. These annual reserve contributions sustain reserve balances at appropriate levels to address infrastructure replacement costs in the future and inherent uncertainties in capital funding needs. Reserve contributions are evaluated annually to ensure adequate funds are raised to meet future capital requirements and to smooth out the impact on the annual operating budget.

The County minimizes impacts on residents through maximizing other revenue sources such as grants. The projected 10-year contributions to the Capital Budget are shown in Figure 6-1. The average annual contributions from 2022 to 2031 is estimated to be \$12.02 million per year.

Figure 6-1: 10-Year Capital Contributions Funding Forecast, 2022 to 2031



6.3 Financial Sustainability

6.3.1 Financial Sustainability for Operations and Maintenance

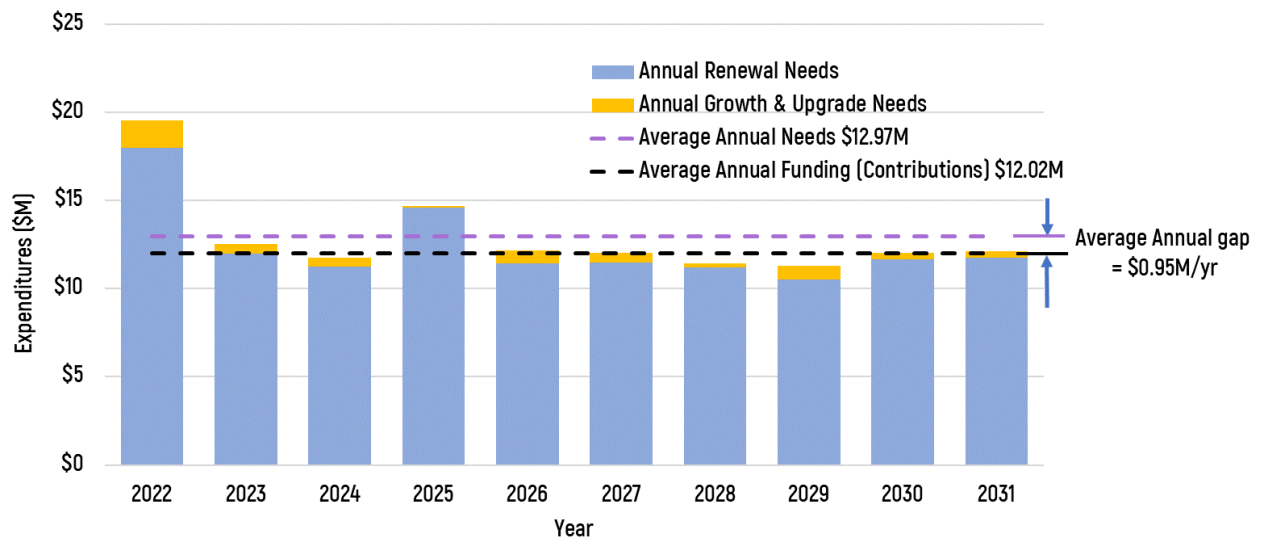
As indicated in Section 5.2.1, this AM Plan estimates an average spend of \$8.6 million per year on asset-related operations and maintenance activities, excluding non-asset expenditures such as salaries and programming costs. The needs for Operations and Maintenance may exceed what is currently forecasted in this AM Plan due to various pressures such as the impacts of COVID 19 and increasing IT maintenance contract costs. The pandemic will continue to impact operational needs, in particular, for Dufferin Oaks and Paramedic Services. Rising costs, also due in part to the pandemic, are expected for facility utility costs and in particular, for fuel for vehicles. In general, the County anticipates mitigating the impacts of inflation by funding overages from the Rate Stabilization Reserve.

6.3.2 Financial Sustainability for Capital Growth, Upgrade, and Renewal

This section compares the planned capital funding (Section 6.2) against the forecast needs for the recommended capital lifecycle activities (Section 5.2.2) to determine if there is a funding shortfall in the Capital Budget to maintain current service levels. All values are in 2022 dollars.

Figure 6-2 shows the forecasted average annual need over the next ten years of **\$12.97 million per year** (dashed black line, including both growth/upgrade and renewal) and the average annual funding of **\$12.02 million per year** (dashed purple line). This results in an estimated average annual funding gap of **\$0.95 million per year** over the next ten years (\$9.5 million total from 2022 to 2031).

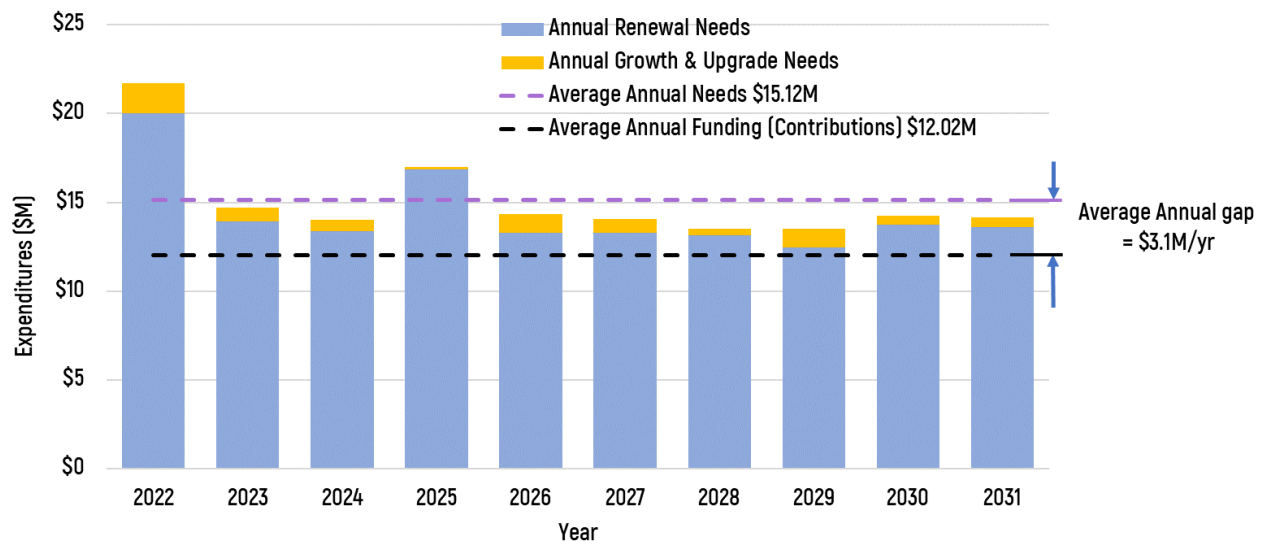
Figure 6-2: Capital Budget Funding Gap



As indicated in Section 5.2.2, the County has other service enhancement initiatives planned over the next 10 years for which the costs of the work are still under development and are not included in the funding gap analysis above. In addition, the next AM Plan update will include consideration of costs for natural assets such as those within the County Forest.

Similar to the Operating budget, the estimated capital forecast and funding shortfall do not consider potential rising costs due to the current economic environment. Recent tender prices suggest that road projects, for example, may cost 35% more than originally planned. Figure 6-3 shows the potential impact on the estimated forecast incorporating a 35% increase on all road projects. In this scenario, the estimated funding shortfall would be expected to increase to an annual average of \$3.1 million per year.

Figure 6-3: Capital Budget Funding Gap (35% Road Project Increase)



6.3.3 Strategies to Close Funding Gap

The following strategies may be considered in closing the funding gap for the Capital Budget:

- **Draw down on reserves:** There is already some drawdown of reserves planned in the Capital Budget. The funding gap analysis in this AM Plan indicates a reserve drawdown of at least \$9.5 million over the next 10 years based on the currently assumed contributions to the Capital Budget.
- **Increase other available funding sources:** Property tax, debt, or leveraging third party grants
- **Reduce near term renewal needs:** Defer capital renewal projects on lower risk assets, thereby reducing service levels by allowing assets to deteriorate to lower standards before renewal. Note that this may increase overall lifecycle costs in the long-term.
- **Finding cost efficiencies from other projects:** Some projects may cost less than anticipated, freeing up budget for other planned projects. For example, housing unit upgrades are dependent on resident turnover and may occur less frequently than anticipated.
- **Further extend asset life and reduce lifecycle costs:** consider additional rehabilitation strategies to defer more expensive renewals

One of the associated factors to managing the Capital Budget is the County's current capacity and resource constraints in being able to carry out capital projects. These constraints have inevitably led to deferral of some projects into subsequent years. The County approved several new positions throughout 2021 to help address these ongoing capacity constraints.

7 AM Plan Monitoring & Improvement

7.1 Overview

Development of AM Plans is an iterative process that includes improving data, processes, systems, staff skills, and organizational culture over time. This section provides an overview of the compliance of this AM Plan with Ontario Regulation 588/17 for current levels of service and recommends improvements to the County's asset management practices.

Table 7-1: O.Reg. 588/17 Compliance Status and Other Opportunities

AM Plan Section	O.Reg. 588/17 Compliance (Current LOS)
State of Local Infrastructure	<p>Compliance: For each asset category, the AM Plan provides a summary of the assets, the replacement cost of the assets, the average age of the assets, the condition of the assets, and the approach to assessing condition of assets.</p>
	<p>General Improvements:</p> <ul style="list-style-type: none"> Continue to improve knowledge of asset replacement costs and current condition of the assets. Target efforts on highest risk assets and assets with unknown condition.
	<p>Specific improvements:</p> <ul style="list-style-type: none"> Include natural assets, waste services building as assets in the next AM Plan Continue to improve GIS datasets and improve installation year data for critical assets and infrastructure that cannot be tied to the forecast of other assets Ensure a master inventory is maintained for non-GIS assets with up-to-date asset description, installation/purchase year, cost, and condition (if applicable) data. The excel files developed through this AM Plan can be used as a starting point for those areas currently without an official inventory. For facility assets, maintain an up-to-date inventory based on the building condition assessments, ideally to Uniformat II Standard. Currently, the Capital Plan is up-to-date showing future renewal needs and takes into account work completed and new information made available since the assessment. However, this new information is not updated in terms of assigning an updated condition score, and the Capital Plan elements are not in the same hierarchy structure as the condition assessment. Updated condition data, therefore, is not available and cannot be easily linked back to the original data set even if available. It is recommended that updated condition data is documented and tied to the original condition assessment asset structure (Uniformat II Standard). This will enable a detailed snapshot of facility condition to be generated at the building element level, in addition to the FCI analysis in this AM Plan. Replacement costs, in addition to condition, should also be assigned for each building element. Implement automation and AM software for maintaining asset inventory datasets

AM Plan Section	O.Reg. 588/17 Compliance (Current LOS)
Financial Strategy	<p>Compliance: The AM Plan provides the estimated 10-year capital expenditures and significant operating costs required to maintain the current levels of service to accommodate projected increases in demand caused by growth as set out in Schedule 3 to the 2017 Growth Plan.</p> <p>For each asset category, the AM Plan provides the costs of providing the lifecycle activities that would need to be undertaken to maintain the current LOS for each of the next 10 years.</p>
Financial Strategy (continued)	<p>General Improvements:</p> <ul style="list-style-type: none"> • Update Operating budget forecast as impact of on-going pressures, such as COVID 19 and increasing costs, are better understood • Incorporate costs of upgrade projects and Climate Action Plan recommendations into the Capital Plan forecast once their scope and costs are developed • Continue to maximize funding sources such as grants to mitigate funding shortfalls • Prepare 10-year operating and capital plans and budgets as required by O.Reg. 588/17 for AM Plans for Proposed LOS (due by July 1, 2025), and evaluate the funding shortfall to the Proposed LOS

7.2 Monitoring and Review Procedures

The AM Plan will be updated every five years to ensure it reports an updated snapshot of the County's asset portfolio and its associated value, age, and condition. It will ensure that the County has an updated 10-year outlook including the proposed service levels by year 2025, the costs of the associated lifecycle strategies and an assessment of funding shortfalls.

Per O.Reg. 588/17, the County will conduct an annual review of its asset management progress in implementing this AM Plan and will discuss strategies to address any factors impeding its implementation.

REPORT TO COUNCIL

To: Warden Mills and Members of County Council

From: Brenda Wagner, Administrator

Meeting Date: June 9, 2022

Subject: **Multi-Sector Service Agreement (M-SAA) Declaration of Compliance**

In Support of Strategic Plan Priorities and Objectives:

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

Inclusive & Supportive Community – support efforts to address current & future needs for a livable community

Purpose

The purpose of this report is to approve the signing of the Declaration of Compliance as required by Multi-Sector Service Accountability Agreement for services provided through Dufferin County Community Support Services.

Background & Discussion

As a requirement of the *Connecting Care Act*, each health service provider funded by Ontario Health must enter into a service accountability agreement in order to receive funding. The current Multi Sector Service Accountability Agreement (M-SAA) 2019-2022 requires that each health service provider sign and submit a Declaration of Compliance after the completion of every funding year during the Agreement. The Declaration is a standard form that was included as Schedule F in the Multi Sector Service Accountability Agreement. The Declaration confirms to the Region that the health service provider has fulfilled its obligations under the Multi Sector Service Accountability Agreement, is compliant with the terms of the *Connecting Care Act* and has accurately completed all required reporting.

The Declaration of Compliance for Dufferin Oaks – Dufferin County Community Support Services is attached and Ontario Health requires that an individual be authorized by Council to make the Declaration on the Council's behalf.

Financial, Staffing, Legal, or IT Considerations

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

Recommendation

THAT the report of the Administrator of Dufferin Oaks, dated June 9, 2022, regarding the Multi-Sector Service Agreement Declaration of Compliance, be received;

AND THAT Council authorizes the Warden to sign the Declaration on behalf of Council for submission to the Central West LHIN.

Respectfully Submitted By:

Brenda Wagner
Administrator

Attachment: Multi-Sector Service Agreement Declaration of Compliance 2021-2022

SCHEDULE F – DECLARATION OF COMPLIANCE

DECLARATION OF COMPLIANCE

Issued pursuant to the MSAA effective April 1, 2022

To: **The Board of Directors** of the Central Ontario Health Region].
 Attn: Board Chair.

From: **The Committee of Management** (the “Board”) of the **Corporation of the County of Dufferin - Dufferin Oaks Home For Senior Citizens** (the “HSP”)

Date: June 9, 2022

Re: April 1, 2021 – March 31, 2022 (the “Applicable Period”)

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the MSAA between the Ontario Health Region and the HSP effective April 1, 2021.

The Board has authorized me, by resolution dated June 9, 2022, to declare to you as follows:

After making inquiries of the Administrator of Dufferin Oaks, Brenda Wagner and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the service accountability agreement (the “MSAA”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP has complied with:

- (i) Article 4.8 of the MSAA concerning applicable procurement practices;
- (ii) The *Public Sector Compensation Restraint to Protect Public Services Act, 2010*, and
- (iii) The *Connecting Care Act*; 2019

Wade Mills, Warden

SCHEDULE F – DECLARATION OF COMPLIANCE

Appendix 1 - Exceptions

[Please identify each obligation under the MSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.]

REPORT TO COUNCIL

To: Warden Mills and Members of Council

From: Brenda Wagner, Administrator

Meeting Date: June 9, 2022

Subject: Replacement of Dufferin Oaks Rooftop Chiller

In Support of Strategic Plan Priorities and Objectives:

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

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

Purpose

The purpose of this report is to provide members of Council information on the replacement of the Roof Top Chiller at Dufferin Oaks.

Background & Discussion

As part of the Dufferin Oaks Capital plan, replacement of the Chiller which controls air conditioning provided throughout the long-term care home had already been captured in the work plan for replacement in 2022. Maintenance had identified the need to replace due not only to the age of the equipment, but also due to issues with repairing the equipment that have been occurring. Currently, only one compressor is operational in the two compressor unit.

Financial, Staffing, Legal, or IT Considerations

Included in the 2022 capital work plan was \$70,000 for the purchase and installation of the Chiller. A tender was issued which closed May 26, 2022. Prices ranged between \$133,640 and \$175,000 (before taxes). Due to the nature of the work, the requirement under the Fixing Long Term Care Act for the provision of air-conditioned space and the

potential impact on residents in the event of future failures, it is vital that this project move forward.

In reviewing the capital reserve at this time, it has been determined that the additional expense can be funded through the current Dufferin Oaks Capital Fund balance. Current projects in the 2022 Capital Workplan can be reviewed for priority and potentially delayed until 2023 to ensure there are sufficient funds available.

Recommendation

THAT the report of the Administrator, dated June 9, 2022, with regards to the Chiller Replacement, be received;

AND THAT the additional costs be funded through the current Dufferin Oaks Capital Reserve Fund.

Respectfully Submitted By:

Brenda Wagner
Administrator



REPORT TO COUNCIL

To: Warden Mills and Members of Council

From: Sonya Pritchard, Chief Administrative Officer

Meeting Date: June 9, 2022

Subject: **Monthly Update from Outside Boards**

In Support of Strategic Plan Priorities and Objectives:

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

Purpose

The purpose of this report is to provide Council with an update of activities from outside boards and agencies.

Background & Discussion

Wellington Dufferin Guelph Health Unit

Representative(s): Councillor Guy Gardhouse and Ralph Manktelow

Meeting Date: May 11, 2022 & June 1, 2022

Highlights: Shelburne office has closed effective March 31, 2022, instead mobile services will be offered in the communities where they are needed. The Board received an update on the Smart Cities Project, noting that to date, \$205,000 of funding for small-scale and large-scale food security interventions in Guelph-Wellington has been distributed and three more collaborative funding models will be launched in the spring of 2022. Ontario Seniors Dental Care Program (OSDCP) resumed at the Chancellors Way office on May 26, 2021.

Next meeting: September 7, 2022

Niagara Escarpment Commission (NEC)

Representative(s): Councillor Janet Horner

Meeting date: May 19, 2022

Highlights: The Committee met virtually. Staff reports regarding Official Plan Amendments in Hamilton were reviewed and a development permit application in the Region of Peel.

Next Meeting: June 16, 2022

Attached: Niagara Escarpment Commission Agenda – May 2022

Dufferin Board of Trade (DBOT)

Representative(s): Councillor Sandy Brown

Highlights: DBOT held the Provincial Election Local Candidates Forum in May. The recording can be viewed on their website at the following link:

<https://dufferinbot.ca/provincialelection2022/>. DBOT also hosted their Annual General Meeting on May 26, 2022. COVID-19 Rapid Test Kits are being offered to Dufferin businesses free of charge that have less than 150 employees. Businesses can arrange an appointment to pick up testing kits from the DBOT office.

Headwaters Communities in Action (HCIA)

Representative: Councillor Darren White

Highlights: HCIA continues to partner on the CSWB Integration Table and DC Climate Action. DC Grants 2022 recipients have had to adapt some plans. HFFA and Farm to School plan summer fundraising events, new website and remote education materials; school food learning circle refines goals and work groups form. HCIA begins strategic planning process and hires Community Engagement Coordinator. HCIA, DC MOVES and Volunteer Dufferin partner on resource sharing and June forum planning.

Attached: Headwaters Communities In Action – Report to Council May 2022

Western Ontario Wardens' Caucus (WOWC)

The WOWC held a special meeting on May 25, 2022 at 9 am via zoom with the MPs from across Western Ontario. The MPs were invited to attend to review and discuss the priorities identified by the Caucus for 2022-23. See the attached summary of the WOWC Priorities.

Representative(s): Warden Wade Mills, Chief Administrative Officer Sonya Pritchard

Next Meeting date: Full Caucus June 10, 2022 at 1pm via zoom.

SWIFT Board of Directors

Representative: Councillor Chris Gerrits

Highlights: SWIFT announced it is conducting experiments, in collaboration with Capgemini, to test if it is possible to link domestic Central Bank Digital Currencies to allow for seamless cross border payments with digital currency.

Attached: [Press Release – New experiments pave way for international payments using CBDCs](#)

Recommendation

THAT the report of the Chief Administrative Officer, dated June 9, 2022 with respect to Reports from Outside Boards, be received.

Respectfully Submitted by:

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

REPORT TO COUNCIL

Headwaters Communities in Action

Representative: Councillor Darren White
Meeting report of May 2022

Highlights: HCIA continues to partner on the CSWB Integration Table and DC Climate Action. DC Grants 2022 recipients have had to adapt some plans. HFFA and Farm to School plan summer fundraising events, new website and remote education materials; school food learning circle refines goals and work groups form. HCIA begins strategic planning process and hires Community Engagement Coordinator. HCIA, DC MOVES and Volunteer Dufferin partner on resource sharing and June forum planning.

Primary Activities:

HCIA Admin:

- **Dufferin County Community Safety and Wellbeing Integration Table** meets next on June 14. Year 1 report drafted and year 2 work plan, as well as sustainability and communications plans.
- HCIA has begun a strategic planning process in consultation with Impact Consulting. The 12-month project, funded by Ontario Trillium Foundation, will also include communications consulting, DEI and board training and plan development. Recruitment for CEC is nearly complete and is ongoing for HCIA Leadership Council members.
- Employer volunteering programs continue to provide financial support for **Trails** projects.

PROJECT NEWS:

- **Dufferin County Community Grants:** Some correspondence has been received seeking guidance on reporting and adjustments to proposed plans. HCIA and County staff will explore options for applicants who expressed interest in longer term funding, and will work to better assess the level of need as well as possible

alternative funding streams.

- **Volunteer Dufferin:** 2263 registered volunteers, 143 member organizations. 49 active open opportunities. Connected with Volunteer MBC regarding possible collaboration.
- **HFFA and Farm to School:** HFFA Events Subcommittee continues to plan summer events, including field picnics and farm and culinary experiences in conjunction with Fiddle Foot Farm, Maple Grove and Albion Hills Community Farm. The 2022 Farm Fresh Guide will be published in the June issue of In The Hills Magazine, and municipal grants are arriving in support of that project. Updated listings are always available online. Farm to School at-home education kits are nearing completion and web design concepts are in progress. UGDSB - Headwaters F2S collaboration continues with virtual farmer visits and Square Foot Gardening with 11 classes from 7 Dufferin schools. Herb gardens will be rehomed to Streams Community Hub and Shelburne pool (CDRC) for summer care. The School Food Learning Circle is further developing goals and work groups to plan pilot activities for September. Collaboration with Sustain Ontario and Farm to Cafeteria Canada continues.
- **DC MOVES:** DCEC Project Coordinator for PWLE (People with Lived Experience) interviews are underway with hope for new hire start date first of June. Connecting to build partnerships with Dufferin Lived Experience Collaborative and Community Wellness Council. Plans progress for the next forum June 22, 2022.

WESTERN ONTARIO WARDENS' CAUCUS PRIORITIES

As it has been since its inception, the Western Ontario Wardens' Caucus (WOWC) is a strong partner and supporter of the upper levels of government. This relationship will be critical in the years ahead, as the ability for municipalities to balance budgets and continue to meet service levels remains under pressure – affecting everything from workforce development to infrastructure, and long-term care to social services.

The WOWC is a not-for-profit organization representing 15 upper and single-tier municipalities in Southwestern Ontario, representing more than 1.5 million residents. The organization aims to enhance the prosperity and overall well-being of rural and small urban communities across the region, by working collectively with upper levels of government.

Over the past two years, the WOWC developed a comprehensive Western Ontario Workforce Strategy, which has identified impacts and a need for federal and provincial investment in manufacturing, housing

affordability, health care, agriculture, post-secondary education, and small business. The WOWC is prepared to invest in the implementation of the Strategy and is requesting the financial support of the federal and provincial governments.

The WOWC recently adopted its strategic approach for advocacy in 2022 and early 2023 and identified a series of key priorities for the coming year. This information is intended to continue building on the collaboration with the member municipalities of Southwestern Ontario.



THE WOWC'S KEY PRIORITIES FOR THE COMING YEAR ARE AS FOLLOWS:

AFFORDABLE AND ATTAINABLE HOUSING

Housing affordability, particularly in rural areas, continues to remain a strong focus within Southwestern Ontario. Given the current housing and rental market, it is crucial to focus on increasing the supply of affordable housing, of all forms, so that all residents regardless of income level have a safe place to call home.

This is particularly true in rural areas and is a growing and worrisome trend as the pandemic has continued to evolve, driving more residents away from urban areas and into rural communities.

173,000
NEW HOUSING
UNITS REQUIRED
BY 2041



Homelessness is also a growing issue in rural areas across Southwestern Ontario and requires a solution from a municipal-provincial-federal perspective.

As confirmed by the Workforce Strategy, the Western Ontario region requires 173,000 new housing units by 2041. The WOWC's strategy for attainable housing consists of five primary areas: model policies, developer interactions, a resource centre, rental programs, and overall program promotion/marketing.



WORKFORCE DEVELOPMENT

As also identified in the Western Ontario Workforce Strategy, there will be an estimated 214,000 jobs to be filled across the region between 2022 and 2030.

The WOWC's member municipalities are committed to working together to ensure there is sufficient workforce today and tomorrow to achieve the region's economic potential and support key industry sectors.

The WOWC also recognizes the power of regional collaboration, as its members face many of the

same challenges: attracting more newcomers, educating youth about career opportunities in their own backyard, and recalibrating post-secondary education to meet emerging demand.

214,000
JOBS TO BE FILLED
BY 2030



BROADBAND INFRASTRUCTURE INVESTMENT AND ADVOCACY

The WOWC recognizes that broadband has become an essential service and that universal access to high-speed internet plays a fundamental role



in securing the future prosperity of small urban and rural communities in Southwestern Ontario. Residents in our underserved communities are at an economic and social disadvantage when compared to their urban counterparts.

The WOWC is committed to improving access to high-speed internet services across the region, through Southwestern Integrated Fibre Technology (SWIFT), and in partnership with the governments of Ontario and Canada.

MENTAL HEALTH AND ADDICTIONS

Southwestern Ontario is facing ever-growing numbers of opioid overdoses and the strains of mental health and addictions on our rural communities. The WOWC is committed to encouraging coordination and collaboration between all stakeholders to improve the health outcomes of our most vulnerable.

As always, the WOWC requests that the upper levels of government continue collaborating with the member municipalities in Southwestern Ontario, and to use the WOWC's municipal expertise and collaborative regional power to benefit the residents and businesses across our communities.

Being part of the process and the conversation will be crucial as we move forward, and the

strong partnership between our governments will help ensure collective success for all levels of government.



Warden George Cornell
WOWC Chair
george.cornell@simcoe.ca

Mark Aitken
WOWC Secretary
mark.aitken@simcoe.ca

Kate Burns Gallagher
Executive Director
kate@wowc.ca

Justin Bromberg
WOWC Manager of Government Relations
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CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2022-22

A BY-LAW TO AMEND BY-LAW 2015-41, FEES AND CHARGES FOR SERVICES AND ACTIVITIES PROVIDED BY THE COUNTY OF DUFFERIN. (Schedule "A" – Museum of Dufferin and County Forest; Schedule "C" – Public Works; Schedule "D" – Administration; Schedule "E" – Community Services)

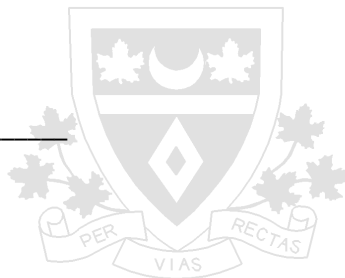
WHEREAS the Municipal Act, 2001, S.O. 2001, c. 25, S. 391 provides that municipalities may pass by-laws imposing fees or charges on any class of persons.

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

1. That Schedules "A", "C", "D", and "E" be replaced with the attached Schedules.
2. This by-law shall come into full force and effect on the day of its passing.

READ a first, second and third time and finally passed this 9th day of June, 2022.

Wade Mills, Warden



Michelle Dunne, Clerk

SCHEDULE "A" TO BY-LAW 2015-41
MUSEUM OF DUFFERIN
Amended by By-laws 2017-07, 2021-22, 2022-22

SERVICE	FEE
Admission Rates	
Adult	\$5.00
Senior	\$4.00
Student	\$2.00
Family	\$12.00
Membership Categories	
Individual	\$20.00/year
Family	\$25.00/year
Friend	Individual or family membership plus \$50.00 donation
Patron	Individual or family membership plus \$100.00 donation
Supporter	Individual or family membership plus \$250.00 donation
Partner	Individual or family membership plus \$500.00 donation
Educational Programs	
Educational Programs (Ontario Elementary School Curriculum presented to elementary level students is H.S.T. exempt)	\$5.00 per student
Group Tours	
Guided	\$8.00/person
Self Guided	\$6.00/person
Senior Guided	\$6.00/person
Senior Self Guided	\$4.00/person
Beverage	\$1.00/person
Beverage & Snack	\$3.00/person
Consignment Sales	
Gift Store	25% gift store consignment
Art Work	25% art sale commission
Facility Rental Fees	
NOTE: Basic Rental Fees apply to events that begin and end within the MoD's operating hours.	
Basic Rental Fee - Museum	\$500.00
Basic Rental Fee – Church	\$300.00

SERVICE	FEE
Basic Rental Fee – Meeting room in Museum (Maximum 3 hours)	\$100.00
After Hour Fees	
If events ends between 5 p.m. and 7 p.m.	\$50.00 to the Basic Rental Fee
If events ends between 7 p.m. and 9 p.m.	\$100.00 to the Basic Rental Fee
If events ends between 9 p.m. and 11 p.m.	\$150.00 to the Basic Rental Fee
Equipment Rental Fees	
Up to 10 eight foot tables	\$10.00 each
Up to 50 folding chairs	\$2.00 each
Small PA System and microphone	\$25.00
Large PA System and microphone	\$100.00
Use of piano (Museum or Church) or pump organ (Church only)	Free – pre-arrangement with MoD and pre-approval by MoD of organist/pianist
Photocopying	
Photocopying – Black & White - Letter or Legal Size	25¢
Photocopying – Black & White - Tabloid/11X17 Size	50¢
Photocopying – Colour - Letter or Legal Size	\$1.00
Photocopying – Colour - Tabloid/11X17 Size	\$2.00
Archives – Research	
Research Fees	\$30.00/hour
Archives – Reproduction Fees	
NOTE: Pricing based on Category of Use defined in MoD Reproduction Fees Policy.	
Photographic Material Fees	\$30-\$200 per image
Reproduction Fees	\$20-\$200 per image per use

1. All fees above are before tax - 13% H.S.T. applies
2. Ontario Elementary School Curriculum educational programs presented to elementary level students are H.S.T. exempt

SCHEDULE "C" TO BY-LAW 2015-41**PUBLIC WORKS****Amended by By-Laws 2017-07, 2021-22, 2021-34, 2021-44, 2022-22**

SERVICE	FEE
Entrance Permits and Opinions	
Entrance Permit – Residential	\$150.00 plus refundable deposit of \$500.00 per entrance. Fee includes one Preliminary Inspection for permit issue and one Final Approval Inspection for return of deposit. Additional inspections charged at \$50.00/per
Entrance Opinion – Residential	\$150.00 per entrance, transferable to Entrance Permit within 12 months
Entrance Permit – Commercial	\$450.00 plus refundable deposit of \$2500.00 per entrance. Fee includes one Preliminary Inspection for permit issue and one Final Approval Inspection. Additional inspections charged at \$50.00/per
Entrance Opinion – Commercial	\$450.00 per entrance, transferable to Entrance Permit within 12 months
Road Occupancy Permits	
Road Occupancy Permit	Minimum deposit \$250.00 at the discretion of the Director of Public Works. Additional fees may apply and will be determined on a case by case basis inline with the Service/Damage Cost Recovery section of this by-law
Signs	
Commercial Tourism Signs	\$200.00* initial installation
Maintenance of Tourism Signs	\$70.00* per year
Re-installation of Tourism Signs	\$100.00*
Emergency Signs	\$30.00*
Emergency Sign Posts	\$20.00*
Emergency Sign Shipping & Handling	\$12.00*
Oversize Load Permit	
Individual Oversize Load Permit	\$50.00
Annual Oversize Load Permit	\$250.00

SERVICE	FEE
Special Annual Oversize Load Permit	\$250.00 Fee includes all 'moves' where the dimensional parameters are within those specified on the permit, and accompanied by the associated Single Trip MTO permit(s)
Other	
Adopt-A-Road Signs	No charge
Service/Damage Cost Recovery	\$50.00/hour at the discretion of the Director of Public Works. Examples include but are not limited to Road Occupancy Permits, Schedule Road Cuts, damaged road infrastructure from motor vehicles, damage caused by excess load permit holders, etc.
Photocopying (Engineering and construction plans 24"x36")	
Photocopying (24"x36") black and white	\$4.42*/page
Photocopying (24"x36") colour	\$8.85*/page
Waste Services	
Bag Tag	\$2.00 per tag
Sale of Bag Tags to Vendors	\$1.90 each
Additional Blue Box	\$5.00 each
Additional Green Bin	\$15.00 each
Additional Kitchen Catcher	\$5.00 each
Backyard Composters	\$35.00
Bulky Item Collection	\$20.00 per collection
White Good Collection	\$20.00 per item, plus \$10.00 per item if refrigerant needs to be removed
Electric Vehicle Charging Stations	
Electric vehicle charging – level-2 stations	Free of charge for the first 2 hours plus \$2/hour for each additional hour
Electric vehicle charging – level-3 stations	\$5/hour
Electric vehicle charging – level-2 stations - once vehicle is fully charged	\$2/hour
Electric vehicle charging – level-3 stations – once vehicle is fully charged	\$5/hour
County Forest	
Hunting Permits (valid Oct 1 – May 31)	\$32.25/year
Scheduled Event Fees – Forest	\$50.00/application fee PLUS \$2.00/person

SERVICE	FEE
Land Use Permits (Mansfield Outdoor Centre)	Depends on number of users \$820.00 - \$1,640.00*/season

*plus 13% H.S.T.

SCHEDULE "D" TO BY-LAW 2015-41
ADMINISTRATIVE SERVICES
Amended by By-Laws 2020-17, 2021-22, 2022-22

SERVICE	FEE
Prints	
Museum and Courthouse	\$75.00*
Photocopying	
Black & White (over 10 pages) Letter or Legal Size	\$0.50
Black & White (over 10 pages) Tabloid/11X17 Size	\$1.00
Colour (over 10 pages) Letter or Legal Size	\$1.00
Colour (over 10 pages) Tabloid/11X17 Size	\$2.00
Meeting Room Rental	
**Meeting Room Rental – Full Day – non profit/government	\$90.00 plus H.S.T
**Meeting Room Rental - ½ Day (3 hours) – non profit/government	\$50.00 plus H.S.T
Courtroom Rentals	
Courtroom #103 Rental	\$1,000/day
Courtroom #104 Rental	\$750/day
Maps	
Base Map (24"x36")	\$10.00* – Paid in advance
Large Base Map (36"x42")	\$12.00* – Paid in advance
Map Book	\$10.00*
Customization of maps & digital information	Cost plus cost of labour at \$50.00 per hour in line with the Service/Damage Cost Recovery section of this by-law (paid in advance)
Digital Airphotos - Full County Tile (1606 tiles total)	\$50.00 per tile*
Other Administrative Services	
NSF Cheque Fee	\$20.00***
MFIPPA Request	As per legislation
Certificates for birthdays and anniversaries	Free of charge
Commissioner of Oaths (non-resident)	\$50.00
Commissioner of Oaths (resident)	Free of charge

SERVICE	FEE
Postage	\$2.25

*plus 13% H.S.T.

**Agencies that are coordinating programming within the County of Dufferin and undertake activities that support core services may have the use of the meeting rooms at no charge.

***Not applicable to any social services provided by the County, such as Housing, Dufferin Oaks, Community Support Services, Ontario Works, or Early Years and Child Care

SCHEDULE "E" TO BY-LAW 2015-41
COMMUNITY SERVICES
Amended by By-Laws 2016-06, 2020-17, 2021-22, 2022-22

SERVICE	FEE
Housing	
Rent	In accordance with legislation
Laundry (coin operated)	\$1.00 and \$1.25 per cycle
Damages (repairs/reimbursement)	Cost (pro-rated)
Keys – Entrance*	\$10.00
Keys – Apartment*	\$10.00
Keys – Mail Box	\$10.00
Keys (40 Lawrence) - Entrance	\$25.00
Keys (40 Lawrence) – Apartment	\$25.00
Lock Change	\$50.00

*applies to all building except 40 Lawrence

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2022-23

A BY-LAW TO AUTHORIZE THE EXECUTION OF AN AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF DUFFERIN AND VICTORIAN ORDER OF NURSES FOR CANADA. (Service Agreement for Assisted Living Services in Orangeville – Hub & Spoke Model)

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

1. That the Agreement between the Corporation of the County of Dufferin and the Victorian Order of Nurses for Canada, in a form substantially the same as attached hereto as Schedule "A" be approved.
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 9th day of June, 2022.

Wade Mills, Warden



Michelle Dunne, Clerk

Service Agreement Regarding Assisted Living Services – Orangeville (Hub & Spoke Model)

THIS AGREEMENT made effective April 1, 2022

BETWEEN:

Corporation of the County of Dufferin

And

Victorian Order of Nurses for Canada (VON)

(Hereinafter referred to as the “Parties”)

The Parties are willing to work together as the transfer agency (Corporation of the County of Dufferin and the service provider (Victorian Order of Nurses for Canada (VON)) to provide Assisted Living Services – Orangeville (Hub and Spoke Model).

Nothing in this Agreement shall be construed as creating a legal partnership among the Parties hereto. Except as expressly provided herein, no Party shall have the authority to act as an agent for, or to incur obligations on behalf of, the other Parties without their prior written consent.

AND WHEREAS the Central West Local Health Integration Network (“CWLHIN”)/Ministry of Health and Long Term Care of the Province of Ontario (MOHLTC) has allocated funds for the Assisted Living Services – Orangeville (Hub and Spoke Model).

The Parties agree as follows:

Article 1.0 Definitions

- 1.1 In this agreement the following words shall have the following meanings:
- (a) “Agreement” means this agreement entered into between the Parties and all schedules and attachments to this Agreement and any instrument amending the Agreement;
 - (b) “Program” means the Assisted Living Services – Orangeville (Hub and Spoke Model) according to the approved service plan by the CWLHIN/MOHLTC;
 - (c) “Lead Party” means the Corporation of the County of Dufferin;
 - (d) “Service Provider” means Victorian Order of Nurses for Canada (VON);
 - (e) “Program property” means any equipment, furnishings and assets acquired with Program funds by a Party to this Agreement.

Article 2.0 Term of the Agreement

The term of this Agreement shall be the period commencing on the 1st day of April 2022, and ending on March 31st, 2023, unless terminated earlier or extended pursuant to the terms of this agreement.

Article 3.0 Responsibilities of the Parties

- 3.1 The Service Provider will provide the services in accordance with, and otherwise comply with:
- (1) the terms of the Agreement, including the Service Plan;
 - (2) applicable law; and
 - (3) applicable policy

- 3.2 The Lead Party and the CWLHIN, or their authorized representatives, will have right of access to audit the financial and statistical records of the Service Provider as they relate to the Assisted Living Services - Orangeville Program. The Service Provider shall provide audited financial statements for this program as required by the MOHLTC/CWLHIN. The Service Provider will keep all financial records and invoices and all non-financial records for this program for seven years after the term of this agreement. The March 31, 2023 audited financial statements for this program will be provided to the Lead Party by June 15, 2023. Costs for the program audit will be paid by the Service Provider from program funds.
- 3.3 As Lead Party, Corporation of the County of Dufferin will submit an operating plan including budget for the Program to CWLHIN/MOHLTC, and receive funds according to the operating plan and the current Transfer Payment Accountability Agreement and convey funds to the Service Provider as per this agreement.
- 3.4 The Service Provider will prepare and submit to the Lead Party statistical and financial data, as per Ontario Healthcare Reporting Standards (OHRS) and as required by the CWLHIN/MOHLTC. See Schedule “A” for Program Funding and Performance Deliverables. The Lead Party will forward these reports to CWLHIN/MOHLTC in the format and timeframe determined by CWLHIN/MOHLTC. The Lead Party will retain funds until the data is submitted and reviewed. If the required data is not submitted within the required timeline, a penalty may be applied, as outlined in the CWLHIN/Lead Party accountability agreement.
- 3.5 The final payment due at the end of the term of this agreement will be subject to a 10% holdback. The 10% holdback will be released when the final Annual Reconciliation Report (ARR), is completed and submitted by the Lead Party.
- 3.6 The Service Provider is required to survey program participants quarterly. The Lead Agency will provide survey parameters to the Service Provider. The Service Provider will report survey results to the Lead Agency as per Schedule “A” and as required by the CWLHIN/MOHLTC.
- 3.7 Notwithstanding that the Lead Party is responsible for submitting financial and statistical reports as determined by the CWLHIN/MOHLTC in respect of this service; the Service Provider is responsible for the day to day management of the funds and the preparation of the financial and statistical reports but the Lead Party does have an oversight capacity and will be responsible for bringing to the attention of CWLHIN/MOHLTC apparent irregularities encountered in respect of its obligations.
- 3.8 Municipality Access and Consultation: The Service Provider will permit the staff of the Lead Party to enter at reasonable times any premises used by the Service Provider in connection with the provision of services pursuant to this contract and under its control in order to observe and evaluate the services and inspect all records relating to the services provided pursuant to this contract. The Service Provider agrees that the staff providing services pursuant to this contract will, upon reasonable request, be available for consultation with the Municipal Staff.
- 3.9 The Service Provider shall have and supply proof, upon request by the Lead Party:
 - (i) a code of conduct and ethical responsibilities for all persons involved in the provision of the program.
 - (ii) a policy and procedure to address complaints about the provision of services.
- 3.10 The Service Provider represents, warrants and covenants that services are and will continue to be provided:
 - (i) by persons with the expertise, professional qualification, licensing and skills necessary to complete their respective tasks ; and
 - (ii) in compliance with all applicable laws and applicable policies issued or adopted by the MOHLTC.

- 3.11 The Service Provider will have a written procurement policy in place that requires the acquisition of supplies, equipment or services valued at over \$25,000 through a competitive process that ensures the best value for funds expended and the Service Provider will acquire supplies, equipment or services with the Funding through a process that is consistent with this policy.
- 3.12 The Service Provider agrees that all publications, brochures or promotional material regarding this program will include an acknowledgment of the Funding provided by the CWLHIN and the government of Ontario. Prior to including an acknowledgement in any publication, the Service Provider will obtain approval from the Lead Party of the form of acknowledgement. The Service Provider will not use any insignia or logo of Her Majesty the Queen in right of Ontario, including those of the CWLHIN, and The County of Dufferin, unless it has received the prior written permission of the Lead Party to do so.
- 3.13 The Service Provider will use the Funding, provide the services and otherwise fulfil its obligations under this Agreement, without an actual, potential or perceived Conflict of Interest. The Service Provider will disclose to the Lead Party without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the Lead Agency to resolve any Conflict of Interest.

Article 4.0 Human Resources

- 4.1 Nothing contained in this Agreement will create a contractual relationship between the Service Provider's directors, officers, employees, agents, partners, affiliates or volunteers and the Lead Party or the CWLHIN/MOHLTC.
- 4.2 The Service Provider's staff shall be subject to the relevant policies, procedures, and contracts of the hiring/engaging Party, recruitment procedures, salary administration and performance appraisal.

Article 5.0 Program Property and Equipment

- 5.1 The Service Provider will supply and maintain suitable space for the Program's operation.
- 5.2 Any equipment made available to the Program shall remain the property of each of the respective Parties that provide the equipment.
- 5.3 The Parties will identify equipment requirements annually and as required (e.g. essential replacements of Program owned equipment). The Lead Party will consider the individual and collective needs of all the Parties and decide within available funds, in accordance with CWLHIN/MOHLTC policies and procedures.

Article 6.0 Confidential Client Information and Program Data

- 6.1 Each Party, its agents and employees will treat client records as confidential information and will take all steps necessary to prevent unauthorized access to, or disclosure of, these records or information therein.
- 6.2 Client records will remain with, and be maintained by, the Party that generated the records. The Parties agree to make available to the Program, client data where consent is provided in accordance with applicable privacy legislation. Where data is collected and analysed for the purposes of evaluation

and accountability reporting, information will be provided by the Parties in a manner that protects the confidentiality of individual participants in the Program.

- 6.3 The Parties shall maintain in confidence information concerning the Parties, obtained in connection with the performance of the Agreement.

Article 7.0 Indemnification and Insurance

- 7.1 The Parties shall indemnify and hold harmless each other, and their respective officers, directors, employees and agents from and against any and all claims, demands, losses, costs, damages, liabilities, expenses, actions, suits, or proceedings by third parties which may arise out of, or be attributable to, the performance or the failure to perform, their respective responsibilities under this Agreement, or that are caused by their respective negligent acts or omissions, or those of anyone for whose acts and omissions they are respectively liable as the employing Party.
- 7.2 The Service Provider shall have in place and maintain all necessary and appropriate insurance that a prudent person in the business of the Service Provider would maintain including, but not limited to commercial general liability insurance for third party bodily injury, personal injury and property damage to an inclusive limit of not less than two million dollars per occurrence and not less than two million dollars products and completed operations aggregate and shall provide the Lead Party with a signed Certificate of Insurance for property and liability, at the start of this agreement and annually thereafter, as specified below.

(a) Property Coverage:

The Service Provider shall provide to the Lead Party a Certificate of Insurance confirming “All Risks” coverage on a Replacement Cost Basis on all Program Property in their care, custody and control. The Service Provider shall assume responsibility for any deductible under this Program.

The Certificate of Insurance shall note the name of the Authorized Representative, the Insurer, the Policy Number, the Policy Term, the Limit of Coverage, the Name of the Insured and shall explicitly name Corporation of the County of Dufferin and the CWLHIN/MOHLTC as “Additional Insured” or as “Loss Payee” under the Loss Payables section of the relevant Property Policy. The Certificate shall provide for a 90 day Notice of Termination provision.

(b) Liability Coverage:

The Service Provider shall provide the Lead Party with a Certificate of Insurance, which provides proof of coverage of Corporation of the County of Dufferin and the CWLHIN/MOHLTC, their officers, directors, and employees, for a minimum of the following classes of liability insurance: Bodily Injury Liability; Property Damage Liability; Personal Injury Liability; Contractual Liability; Malpractice Liability; Tenants Legal Liability; Non-Owned Automobile Liability; Errors and Omissions Liability and, a valid WSIB Clearance certificate or Employers Liability and Voluntary compensation, which ever applies. The inclusion of Cross Liability and Severability of Interest should be noted. The Certificate shall specify that liability is specific to this Program and Service.

The Certificate of Insurance shall show the date of issue, the name of the Authorized Representative, the Insurer, the Policy Number, the Policy Term, the Limit of Coverage, the Name of the Insured and shall explicitly name Corporation of the County of Dufferin and the CWLHIN/MOHLTC as “Additional Insured” or as a “Loss Payee” under the Loss Payables

Article 8.0 Resolution of Staff and Program Issues

- 8.1 Each Party will attempt to resolve any difference, disagreement, dispute or conflict that arises within or between its staff who are involved within the Program. If not successful within 60 days, the matter will be referred to the CWLHIN.

Article 9.0 Amendments to this Agreement

- 9.1 This Agreement may be amended by written addendum to the Agreement executed by the authorized representatives of the Parties to the Agreement at the time that the amendment is executed.
- 9.2 A Party who withdraws from the Agreement before the conclusion of the term (as outlined in Article 2.0) shall provide 90 calendar days written notice to the other Parties and an appropriate plan for the care of clients affected by the proposed withdrawal from the Agreement.
- 9.3 Upon withdrawal of a party, all parties will consult with and advise the CWLHIN/MOHLTC regarding the reallocation of funds and provision of services.
- 9.4 In the event of revision to the Agreement, or withdrawal of a Party from the Agreement, the Lead Party will immediately notify CWLHIN/MOHLTC;
- 9.5 Upon a withdrawal of a Party to the Agreement, that Party shall be released from any further responsibilities hereunder except those pertaining to the period in which they were bound and the obligations of confidentiality and indemnification which survive indefinitely.

Article 10.0 Termination of the Agreement

- 10.1 One month prior to the expiry date of the Agreement (i.e. before March 31, 2023) the Agreement will be reviewed by the Parties and may be renewed for a further term to be determined by mutual consent of all the Parties, failing which the Agreement shall terminate.
- 10.2 Any Party wishing early termination of the Agreement is required to provide 90 calendar days written notice to the other parties.
- 10.3 Termination of the agreement requires immediate notification to CWLHIN/MOHLTC.
- 10.4 This Agreement shall terminate automatically if program funding is withdrawn by the CWLHIN and/or the MOHLTC, and/or the CWLHIN/MOHLTC terminates their agreement with the Lead Party for any reason.
- 10.5 The CWLHIN may also terminate funding immediately if in the opinion of the CWLHIN, including, but not limited to, the Service Provider has knowingly provided false or misleading information, breaches of any part of the service agreement and/or misuse of the funding.

Article 11.0 Assignment

- 11.1 No Party to this agreement shall have the right to assign its interest and responsibilities herein, without the prior written consent of the CWLHIN/MOHLTC, the Service Provider and the Lead Party and in accordance with Article 10.0.
- 11.2 Subject to the provisions of 11.1, this agreement shall endure to the benefit of, and be binding upon, the Parties hereto and their respective successors and individuals assigned for this purpose.

Article 12.0 Terms of Payment

1. Payment by the Lead Party shall be made within thirty (30) days following the date on which the required monthly financial and statistical reports are received according to the terms of the contract.
2. If the Lead Party has any objection related to the reports or the substantiating documentation, within fifteen (15) days of its receipt, the Lead Party shall notify the Service Provider of the nature of the objection.

Article 13.0 Method and Basis of Payment

1. Upon completion of services as outlined in Article 3, and upon approval by the Lead Party representative, which approval shall not be unreasonably withheld or occur later than 30 days after receipt of the documentation related to the prescribed payment, the Lead Party will pay the Service Provider a sum to the ceiling of the CWLHIN prorated annual approved program budget as per Schedule “A” of this agreement according to the following breakdown:
 - a) Upon monthly receipt of the financial and statistical reports for the twelve months of April, 2022 to March, 2023, the Lead Party will disburse a payment equivalent the actual costs incurred by the Service Provider less any adjustments related to the previous month(s).
 - b) At the end of the operating year and upon receipt of the final month’s financial and statistical reports, the Lead Party will disburse the final payment up to the amount of the CWLHIN annual approved program budget minus a 10% holdback. The 10% holdback will be released when the final Annual Reconciliation Report (ARR) is completed.
 - c) Any change in funding by the CWLHIN/MOHLTC will result in a subsequent change in payment.
 - d) Any funding not spent by the Service Provider at year end reconciliation will be required to be returned to the Lead Party for repayment to the CWLHIN.

IN WITNESS WHEREOF the parties hereto have executed this Agreement under responsible corporate seals and the hands of their respective proper officials duly authorized on their behalf.

Victorian Order of Nurses for Canada (VON)

We have the authority to bind the corporation.

Per , A.S.O.
 Name: Davina Wong
 Title: Regional Executive Director

Per _____, A.S.O.
 Name:
 Title:

Corporation of the County of Dufferin

We have the authority to bind the corporation.

Per _____, A.S.O.
 Name: Wade Mills
 Title: Warden

Per _____, A.S.O.
 Name: Michelle Dunne
 Title: Clerk|Corporate Services

AGREEMENT REGARDING ASSISTED LIVING SERVICES – ORANGEVILLE
Schedule “A”

8

Program Funding and Performance Deliverables

FUNDING

Term April 1, 2022 to March 31, 2023	Base 22/23	Lead Party Agency Fee 22/23	Program Budget 22/23
Base Funding	\$305,334	\$9,160	\$296,174
Total	\$305,334	\$9,160	\$296,174

Monthly advances to be made for the months of April, 2022 through March, 2023 based on actual costs incurred to operate program. Total funds advanced not to exceed the annual approved program budget of \$296,174.

PERFORMANCE DELIVERABLES

Indicator	
Individuals Served	18
Resident Days	5311
PSW Hours	8140
Client Satisfaction Rate	75% return rate with 90% satisfied with services
Emergency Department Utilization Rate	TBD
Hospital Admission Rate	TBD

Schedule “A”

Program Funding and Performance Deliverables

REPORTING REQUIREMENTS

The reporting requirement will be on a monthly basis and must be received by the Corporation of the County of Dufferin by the 5th day following each month. The Lead Party must report to the MOHLTC as follows:

Quarter 2 due October 31, 2022
 Quarter 3 due January 31, 2023
 Quarter 4 due May 31, 2023
 Annual Reconciliation Report (ARR) due June 30, 2023

QUARTERLY SURVEYS

The Service Provider is required to survey program participants quarterly. Survey results will be reported to the Lead Party as follows:

Quarter 1 due July 20, 2022
 Quarter 2 due October 20, 2022
 Quarter 3 due January 20, 2023
 Quarter 4 due April 20, 2023

The CWLHIN/MOHLTC may also require at any other time, any financial or statistical reports it deems necessary. These reports must be provided by the Service Provider in order to maintain its funding for the Assisted Living Services – Orangeville (Hub and Spoke Model) Program.

Date: _____

Corporation of the County of Dufferin

We have the authority to bind the corporation.

Per _____, A.S.O.
 Name: Wade Mills
 Title: Warden

Per _____, A.S.O.
 Name: Michelle Dunne
 Title: Clerk/Corporate Services

Date: _____

Victorian Order of Nurses For Canada (VON)

We have the authority to bind the corporation.

Per _____, A.S.O.
 Name:
 Title:

Per _____, A.S.O.
 Name:
 Title:

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 2022-xx

A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AT ITS MEETING HELD ON JUNE 9, 2022.

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 June 9, 2022 in respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Warden of the Council and the proper officers of the Corporation of the County of Dufferin are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

READ a first, second and third time and finally passed this 9th day of June, 2022.

Wade Mills, Warden



Michelle Dunne, Clerk